Enterprise Employee Resource Groups (ERGs) Bylaws

Article 1. Purpose

An Enterprise Employee Resource Group (ERG) is a collective of employees who meet routinely (e.g., a minimum of four times per year) to support and learn from each other. Enterprise ERGs provide an opportunity for different identity groups to come together and connect about workplace issues. ERGs exist to achieve the following business purposes:

- Provide a sense of community for employees through meetings and events
- Encourage cross-agency relationship building and collaboration for a supportive work environment through meetings, trainings, and events
- Offer employees an opportunity to feel heard and valued through conversations, discussions, and other activities
- Contribute to creating a sense of belonging by creating a cohesive network of employees working towards the broader goal of an inclusive workplace

To achieve the above business purpose, Enterprise ERGs partner with Minnesota Management and Budget (MMB) to align their activities with three core principles of **Culture, Career Development, and Community Building:**

- Culture: Encompasses efforts that involve connecting employees across the enterprise to foster an inclusive work environment
- Career Development: Encompasses efforts to provide ongoing professional and career development opportunities with ERG members and participants
- Community Building: Encompasses efforts to enhance and promote a sense of connection among employees with a common interest in achieving equity and inclusion

Their work also aligns with the strategic goals and business purposes established by each administration, including, but not limited to, the following:

- Creating an inclusive environment for American Indians, people of color, people who have a disability, and veterans
- Raising awareness about disparities related to health and well-being.

Enterprise ERGs shall not be used to discuss, negotiate, or bargain over terms or conditions of employment or to address grievances or labor disputes.

For further information on activities that help achieve these goals and objectives, see Article 4. Meetings, Meeting Minutes, Notices, and Events and Article 9. Employee Participation.

To ensure the work of the Enterprise ERGs remains current and relevant, see Article 13 on By-laws Changes, which requires a biennial review of the by-laws.

Article 2: Enterprise ERG Members and Participants

All employees are encouraged to participate in Enterprise ERGs as active members.

Members

Active members are employees who attend the majority of ERG meetings and events on an annual basis. Members are also involved in contributing to the ERG's annual workplan. Individuals who do not share an identity with the ERG, but embrace the purpose of ERGs and participate actively in ERG meetings, planning, and events, are also considered members.

Participant

A Participant is defined as an employee who attends fewer than half of all ERG meetings and events on an annual basis. A participant may or may not share an identity with the ERG; however, participants shall be expected to serve as allies and support the work of the ERG vis-à-vis their participation.

An ERG may choose to establish different criteria for "member" and "participant" by doing so in its own bylaws or charter, but must continue to allow members and participants to be any state employee that shares the goals of the ERG.

Article 3: Structure

All Enterprise ERGs shall have an Executive Sponsor and a Champion. Further, all Enterprise ERGs shall have a leadership team comprised of the following positions: Executive Sponsor, Champion, Chair/Co-chairs, and Secretary. Chairs/Co-Chairs of an executive committee or standing subcommittee shall also be part of an ERG's leadership team. A temporary vacancy in one of the positions will not be a basis for dissolution of an ERG. A position may remain vacant for a period not to exceed six months, or temporarily held by a person outside of the designated level of employment for the role, as long as the remaining ERG leadership is actively seeking a qualified replacement.

Employees who take on leadership roles of Champion, Chair/Co-chair, or Secretary of an Enterprise ERG must receive supervisor approval to hold the position.

Executive Sponsor

Each Enterprise ERG shall have one Executive Sponsor (an agency head or designee of an agency head) who will be identified in partnership with MMB. ERGs may bring recommendations about an Executive Sponsor to MMB; conversely, MMB may make suggestions to the ERG about appropriate Executive Sponsors. The Executive Sponsor shall provide overall leadership to the Enterprise ERGs to help the ERG to ensure it is operating in alignment with the bylaws and relevant policies and procedures. The Executive Sponsor shall support the efforts and initiatives of the Enterprise ERGs stated in the annual work plan. If assistance is needed to identify an appropriate Executive Sponsor, please consult with the Enterprise Engagement and Retention Specialist at MMB.

The Executive Sponsor shall serve as necessary on an ongoing basis. Executive Sponsors should meet with ERG leadership at a minimum of once per quarter. Some of the key responsibilities of the Executive Sponsor will be to:

- Provide leadership and guidance to the annual Enterprise ERG work plan
- Help remove organizational and individual barriers to achieve Enterprise ERG goals
- Champion inclusion and diversity both internally and externally

For a complete description of the role of the Executive Sponsor, see the Executive Sponsor position description available from MMB.

