



Better Workplace Better World Work Projects Building an Inclusive Workplace Culture

Congratulations on earning the **SHRM Inclusive Workplace Culture Specialty Credential!** Your pursuit of this credential shows your desire to help your organization build a more diverse, equitable, and inclusive work environment.

To help jumpstart your efforts in this area, we have developed the framework for a project that will allow you to apply the knowledge and skills gained from your Inclusive Workplace Culture Specialty Credential coursework. The project is divided into two phases starting with the foundational work of creating a compelling business case and constructing the strategic framework for change, then moving on to the actual building and implementation of solutions.

To get the most out of this project, we recommend you tackle each phase in sequential order. However, if you completed the foundational work outlined in Phase 1 earlier, then start your journey with Phase 2.

For project support, refer to your SHRM Inclusive Workplace Culture Specialty Credential participant materials, use the information, tools and materials posted on the SHRM website, or use the suggested templates and online articles mentioned in each step of the project development process.

Visit the **SHRM** website for additional information on the topic of **DE&I** and more. Click on the links below.

- [Together Forward @Work](#)
- [How-to-Guides](#)
- [Sample Presentation Templates](#)
- [Toolkits](#)
- [Research and Surveys](#)
- [Special Reports and Expert Views](#)
- [Webcasts \(Live and On-demand\)](#)

* Note: access to some content may require you to be a SHRM member.
Not a SHRM member yet? [Click here to Join Now!](#)

As a SHRM certification credential holder, you may earn the following distribution of PDCs for your project work:

- 10 PDCs for the completion of Phase 1.
- 20 PDCs for the completion of Phase 2.
- 30 PDCs for the completion of both Phases.

Prerequisites and General Requirements

- If you are a SHRM certification credential holder you **must** have an active Inclusive Workplace Culture Specialty Credential to earn PDCs. In addition, project work must be performed within the three years period of your recertification cycle.
- You must be the primary contributor to the project.
- Work project outputs and outcomes must not be fabricated or staged.
- Responses to the questions presented in the Project Summary Worksheet must be submitted in English and uploaded into the portal at the time the PDCs are requested.

Phase 1 - 10 PDCs

Create the business case and the strategic framework for your organization's inclusive workplace culture.

INSTRUCTIONS:

1. Identify 4 - 6 individuals in your organization who you feel could take on the role of change champion (try to select at least one individual at the executive level if possible). Working with the group, facilitate an exercise to complete a SWOT or SOAR analysis. Click on the links to access the SWOT or SOAR template. Read the following articles for insight and guidance on the topic:
 - EPM (Expert Program Management), SWOT Analysis How To. Retrieved from <https://expertprogrammanagement.com/2010/07/swot-analysis-how-to/>
 - EPM (Expert Program Management), SOAR Analysis. Retrieved from <https://expertprogrammanagement.com/2019/11/soar-analysis/>
1. Using the information derived from the SWOT or SOAR analysis exercise, craft a diversity and inclusion statement for your organization. Read the following articles for insight and guidance on this topic:
 - Heaslip, E. (Aug. 17, 2020). Writing a Diversity and Inclusion Statement: How to Get It Right. U.S. Chamber of Commerce. Retrieved from <https://www.uschamber.com/co/start/strategy/writing-diversity-and-inclusion-statement>
 - ONGIG. (July 26, 2018). 25 Examples of Awesome Diversity Statements. Magnet- attract candidates to you. Retrieved from <https://blog.ongig.com/diversity-and-inclusion/10-examples-of-the-best-diversity-statements/#samples>



Phase 1 - 10 PDCs

1. Continue to work with this group to map out an inclusive culture strategy for your organization. Read the following articles for insight and guidance:

- First Round Review. Eight Ways to Make Your DEI Efforts Less Talk and More Walk. Retrieved from <https://review.firstround.com/eight-ways-to-make-your-dandi-efforts-less-talk-and-more-walk>
- Trinidad, C. (April 4, 2017). Part 3: Setting Diversity and Inclusion Goals. Lever. Retrieved from <https://www.lever.co/blog/a-step-by-step-guide-to-cultivating-diversity-and-inclusion-part-2-setting-diversity-goals-that-resonate/>
- ONGIG. (July 25, 2020). 25 Examples of Awesome Diversity Goals. Magnet- attract candidates to you. Retrieved from <https://blog.ongig.com/diversity-and-inclusion/diversity-goals/>
- Making Work Absolutely Human. Sample Diversity and inclusion Strategy. Retrieved from <https://www.apta.com/wp-content/uploads/mwah.-SAMPLE-Diversity-and-Inclusion-Strategy.pdf>

1. Develop an inclusive culture business case. Read the following articles for insight and guidance:

- Palios, S. (Feb. 27, 2019). How to Build the Business Case For D&I At Your Company. Crescendo. Retrieved from <https://crescendowork.com/guide-start-diversity-inclusion-strategy/business-case-diversity-inclusion-company>
- Wang, C. (July 11, 2020). The Business Case for “Diversity and Inclusion” is Flawed. It’s Time to Try a New Framing. Kennedy School Review. Retrieved from <https://ksr.hkspublications.org/2020/07/11/the-business-case-for-diversity-and-inclusion-is-flawed-its-time-to-try-a-new-framing-2/>

1. Present your business case and proposed strategy to executive-level decision-makers or influencers. Read the following articles for insight and guidance:

- O’Hara, C. (July 21, 2014). The Right Way to Present Your Business Case. Harvard Business Review. Retrieved from <https://hbr.org/2014/07/the-right-way-to-present-your-business-case>
- Kofman, L., & Madison, A. 7 Ways to Get Executive Buy-in for Diversity and Inclusion Work. Culture Amp. Retrieved from: <https://www.cultureamp.com/blog/7-ways-to-get-exec-buy-in-for-diversity-and-inclusion-work>

1. Put together a plan to help manage and sustain the cultural change your organization will be going through. Read the following articles for insight and guidance:

- Kotter, J. The Eight Step Process For Leading Change. Retrieved from <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- Pu, L. & Schramm, L. (July 12, 2018). Changing the Change Rules at Google. Retrieved from <https://rework.withgoogle.com/blog/changing-the-change-rules-at-google/>

1. Respond to questions 1 – 5 of the **Project Summary Document**.

Phase 2 - 20 PDCs

Build and implement a solution to a specific inclusive workplace culture challenge or opportunity within your organization.

INSTRUCTIONS:

1. Select an inclusive workplace challenge or opportunity to address. Choose from the **Suggested Inclusive Workplace Culture Initiatives Transformation Efforts List** or identify an initiative of your own. Read the following articles for insight and guidance:

- Callaham, S. (August 18, 2019). Eight Steps To Start Or Grow A Diversity And Inclusion Initiative. Forbes. Retrieved from <https://www.cio.com/article/3262704/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html>

1. Build out and implement the solution. Read the following articles for insight and guidance:

- SHRM How to Guides: How to Develop a Diversity, Equity, and Inclusion Initiative. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>
- Bailey, R., Biech, E., & Wilson T. (March 12, 2021). Getting Buy-in for DE&I Initiatives. Retrieved from <https://www.td.org/atd-blog/getting-buy-in-for-de-i-initiatives>

1. Measure the solution's impact over a 30, 60, 90-day period and communicate outcomes. Read the following articles for insight and guidance:

- Menzies, F. Meaningful Metrics For Diversity and Inclusion. Include-Empower.com. Retrieved from <https://cultureplusconsulting.com/2018/10/16/meaning-metrics-for-diversity-and-inclusion/>

1. Respond to questions 6 – 10 of the **Project Summary Document**.