

ARGE Scorecard: Usage in Career Centers

There are myriad ways to use the scorecard and career centers are encouraged to be innovative in how they adapt and use the scorecard to achieve their mission for supporting historically disadvantaged groups. Ultimately, the scorecard is an objective tool that can be used to guide decision-making on which employers to include in key programming and signature events designed specifically for historically disadvantaged groups. The information listed below should serve as a guide, but is not an exhaustive list of ways to use the scorecard.

Checklist before using Scorecard

- Commit to learning about the history of racism and sexism in the US and challenge any unfounded beliefs or assumptions.
- Agree upon what anti-racism and gender equality mean to the career center through the lens of the historically disadvantaged groups defined by the ARGE Scorecard.
- Make a bold statement on how the career center will position anti-racism and gender equality in its operating environment and practices.
- Determine which perspectives and indicators are most important to the historically disadvantaged groups served by the career center and postsecondary institution.

Evaluating Inactive, Active, and Prospective Employer Partners

- Identify the resources (staff, interns, grad assistants, etc.) available to conduct employer research and analysis using the scorecard.
- Review employer reports to find *disaggregated data specific to historically disadvantaged groups* to be evaluated from the following primary sources: a) Publicly-available resources; b) Data requested directly from employer liaisons.
- Use rubrics to evaluate employers across any (or all) of the scorecard perspectives in order to determine the top 25/50 DEI Employers based on any (or both) of the following two factors: a) Transparency (Communications) of DEI and social justice data on historically disadvantaged groups; b) Accountability (Management) of DEI and social justice data on historically disadvantaged groups.
- Develop a communications plan to inform Employer Partners that the career center will be implementing the use of a scorecard to guide decision-making on the employers invited to participate in designated initiatives/events. Be prepared to explain the career center's purpose for implementing the scorecard.

Ways to use the Scorecard (through the lens of historically disadvantaged groups)

- Which employers to provide DEI-Maturity Competencies training for?
- Which employers to promote directly to HDG Students for internship and full-time job opportunities?
- Which employers to participate in Corporate Partners, Sponsors Programs, and Advisory Boards?
- Which employers to participate in Experiential Learning Programs designed for HDG Students?
- Which employers to participate in DEI-themed Networking Events and Career Fairs?
- Which employers to participate in DEI-themed Career Education Workshops?
- Which employers to participate in strategic alliances to support Student Enrollment & Retention for HDG's?

ARGE Scorecard Goals

There are myriad goals that a career center can achieve using the scorecard. The key will be identifying the ones that can provide the most sustainable and positive impact to historically disadvantaged groups. *What follows is not an exhaustive list:* 1) Promote anti-racism/sexism in the workplace, community, and academia, 2) Be more equity-minded when considering historically disadvantaged groups in the workplace, community, and academia, 3) Influence employers to be transparent and accountable for the equitable outcomes in recruitment, retention, and advancement of historically disadvantaged groups, 4) Influence employers to play meaningful roles in education, entrepreneurship, employment, and economic mobility for historically disadvantaged groups, and 5) Influence campus community partners to work with career centers to bridge equitable academic outcomes with equitable professional outcomes for historically disadvantaged groups.

ARGE Scorecard Effectiveness

Career centers should identify ways to measure how effective the scorecard is in helping them to advance their strategic DEI and social justice goals that positively impact historically disadvantaged groups. Effectiveness can be measured in many ways and will depend upon the goals that are created and the tools used to assess their outcomes. *What follows is not an exhaustive list:* 1) Increase in quality career education programming addressing specific needs of historically disadvantaged groups, 2) Increase in employer transparency and accountability on its initiatives that impact historically disadvantaged groups, 3) Increase in career center transparency and accountability on its initiatives that impact historically disadvantaged groups, 4) Increase in campus community awareness of employer DEI and social justice initiatives, and 5) Survey ratings from historically disadvantaged groups.