Champion
The Champion (Director level and above) shall have a commitment to the purpose of Enterprise ERGs and to advancing the objective of employee engagement and retention. They shall ensure that the purpose and objectives of the Enterprise ERG are carried out effectively. This includes, but is not limited to:

- Facilitating ERG meetings or events in the absence of ERG chairs/co-chairs
- Assisting with the development of the annual workplan
- Assisting with the development of the annual report
- Communicating the success of the ERG to leaders
- Assisting with identifying and removing barriers to an ERG's success
- Ensuring ERG work is conducted in alignment with the business purpose

The Champion may also be the main point of contact for the Enterprise ERG Executive Sponsor. If assistance is needed to identify an appropriate Champion, please consult with the Enterprise Engagement and Retention Specialist at MMB.

For a complete description of the role of the Champion, see the Champion position description available from MMB.

Chair/Co-Chairs
Enterprise ERGs may elect to have one Chair or shared Co-Chair responsibilities (see below). The Chair/Co-Chairs shall be responsible for ensuring that Enterprise ERG meetings and events are in alignment with the objectives, mission, and purpose of the Enterprise ERGs. They shall work closely with the Secretary to establish meeting agendas and provide structure to the meetings. The Chair/Co-Chairs shall act as the facilitator of the meetings and address any issues raised by the members and/or participants of the Enterprise ERG.

Due to workloads and/or capacity issues, ERGs may choose to implement a shared leadership model with two or more co-chairs. ERGs wanting to explore and/or create a shared leadership model shall consult with the Enterprise Engagement and Retention Specialist at MMB.

In the event that a Chair/Co-chair is asked to speak at an event or testify before the legislature or committee thereof, they must do so as themselves or as an employee of an agency, with that agency's approval vs. in their capacity as an ERG leader unless prior approval is obtained from MMB.

Secretary/Secretaries
Secretary duties may be shared among more than one ERG member. The Secretary/ies shall be responsible for keeping records of Enterprise ERG actions, including overseeing the taking of minutes at all Enterprise ERG meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each Enterprise ERG member, and ensuring that Enterprise ERG records are maintained on the ERG Teams site. The Secretary/ies must share Enterprise ERG meeting minutes and other records with the Enterprise Engagement and Retention Specialist at MMB.

Committees and Subcommittees

Each Enterprise ERG may have subcommittees to assist Chairs/Co-chairs with accomplishing the work of the ERG.

Executive Committee

Each Enterprise ERG may have an Executive Committee comprised of the Chair/Co-chairs, Secretary, and Chair/Co-chairs of any subcommittee. The Executive Committee should meet in between each Enterprise ERG meeting or a minimum of four times annually.

Subcommittee(s)

Each Enterprise may establish subcommittees to assist ERG leadership with accomplishing the work of the ERG. If established, subcommittees should be led by ERG members/participants/allies other than an ERG Chair/Co-chair or Secretary. Subcommittee topics may include, but are not limited to, the following:

- Communications
- Event Planning
- Elections/Governance
- Recruitment
- Professional/Leadership Development and Networking
- Research

Subcommittees may either be standing committees or formed to accomplish a particular business purpose and disbanded when the work is completed. Standing subcommittees shall meet a minimum of four times per year; temporary or as-needed subcommittees shall meet as necessary. Every subcommittee shall also have a mission statement or charter that includes the business purpose for establishing the subcommittee. The work of each subcommittee shall be included in the annual work plan and annual report.

Article 4: Meetings, Meeting Minutes, Notices, and Events

Meetings

Enterprise ERGs shall meet at a minimum of four times (e.g., quarterly) per fiscal year. Meetings are defined as routine (e.g., monthly or quarterly) gatherings of ERG members (defined in Article 2. Members and Participants) to accomplish ERG-related business. Examples of such business include, but are not limited to:

- Elections
- Establishing an annual work plan
- Designing communications
- Planning an event

It is **required** that ERGs establish **at least one** mode of audio/video conferencing for participants/members who are outside of the region and/or off-site. Examples of audio or video tools are Microsoft Teams and WebEx. Meetings must also comply with state accessibility standards and requirements. See, e.g., Minn. Stat. 15.44. Contact the Enterprise Engagement and Retention Specialist at MMB if assistance is needed.

Notices

Notice of meetings and events may be provided by email, via a Teams site, by newsletter, or by any other appropriate and accessible method of communication, including MMB's enterprise-wide newsletter to leaders. Notices should be

provided in a timely manner (e.g., no less than two weeks prior to a meeting or event).

