



2020

# **Mossier Consulting and Training Menu**

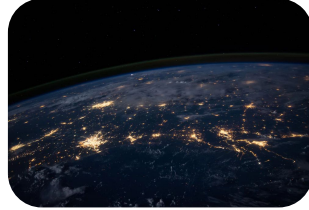




All of Mossier's Work hits on the following key areas (see slide 11-19 for description of training topics)



Employee Resource Group Strategy



Global LGBT Business Strategy



Implementation Outside Major Cities



Generation Z Recruitment, Retention



Analytics and Self-ID Solutions



Culture and Change Management



Transgender Workplace Inclusion



Inclusive Policy and Compliance





# How Mossier Works With Clients

## Educational Workshops & Discussion

### 1-2 Hours

Specific topics to get leaders thinking critically

Perfect for employee resource groups, diversity councils and one-off inclusion chats

Audiences of 10+

In-person & webcast

Choose from 20+ Mossier trainings or customize

## Guided Strategy Sessions

### 2-3 hours

Convenes small (4-8) groups of HR, D&I, legal and LGBTQ leaders

Comprehensive overview of key LGBTQ inclusion challenges and opportunities

Language training

Facilitated discussion to begin building LGBTQ workforce inclusion strategy

## Assessments & Strategic Planning

### 1-3 Days

Interview HR, D&I and LGBTQ leaders

Anonymous questionnaires

Completion of Mossier's LGBTQ Workplace Equality Scorecard™

'LGBTQ Workforce Inclusion Strategic Plan' created

## Advisory & Consulting Services

### 3 months-3 years

A curated set of workshops, strategy sessions & assessments

'LGBTQ Workforce Inclusion Strategic Plan' created and implemented

1:1 coaching with senior leaders, frontline recruiters

Align business and inclusion goals



## Workshop Options

Mossier's 1-hour workshops are designed to energize your employee resource group or diversity council meeting, to add new life to your annual recruiter summit, or to challenge the status quo during your strategic planning session. These talks are largely educational and designed to help companies offer continuing and ongoing opportunities for their employees to challenge their way of thinking. See slides 11-13 for full descriptions.

- Generation Z Queer
- Inclusive Language Across Generations
- The Business Case for LGBTQ Inclusion:
- LGBTQ Workplace Equality and The Law:
- Authenticity At Work
- Racism and Unconscious Bias in the LGBT Community
- Diversity and LGBTQ Recruiting
- LGBTQ-Inclusive Leadership
- Transgender Workplace Inclusion Best Practices
- Self-Identification Programs and Data Analytics (Levels I, II, III)
- Running Successful Employee Resource Groups (Levels I, II, III)
- Global LGBTQ Inclusion and Safety





## Guided Strategy Session Overview

Mossier's "LGBTQ Workforce Development Strategy Session" was created in order to bring together key leaders from LGBTQ employee resource groups, human resources, diversity and inclusion, legal and executive sponsorship to:

1. Educate leaders on the broad scope of LGBTQ workforce inclusion challenges and business opportunities (see next slide for thematic areas)
2. Examine the company's current diversity and inclusion efforts and spending as they relate to the LGBTQ community
3. Begin to develop tangible 1-3-5 year goals that work to integrate LGBTQ inclusion into business strategies surrounding recruitment and retention, marketing, government relations, inclusive leadership and culture

Efforts to ensure LGBTQ inclusion is integrated into business strategies is often stalled and slow to progress due to the fact that many decision makers need to be involved across several departments. This session is designed to bring those decision makers together and help everyone understand the integrated nature of this work, how to make progress quickly and ensure that company dollars and resources are being maximized. 45 minutes is spent on education and 45 minutes is spent on facilitated strategy work.





