



Lever Three: **TALENT MANAGEMENT**

Recruiting new employees requires many tactical approaches. Retaining valuable colleagues and their knowledge of the organization, the industry, the stakeholders and success factors requires a different set of actions, policies, and investments.

As a mark of sustainable, welcoming and inclusive cultures, organizations that 'walk the walk' of equitable practices for all employees in opportunity, pay, benefits, fair treatment, and training demonstrate high employee retention with commensurate bottom-line benefits.



Lever Three: **TALENT MANAGEMENT**

Talent Management focuses on creating the next generation of leaders and developing the skills and capacity of all employees so that they can contribute to their fullest potential in order to meet the evolving needs of the organization or industry.

Elements of Talent Management:

3.1 Learning & Development:

Creates a learning and development strategy that meets the unique needs of employees and aligns with broader organizational goals and values.

3.2 Performance Management

Ensuring the organization's performance management process is inclusive and equitable for all employees.

3.3 Advancement & Promotion:

The development of programs and processes to ensure equitable advancement for employees and mitigate the role of bias within the employee lifecycle.

3.4 Leadership Pipeline Development:

The development of transparent pathways and mentorship programs to champion high potential employees.

Equity Commitment

We ensure every employee, regardless of their background or identity, has equal opportunities for growth and advancement within our organization.

What to Measure

- Compensation, Pay Equity (including Bonuses)
- Retention
- Promotion & Performance Evaluation
- Training and Development Participation

3.1 Learning & Development:

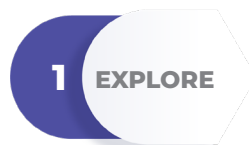
Creates a learning and development strategy that meets the unique needs of employees and aligns with broader organizational goals and values.

Equity Building Actions

- Understand L&D needs of populations that historically face barriers to entry in the clean energy workforce.
- Monitor L&D outcomes disaggregated by identity groups to identify potential barriers.
- Review L&D programs, materials, and delivery to ensure accessibility for all employees.
- Ensure promotion of recognized learning opportunities that increase worker mobility (certification, degree programs or union mastery) reach underrepresented populations, communicating when upfront costs are covered.

Growth Stages - Assess Your Organization

The growth stages are a tool to help you assess your organization. Read the descriptions and identify which stage sounds most like your organization. The full self-assessment tool can be found [here](#).



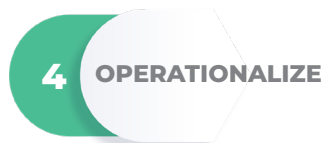
Organizations **explore** best practices for creating a learning and development strategy.



Organizations review the current state of learning and development, and **develop** objectives and strategy for employees at different levels that align with organization goals and values.



Organizations **implement** learning and development strategies and collect data to understand employee needs or experiences that might inform future strategy.



Learning and development is **operationalized** into formal and informal cultural practices (i.e. staff meetings, direct-report meetings) and impact and effectiveness is measured.



Organizations **continually assess and improve** long-term learning and development strategy to ensure alignment with organizational goals, objectives, and needs of employees.

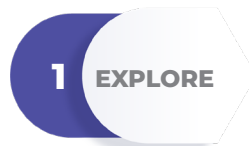
3.2 Performance Management:

Ensures the organization's performance management process is inclusive and equitable for all employees.

Equity Building Actions

- Formally train managers to mitigate bias in performance reviews and employee lifecycle.
- Standardize performance reviews across the organization to eliminate potential bias and to ensure outcomes are measurable.
- Evaluate disaggregated performance review data to identify disparate outcomes or identify trends across genders, race and ethnicity groups, geographic areas, departments or roles.

Growth Stages - Assess Your Organization



Organizations **explore** benchmarks to understand the means to incorporate inclusion and equity in the performance management process.



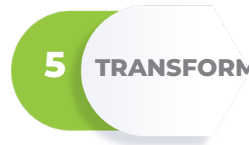
Organizations review the current state of performance management processes and **identify** inclusive practices that can be incorporated into processes.



Organizations **implement** inclusive practices within the performance management process and collect data to identify or understand disparities within the process.



Organizations **continually mitigate** disparities within the performance management process and use formal and informal data from employees to continue to better integrate inclusion in this process.



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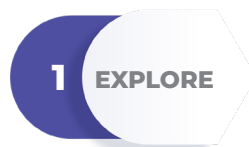
3.3 Advancement & Promotion:

Develops programs and processes to ensure equitable advancement for employees and mitigates the role of bias within the employee lifecycle.

Equity Building Actions

- Ensure that all employees have equal access to professional development opportunities, including training programs, mentors, leadership development initiatives, and networking events.
- Understand potential barriers specific to underrepresented groups. Ensure resources and programs address identified needs.
- Evaluate disaggregated promotion and advancement data to identify disparate outcomes or identify trends across genders, race and ethnicity groups, geographic areas, departments or roles.

Growth Stages - Assess Your Organization



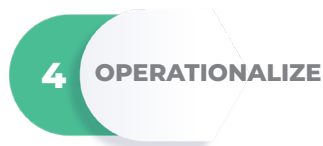
Organizations **explore** benchmarks to understand the means to mitigate bias and include equity in promotion and advancement processes.



Organizations review the current state of advancement and promotion process to identify trends, disparities and **develop** internal goals or strategy to ensure equitable advancement.



Organizations **implement** programs or processes that address identified disparities and align with internal goals or strategy for equitable advancement, and collect data to understand experience across employee lifecycle.



Organizations takes step to mitigate bias across the employee lifecycle and advancement processes are **operationalized** with key personnel processes.



Advancement & promotion practices are **standardized** in all business operations. Organizations communicate on promotional trends and steps taken to foster equitable advancement to increase accountability and transparency.

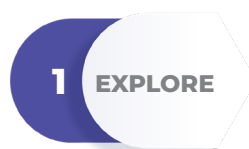
3.4 Leadership Pipeline Development:

Develops transparent pathways and mentorship programs to champion high potential employees.

Equity Building Actions

- Review leadership pipeline data to identify trends or disparities that lead to unequal advancement.
- Build or adapt leadership development programs, such as mentorship, champions or sponsors, fast track programs, or employee resource groups (ERG), to address the unique needs of individuals from historically underrepresented communities in the industry.
- Formalize mentorship programs and clearly communicate opportunities to participate to all employees.

Growth Stages - Assess Your Organization



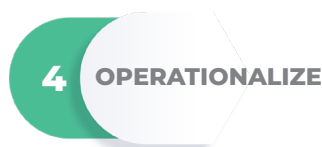
Organizations **explore** best practices for developing mentorship efforts for high potential employees, especially from underrepresented communities.



Organizations determine metrics for high potential employees that take into consideration bias and mobilize the internal stakeholders and resources necessary to **develop** formal mentorship programs.



Organizations **implement** mentorship programs and collect data on employee nominations and participation to identify potential disparities.



Organizations address disparities within mentorship programs and **operationalize** with key personnel processes or strategy (i.e learning and development strategy).



Mentorship programs identify broad or diverse candidate pools and leaders **continue** to take steps to ensure that disparities or trends are addressed.



Pathway Forward to Clean Energy for All

A DEI Framework for the Clean Energy Industry

renewablesforward.org