Meeting Minutes

Meeting minutes, notes, or a summary of the meeting discussion and action steps shall be made available to members and participants in an ERG or to State employees who request them by email, Teams site, newsletter, or any other appropriate and accessible method of communication. Meeting minutes are subject to the Data Practices Act, as well as MMB's records retention policy.

Events

Events differ from Meetings and are defined as less routine and less frequent gatherings of both ERG members and participants. Events include, but are not limited to:

- Hosting a guest speaker
- Sponsoring a heritage month of activities
- An off-site networking opportunity
- Coordinating a group of members and participants to volunteer for a community partner

In general, Enterprise ERG events should occur on a semi-annual (two times per year) frequency unless business needs dictate otherwise. If an Enterprise ERG wishes to host events more frequently, the ERG leadership could consult with the Enterprise Engagement and Retention Specialist at MMB. MMB may seek advice and input from the ERG leaders' supervisors to ensure workload and capacity are not adversely impacted by the desire to host events more frequently than quarterly.

With assistance from MMB, Enterprise ERGs are responsible for creating performance measures and tracking business goals for the events that the ERG hosts or sponsors. The Enterprise ERG-created evaluation survey shall be shared with participants at the end of each Enterprise ERG-hosted or sponsored event. Survey responses should be collected by the ERG and retained for one year. Upon request, ERGs shall share the survey results with MMB.

Article 5: Regional Chapters

Enterprise ERGs may be organized by the following regions: Northwest, Northeast, East/West Central, South and the Metro Area. MMB will support Enterprise ERGs created in all regions.

Article 6: Election and Nominations

The Chair/Co-chairs and Secretary roles shall be two (2)-year terms, with individuals permitted to serve a maximum of two (2) consecutive elected terms, except in the case where a leader assumes the role mid-term. If a leader assumes the role mid-term, the leader may serve the remainder of the term and two (2) consecutive elected terms.

Members of the Enterprise ERG shall elect a Chair/Co-chairs during the last quarter of the fiscal year. Terms shall begin on July 1 (the start of the fiscal year). Leadership appointments are subject to final approval by MMB in consultation with the leader's employer (state agency) and based on successful performance in the leader's employment role in state government.

Additionally, MMB reserves the right to:

- Assign an employee to an Enterprise ERG Leadership Team role or committee lead position of any ERG should there be opportunities identified for employee leadership development. In said cases, MMB shall inform the Enterprise ERG Leadership Team prior to any appointments.
- Remove any Enterprise ERG Leadership Team member should they fail to meet any of the requirements

listed in Article 7 and/or violate the code of conduct in any way (*see Article 14*).

Article 7: Leadership Requirements

Leadership requirements apply to chairs/co-chairs, secretaries, and subcommittee chairs/co-chairs of any Enterprise ERG. Any employee serving in a leadership capacity in an Enterprise ERGs must:

- Attend new ERG leader onboarding
- Dedicate time and effort to ensure the success of the Enterprise ERG
- Be in good standing with their manager/supervisor
- **Not** be on any type of oral or written performance improvement plan
- **Not** have received any disciplinary action within 1 year of assuming a leadership role or while holding a leadership role
- Have manager/supervisor permission to participate in a leadership role with the Enterprise ERG.
- Act in accordance with State policies, the State Code of Ethics, Minn. Stat. § 43A.38, and in support of the creation of an inclusive environment
- Attend as frequently as possible MMB-sponsored Enterprise ERG leader meetings and/or trainings (e.g., a minimum of 6 out of 12 meetings, workload permitting)
- Include Enterprise ERG leadership responsibilities in their annual performance and development goals.
  - ERG leaders should discuss their work as an ERG leader with their supervisor during the annual performance assessment process
  - Supervisors should add the ERG leadership tasks to the employee's position description and/or
  - Supervisors should add the ERG leadership tasks to the employee's Individual Development Plan (IDP)

Article 8: Funding

MMB is committed to ensuring – as budgets permit – that funds shall be made available for Enterprise ERGs to assist with carrying out their work related to providing a sense of community for employees; encouraging cross-agency relationship building and collaboration for a supportive work environment; offering employees an opportunity to feel heard and valued; and creating a sense of belonging by developing a cohesive network of employees working towards the broader goal of an inclusive workplace.

MMB shall work on an annual basis to provide funding for Enterprise ERGs. Assuming funding is secured, Enterprise ERGs must request the funding in accordance with all State of Minnesota purchasing and procurement requirements in order to access the funds. An application to explain and justify the request must be completed. Funding will be approved in accordance with a timeline to be established through the application process.