## Assessments and Surveying

Mossier's LGBTQ Workplace Equality assessments and surveying were designed to help employers get a pulse on their current stage in the LGBTQ inclusion journey. This full-day engagement includes a series of interviews with HR leaders and LGBTQ talent when possible. A survey is sent to the employer two weeks ahead of time. The survey results are compared to Mossier's local benchmarking as well as national data and rankings of organizations similar to the client. The client will receive:

1. Mossier's LGBTQ Workplace Equality Scorecard™ (think of the Human Rights Campaign's Corporate Equality Index on steroids)
2. A report that outlines the employer's opportunities for growth, the associated costs, and an analysis of potential benefits in terms of employee productivity, wellbeing, turnover,
3. Mossier's key recommendations and priority list for the organizations DEI leaders to pursue as well as key arguments that leaders can use when pitching to high level leaders

This package is designed for employers who aren't afraid to "look under the hood." It is designed for employers who know that more needs to be done but are unsure of where to begin. This package helps the employer identify true north and begin making tangible progress. Highly recommended to pair with a guided strategy session.





## Advisory and Consulting

Think of Mossier as your in-house “Chief LGBTQ Officer” with this package. There are truly no limits and Mossier’s staff and consultants are at the ready to help your organization on any of the following:

- Direct 1on1 coaching with Chief Diversity Officers and other high level leaders who are looking to expand their inclusive leadership toolset, for leaders who are looking to move from general DEI awareness to DEI champion and accomplice.
- Strategic planning and program development with employee resource groups (includes designing and launching employee resource groups)
- Final deliverable includes: findings from employee interview(s), focus group(s), and contact information for those that consent, ROI breakdown, any training materials/modules created in conjunction with the employer throughout this contract

Advisory and consulting services are perfect for organizations that have just hired a Chief Diversity Officer and/or are looking to expand their diversity staff. Mossier’s consulting focuses on aligning the firm’s broader business goals with their equity and inclusion goals. Hiring Mossier as your in-house consultant says that your firm is ready to become best in class for LGBTQ inclusion



## About Nick Alm

Mossier Executive Director Nick Alm (He/Him, They/Them) first found their passion for LGBTQ employment issues after starting the first business-focused LGBTQ student organization at the University of Minnesota. 50 people showed up to that first meeting. Then he raised over \$10,000 in corporate sponsorships in one-year. Recognizing both a strong social and business case, Mossier was developed to bring LGBTQ equality to the workplace in Minnesota. Mossier has been endorsed by over 40 colleges, Fortune 500 companies, and government agencies. Mossier grants profits from consulting services to LGBTQ entrepreneurs in the 70 countries where it is illegal to be LGBTQ. To-date, Mossier has granted over \$100,000 to 10 businesses in Kenya, Uganda and The Dominican Republic. In 2019, Minnesota's LGBTQ Chamber of Commerce (Quorum) named Nick the first-ever "Rising Star Professional." Mossier was also recently named one of "6 Social Impact Startups You Need To Know" by American Inno.



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# Mossier Board of Directors, Advisors and Consultants

1. **Amanda Lyons, J.D.** - Executive Director, University of Minnesota Human Rights Center, Global LGBTQ Human Rights and inclusion leader
2. **Daniel Duty** - CEO, Conlego, Former Vice-President of Corporate Social Responsibility, Target, Executive Sponsor of Target's LGBT+ network
3. **Robert Reed** - Lead Recruiter, Allianz, Diversity Recruiting Champion
4. **Malissa Stanton Adams** - COO, Stanton Adams Consulting, Social Equity Consultant
5. **Kimberly Malone J.D.** - Chief Investigator and Equal Opportunity Consultant, MN Department of Employment & Economic Development
6. **Charlie Rounds** - Corporate Social Responsibility and LGBTQ Storytelling Expert
7. **Vanessa Tennyson, SHRM-SCP** - CEO, Capitalize Your Humanity, Leadership Coach for LGBTQ populations
8. **Lulu Bauermeister** - Corporate Social Responsibility Manager, U.S. Bank
9. **Liz Kubicek** - Queer Generation Z expert and Mossier Program Director
10. **Casey Rayburg** - Engineer, Medtronic, National Society of Black Engineers
11. **Tyler Aman** - Change Management Leader, Thrivent
12. **Keith Morancie** - Lead Strategist, Target
13. **Vicky Castorena** - Diversity Council Leader, Capella University
14. **Felicia Kenyon** - Talent Acquisition, Children's MN
15. **Greg Johnson** - Human Resources Director, Children's MN
16. **Merritt Swain** - Global Product Director, Boston Scientific
17. **Thu Dahn** - Clinical Research, University of Minnesota Medical Center