Benefits of using the Scorecard (not an exhaustive list)

- Provide uniformity and consistency for evaluating employers' DEI and social justice initiatives that impact historically disadvantaged groups.
- Enhance Career Center DEI knowledge, programming, practices, and activities to strategically support its internal and external stakeholders.
- Identify the Top 25/50 DEI-Mature Employers that are positioned to provide Career Pathways for historically disadvantaged groups through recruitment, mentoring, and experiential learning opportunities.
- Guide decision-making for which Employers participate in Sponsorships, Partnerships, Boards, and other high-profile opportunities.

ARGE Scorecard Questions for Employers (examples)

Career center professionals can find data on an employer's DEI and social justice initiatives through researching its publicly-available information or through requesting it directly from the company. The main purpose of the scorecard is to evaluate disaggregated data on Women, Blacks/African Americans, Hispanics/Latinx, and Indigenous Americans that show an employer's level of transparency and accountability of its DEI and social justice strategies and outcomes. In cases where the desired data is not publicly available, then the sample list of questions below can serve as a guide when formulating information requests from an employer liaison (campus recruiter, diversity manager, alumni, etc.). What follows is not an exhaustive list:

- a. **People & Inclusive Leadership Perspective:** *An analysis of an organization's key performance indicators of equality and equity through its practices that ensure management and non-management employee representation of its internal Historically Disadvantaged Groups.*
 - i. Does a company track employee demographics on its Senior Leadership Team (Board of Directors, Executives, and Directors) broken down by demographics that include data on HDG's for the past 2-3 years?
 - ii. Does a company track employee demographics on its New Hires/Entry-Level Employees broken down by demographics that include data on HDG's for the past 2-3 years?
 - iii. Does a company track employee demographics by Leadership Development Programs broken down by demographics that include data on HDG's for the past 2-3 years?
- b. **Retention & Advancement Perspective:** *An analysis of an organization's key performance indicators of equality and equity through its practices that foster retention and advancement opportunities for its internal Historically Disadvantaged Groups.*
 - i. Does a company track perceptions of fairness, trust, and respect through Climate Surveys broken down by demographics that include data on HDG's for the past 2-3 years?
 - ii. Does a company track Discrimination/Harassment, Bullying, Micro-aggressions, Workplace Violence, and Grievances/Complaints broken down by demographics that include data on HDG's for the past 2-3 years?
 - iii. Does a company offer annual training for the past 2-3 years on any of the following: 1) Unconscious Bias Workshops, 2) Communication & leadership styles for Women, 3) Communication & leadership styles for Racial & Ethnic Groups Minority Communication Styles?
- c. **Employer Branding & Recruitment Perspective:** *An analysis of an organization's key performance indicators of equality and equity through its practices that position it as an Employer of Choice for internal/external Historically Disadvantaged Groups.*
 - i. Does a company have a goal to fill more positions at all levels with diverse candidates belonging to HDG's for the past 2-3 years?
 - ii. Does a company currently (or plan to) offer a dedicated DEI annual report to track and communicate its DEI and social justice initiatives and outcomes to prospective candidates belonging to HDG's for the past 2-3 years?
 - iii. Does a company have a goal to be listed in Rankings Publications that recognize employers considered to have desirable workplace environments for HDG's for the past 2-3 years?
- d. **Community and Social Impact Perspective:** *An analysis of an organization's key performance indicators of equality and equity through its practices that improve socioeconomic conditions for external Historically Disadvantaged Groups.*
 - i. Does a company track its progress with supplier diversity programs broken down by demographics that include data on HDG-owned businesses for the past 2-3 years?
 - ii. Does a company track its support and engagement with K-12 schools for students broken down by demographics that include data on HDG's for the past 2-3 years?
 - iii. Does a company track its Financial Contributions and/or Pro Bono Work with For/Non-Profits and Government Agencies whose mission is to advance equality and equitable outcomes for demographics that include HDG's?