In addition, all funding requests must align with the business purposes of the ERGs outlined in Article 1.

Examples of appropriately aligned funding requests include, but are not limited to, the following:
- A speaker fee for an individual (non-State employee) with knowledge of an applicable topic, such as employee) on building community through ERGs
- Fees (speaker, space, materials, etc.) related to a training on the topic of bias
- Fees related to the formal convening of community for purposes of networking, cross-agency relationship building, or in the wake of a critical incident
- Fees related to convening a multi-agency conversation on belonging or other appropriate topic

Approval

Once an application for funds is submitted, the Enterprise Engagement and Retention Specialist at MMB shall discuss

the request with ERG leaders. If a funding request meets the business purpose as defined in Article 1, preliminary approval for funding requests shall be given by the Enterprise Director of Employee Experience, subject to the final approval of the Deputy Commissioner of Enterprise Employee Resources at MMB.

Planning and Reporting Requirements

To the extent possible, funding needs shall be identified and included in an Enterprise ERG's annual work plan. In addition, the use of funds shall be reported in an Enterprise ERG's annual report. Failure to report on the use of funds may result in a suspension of funding until the requirement is met.

Exceptions

The funding provided shall not include the following:
- Funding for accessibility or accommodations at ERG-sponsored events (funding for expenses related to accessibility and requests for accommodations is separate from funding for ERG programming)
- Funding for annual MMB-sponsored events, such as Pride or ERG Summit
- Funding for individual professional development activities
- Any other purpose deemed outside of the scope of the work of the Enterprise ERGs by MMB

Article 9: Employee Participation

Participation in Enterprise ERGs is completely voluntary and shall be open to all employees, including interns/student workers, trainees, and temporary employees. Participation may be in the form of attending meetings or events (see Article 4. Meetings, Meeting Minutes, Notices, and Events for definitions). All employees are expected to prioritize their job responsibilities over Enterprise ERG participation. It is expected that employees will use good judgment as it relates to their ability to meet work commitments/deadlines and will ensure that their participation in Enterprise ERGs does not interfere with their job responsibilities. Using the guidance provided in Article 1. Purpose, ERGs should determine in partnership with the Enterprise Engagement and Retention Specialist at MMB if an event or other activity fulfills the definition of business purpose. Questions about what might constitute a business purpose should be addressed in consultation with MMB. Additionally, MMB shall periodically check in with ERGs to ensure planned meetings, activities, or events meet the definition of business purpose.

Supervisor Support

MMB encourages supervisors to support employees' interest and participation in Enterprise ERG meetings and events. For additional questions or support please, contact your agency's HR department.

Using Paid Work Time to Participate in ERG Activities

Participation in ERG activities is entirely voluntary. Employees may use paid work time to attend Enterprise ERG meetings and ERG-sponsored events that achieve the purpose outlined in Article 1. Purpose and that occur during the employee's normal work schedule. Managers/supervisors are encouraged to allow participating non-exempt employees the opportunity to balance hours within their workweek to avoid overtime.

Managers/supervisors always retain the discretion to limit participation during the workday due to workload issues or if participation would result in paid overtime. Exempt employees are never eligible for overtime for ERG participation.

ERG Activities that Are Unpaid

Participation in any type of ERG activities outside of an employee's normal work schedule is always unpaid,

unless the employee is non-exempt and attendance at the activity is assigned by the employee's manager/supervisor or attendance at the event is otherwise <u>directly</u> related to the employee's normal job duties.

In addition, employees cannot use paid work time to participate in ERG-related <u>community service activities, charitable events, or social events.</u> For such events that occur during the employee's normal work schedule, employees may use accrued vacation or compensatory time with supervisor authorization.

Furthermore, employees may not use paid work time to participate in an ERG-sponsored event that does not directly relate to business purposes and all other objectives of Enterprise ERGs. An ERG-sponsored event that advances the goals of diversity, equity, inclusion, or professional development, or the purpose described in Article 1, Purpose is presumed to directly relate to a business purpose.

Using the guidance provided in Article 1. Purpose, ERGs should determine in partnership with MMBs if an event, training, or other activity fulfills the definition of business purpose. Questions about what might constitute a business purpose should be addressed in consultation with MMB. Additionally, MMB shall periodically check in with ERGs to ensure planned meetings, trainings, activities, or events meet the definition of business purpose.

Enterprise ERG members and participants should consult with their agency's HR team or their manager/supervisor if there are questions about whether time spent in an activity or event will be considered work time.