# Mossier's Partners To-Date



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## Transitioning at Work

**Key Learning Objective: Understand aspects of the company that affect transgender and gender nonconforming employees' ability to present themselves and efficiently navigate the workplace.**

- Ensure protocol is in place for trans/non binary employees specifically, especially to assist with transition experience
- Affirm gender identity of all employees by verifying that general policy structure is inclusive or gender neutral
  - Include the topics of gender neutral restrooms, names/pronouns use in email, directory, etc., paid-leave, and inclusive medical benefits
- Train allies on best practices for voicing questions or concerns and supporting their trans/non binary coworkers
  - Micro-aggressive actions that negatively impact trans/non binary employees' success and mental health
  - Micro-affirmative actions that foster a more inclusive environment
  - Appropriate language and jargon for discussing LGBTQ issues





## ERG Strategy

**Key Learning Objective: Create a streamlined ERG Strategy that allows for accomplishment of and congruence with DEI goals**

- Best practices for ERGs - purpose, involvement with firm, integration with HR and DEI
  - Breaking down silos between other ERG chapters within the firm and with other firms
  - Addressing discrepancies between best practice and firm policy
- Selecting leadership and governance within the ERG
- Managing budget and creating budget guidelines
- Generating executive buy-in
  - ERG Funding
  - Executive Sponsorship
    - Selection Criteria
- Effective prioritization techniques for ERG goals
  - Launch-phase ERG strategy
  - Time-phased objectives and 80/20 Rule thinking
- Creating programming aligned with ERG goals: Mentorship programs, outreach to allies, and recruitment tie-ins





# Policy

**Key Learning Objective: Understand that proactive company policy can be used to protect LGBTQ employees from discrimination and avoid lawsuits**

- **Compliance with State and Federal Law**
  - Current LGBTQ discrimination protections
    - State and Federal
      - Title VII, EEOC, FMLA, BFOQ Cases
- **Proactive Best Practices**
  - Monitor supreme court decisions, changing legal protections, and emerging precedents to mitigate legal risk
    - Inclusive Family Leave policy
    - Accessible discrimination reporting protocol
    - Inclusive language
      - On forms, policy, and company communications





# The Business Case for Inclusion

**Key Learning Objective: Understand that LGBTQ Discrimination affects a firm's success through both individual factors and organizational factors**

- **Individual Factors:**
  - LGBTQ Discrimination contributes to turnover and productivity losses, resulting in financial losses
    - When employees can't bring their whole selves to work they are less productive and more likely to leave the company
  - Discrepancies in health and rates of hiring and promotions lead to decreased work attendance and lack of leadership representation
    - Anti-LGBTQ company culture harms the health of LGBTQ employees.
    - LGBTQ advancement discrimination prevents the creation of a diverse upper management
- **Organizational Factors:**
  - The global buying power of LGBTQ individuals and allies create potential for top-line revenue growth through cause marketing and recruitment efforts
    - Implementation challenges, including Pinkwashing, exist
  - Risk management through PR, Legal, and Compliance initiatives
    - Lawsuits and Boycotts are costs that can be avoided through proactive LGBTQ inclusion policy





# Global LGBTQ Considerations

**Key Learning Objective: Understand that diverse international cultures present challenges for outsourcing, expatriation, hiring, and entering foreign markets due to differences in LGBTQ inclusion norms**