Article 10: Communication

Each Enterprise ERG shall determine appropriate communication vehicles and frequency. Enterprise ERGs shall work with the Enterprise Engagement and Retention Specialist at MMB to ensure the ERG webpage is up to date. All printed materials should follow MMB's branding guidelines and MMB's specific templates where applicable. Refer all inquiries from external media outlets/press to MMB. ERG activities are prohibited if they conflict with the State's Respectful Workplace Policy, other statewide policies, the State Code of Ethics, or law.

ERG meeting and event announcements should include instructions describing how a person can request an accommodation. A form for requesting an interpreter is maintained by MMB and available to ERGs. The form must be completed at least two weeks prior to the meeting or event if an interpreter is requested.

Article 11: New ERGs

Employees seeking to establish a new Enterprise ERG shall follow the Enterprise ERG Guidelines and work in partnership with the Enterprise Engagement and Retention Specialist at MMB. An application form is maintained by MMB and available to employees who are interested in forming a new Enterprise ERG. MMB shall have the authority and discretion to certify new Enterprise ERGs. Submission of an application is not a guarantee that Enterprise ERG status will be granted.

Article 12: Hiatus Status and Dissolutions

Enterprise ERGs may either go on hiatus or dissolve over time.

Hiatus

An example of when an ERG may opt to go on hiatus includes, but is not limited to:
- Lack of capacity or ongoing commitment to sustain the functioning of an ERG

- Transition in ERG leadership
- Lack of members and participants

In the event that an Enterprise ERG decides to go on hiatus, a conversation about a final decision will take place with MMB and the ERG leadership. The hiatus will be communicated by MMB to the ERG membership and participants.

Dissolution

MMB reserves the right to dissolve Enterprise ERGs at any time, with or without cause or notice. In the event that an ERG may dissolve, a conversation about a final decision will take place with MMB and the ERG leadership. MMB will formally communicate the dissolution – regardless of cause – to the ERG leadership, membership, and participants. Examples of when an ERG may dissolve include, but are not limited to:

- Lack of capacity or ongoing commitment to sustain the functioning of an ERG
- Some form of misconduct or policy violation occurred within the context or confines of an ERG meeting or event
- Unwillingness to create safe space for ERG participants or members
- Misuse of State property or resources, including funding

Enterprise ERG leaders serve at MMB's discretion. In the event a designated Enterprise ERG leader fails to satisfy all of the requirements set forth in Article 5: Leadership Requirements, the individual will be removed from the leadership role and MMB will appoint a new individual until time of election and nominations.

Article 13: Bylaw Changes

Bylaws will be revisited in partnership with MMB and ERG leadership on a biennial (every two years) basis. MMB will communicate any changes to the by-laws by updating the Enterprise ERG website, as well as communicate to Enterprise ERG Leaders, Champions, and Executive Sponsors. Enterprise ERGs shall comply with any changes within the identified timelines.

Article 14: Code of Conduct

Employees who participate in and serve in a leadership role in an Enterprise ERGs must conduct themselves in accordance with the State Code of Ethics, Minn. Stat. § 43A.38. They must:
- Conduct themselves in an honest and ethical manner, and
- Comply with all applicable laws, policies, and rules.

Article 15: Annual Work Plan and Annual Report Requirements

Enterprise ERGs shall submit a combined annual workplan and summary of the previous year's accomplishments to MMB no later than the end of every fiscal year (June 30). MMB shall review the plan and provide feedback by no later than the end of the month following the end of the fiscal year (July 31).

Requirements of the annual work plan include objectives, activities, due date, and outcomes.

Requirements of the annual report include objectives, activities, completion date, outcomes, and steps for improvement if any.

MMB maintains the template for creating the annual work plan and annual report.

Article 16: Evaluation

In partnership with MMB, enterprise ERGs will evaluate the work of the ERGs on an ongoing basis. This includes, but is not limited to, the following:

- Feedback from ERG leaders at monthly meetings
- A collaborative review of the member feedback in a form to be determined
- A collaborative review of the participant feedback after events
- A collaborative review of additional data points to be identified

MMB maintains and makes available an Enterprise ERG-designed survey for use at the end of ERG-sponsored events. ERG leaders shall utilize the survey and share the results with MMB upon request.

On an annual basis (by July 31), Enterprise ERGs shall submit an annual report on the work accomplished during the previous fiscal year. Requirements of the annual report include updates on objectives, activities, completion date, outcomes, and steps for improvement if necessary. An Enterprise ERG that requires assistance in meeting its annual objectives should consult with the Enterprise Engagement and Retention Specialist at MMB.