- **Where do you do Business?**
  - Are you aware of your place in the global LGBTQ landscape? Do you do business in countries with harsh anti-LGBTQ policy?
  - Understand current events, policy conversations, supreme court decisions affecting your customers and/or potential hires
  - Provide current event updates, recommendations, and benchmarks that are specifically of relevance to the company and country of our client.
- **Who do you do business with?**
  - Protect LGBTQ talent during the expatriation process
    - Ensuring that Self-ID information does not follow them to other countries
  - Opportunities to source products and services from LGBTQ-owned businesses and/or LGBTQ-friendly businesses
  - Reconcile cultural norms and attitudes towards DEI efforts with international hires
  - Understand how global LGBTQ policy can negatively influence an LGBTQ employees career and promotion trajectory
    - Implement risk management procedures





## Implementation outside Major Cities & Corporate Offices

**Key Learning Objective: Understand that LGBTQ people live in rural areas and are at increased risk of LGBTQ discrimination. Ensure that the firm has practices for LGBTQ inclusion across all geographies**

- Adjusting HR and DEI strategy to be effective in close-knit work environments and communities
  - Leveraging strengths of regional offices, plants, and stores
- Designing training for rural communities and plant locations
  - Respect towards regional norms, including use of language
  - Address of unconscious bias towards regional employees
- Kaizen and Continuous Improvement for HR + Use of Effective Metrics and KPI (Key Performance Indicators)
  - Differences between effective metrics for major and regional offices
- Training for managers and addressing problematic managers







# Generation Z Recruitment & Retention

**Key Learning Objective: Create tailored HR efforts for Generation Z, who conform to a broader range of sexualities and genders than their older counterparts and respond uniquely to HR efforts**

Generation Z Employees Look For:

- **Benefits**
  - Publicize benefits and policy
  - Make benefits and policy language LGBTQ inclusive
- **Community/Culture**
  - Create Gen Z, LGBTQ-Specific networking opportunities
  - Incorporate LGBTQ-specific information in an in-person recruitment conversation
  - Encourage face-to-face conversations for candidates by leveraging employee resource groups (LGBTQ and Gen Z)
  - Connect with student groups at Universities
    - On an HR level
    - On an alumnus level
    - Database for LGBTQ business groups nationally
- **Advancement Opportunities**
  - Gen Z value company culture and career opportunities
    - LGBTQ representation in upper management enable Gen Z to see themselves advancing in the firm





## Analytics and Self-ID

**Key Learning Objective: Identify appropriate analytics solutions (including whether or not self-ID is appropriate) for the firm and understand key insights provided by analytics**

- Modes of data collection
  - Is Self-ID an appropriate mode for the firm?
  - Fit for culture + Fit for purpose
  - Asking questions inclusively and legally
  - Collecting data at the appropriate time in the employee life cycle
- Purpose of analytics, key insights, and use of insights in business decisions
- Knowledge Management within LGBTQ employee base
- Data policy best practices
  - Access by HR to individual employees' data
  - Geography, where to use Self-ID or other analytics solutions?
- Self-ID for smaller organizations
- Effective use of existing HRMS and ERP solutions from third-party vendors





# Culture and Change Management

**Key Learning Objective: Understand the intersection of unconscious bias, vulnerability, self-improvement, communication, leadership and how they all influence culture**

- Align cultural changes with organizational objectives and policies to create synergies
- Change Management Process Best Practices
  - Frameworks and best practices
  - Communicating the business and social cases for change
  - Resolving complaints and handling pushback
  - Gauging culture: goals, KPIs (Key Performance Indicators), metrics
    - Inclusion of all employees in goals, KPIs, and change process
- Identify and support change agents at all levels of a firm, including top-down and bottom-up influences
- Generate executive and governance buy-in
- Communicate effectively with all stakeholders, including customers, potential new hires, communities, etc.

