

Culture & Community Masterclass

with Facebook HR

Companies of all kinds just overcame the biggest challenge they'll ever face – total upheaval of the workforce.

When they quickly moved people from working together in one space to working from home, one thing didn't change: the need for diversity, inclusion and belonging.

“So many aspects of our lives have been completely transformed overnight,” said Sameer Chowdhri, Global Head of HR Solutions at Workplace from Facebook in the Culture & Community Masterclass.

Through the changes, Facebook continued its strong Diversity, Inclusion and Belonging (D&I&B) initiatives, expanded on those and transformed them for a dispersed workforce.

Here are the key takeaways from Facebook's journey.

DIVERSITY TO INCLUSION TO BELONGING



“Diversity is who is at the table,” Chowdhri said. “But Inclusion speaks to how they experience the room and how we convert the room into a place where they feel a sense of belonging.”

Building a diverse workforce – and promoting inclusion and belonging – is critical to any company's success. Companies with a strong D&I&B plan have:

- 33% higher profitability
- 19% larger revenue
- 60% better decision-making rate
- 64% better talent attraction rate
- 56% higher level of innovation, and
- 54% lower turnover rate.

Facebook wanted to maintain – or even improve on - those levels when almost all its 50,000 employees were sent home to work. To make the change manageable for people, processes and the organization, leaders had to first recognize the three phases of change they'd have to go through:



Reaction. Leaders shared information regularly to their groups and employees about the necessary, immediate and anticipated pivots in business.

Adjustment. Leaders and employees adjusted how they got their work done.

Re-emergence. The changes created (and will continue to create) challenges that can be met with a new energy.

AN EVOLVING APPROACH TO THE EMPLOYEE LIFECYCLE JOURNEY

D&I&B are critical throughout employees' journey at Facebook – from recruitment to talent management. The goals of the D&I&B plan remain the same. Give employees:



1. A VOICE
2. PSYCHOLOGICAL SAFETY, AND
3. OPPORTUNITIES TO BUILD COMMUNITY.

For a successful journey, Chowdhri said they “look at the micro-experiences.” Any small opportunity for managers and employees to connect “is what really defines the culture.”

For Facebook, The Lifecycle Journey looks like this:



- Recruiting
- Onboarding
- Learning and Development
- Reward and Recognition
- Compensation and Benefits
- Employee Engagement and Sentiment
- Talent Management
- Safety and Well Being

Chowdhri shared keys to D&I&B in each phase:

RECRUITING



The recruiting team intentionally brings in diverse group that represents a variety of backgrounds for roles at Facebook – and yes, that has extended into now when recruiting and hiring is done almost entirely virtually.

ONBOARDING



It's important to establish inclusion during the onboarding process, Chowdhri said. During this time, leaders focus on making employees feel valued for who they are and what they bring to the organization.

They've bolstered it with pre-onboarding efforts that include virtual orientations, training videos and access to knowledge library, plus special messages delivered from future teammates and bosses before arrival and on the first day.

LEARNING AND DEVELOPMENT

Throughout learning, development and continued learning, HR and direct managers focus on four key elements to belonging:



- 1. Feeling secure.** Give employees the psychological safety to be able to take risks, try new things and share their voice.
- 2. Support.** Design a system that gives leaders the time and means to regularly meet with employees one-on-one and reward them for their efforts.
- 3. Acceptance.** Expect that everyone in the organization recognizes and respects different cultures and preferences among their colleagues.
- 4. Inclusion.** Invite people to participate in or create groups that align with who they are and their goals. It's especially important to help them connect (albeit, virtually) now that they aren't working side-by-side.

They've also created a library of Group Learning units within the Workplace from Facebook platform. Employees can pull up the units on their mobile devices and check as they're learning or performing a task.

REWARD AND RECOGNITION

Facebook recently expanded how employees are recognized – and how they can recognize each other.

To make recognition personal and meaningful through the platform, leaders explain:



- Why the person is being recognized
- The impact of the work or accomplishment, and
- The company value exhibited in the work or accomplishment.

They also created an “Achievement Post” within the Workplace from Facebook platform (which helps them coordinate work, communicate, share and connect). In there, managers and employees can recognize and thank work teams, creating a community, boosting morale and promoting good work.

COMPENSATION AND BENEFITS



Equity, of course, is critical in compensation and benefits. Chowdhri said it has taken on a new twist as Facebook’s workforce is dispersed (which can boost diversity) and hybrid, with people working remotely all or part of the time.

EMPLOYEE ENGAGEMENT AND SENTIMENT

Facebook created many Employee Resource Groups (ERGs) – and employees created more of their own. They meet regularly (virtually these days), plan events and share information. Some groups include the Latina American Group, Women's Group and Differently Abled Group



To bolster the ERGs, they built resource pages on their Workplace from Facebook platform where employees interested in the groups can get and share information and tap additional resources.

To further boost engagement, Facebook hosts a regular, live Executive Inclusion Q&A where employees can bring up concerns, ask questions personally or submit to be addressed.

TALENT MANAGEMENT

Two important areas in Talent Management: Building a strong boss-employee relationship and measuring employee sentiment.



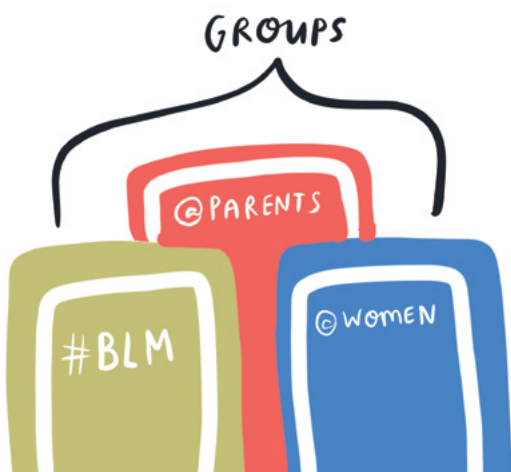
Facebook encourages managers to do personal check-ins at least once a day (especially with a dispersed workforce) to see how employees are doing. Together they also check that goals and progress are aligned, and they agree on the work requirements. This isn't meant to be micromanagement. It's meant to help employees flourish.

Facebook also uses its platform to regularly measure employee sentiment on Diversity, Inclusion and Belonging. They ask three questions – taking a “micro-pulse” – on a specific topic. That allows them to respond to concerns or address issues immediately.

SAFETY AND WELL BEING



Safety and Well Being has always been important at Facebook. And it changed a bit when employees moved home. Now their efforts are focused on Work/Life Management (because “balance” isn’t always possible).



Work/Life Management means different things to different people. So they’ve created a variety of resources through the Workplace from Facebook platform. For one, it allows people to step in and out of virtual meetings without missing context.

Plus, they’ve created more, unique ERGs – such as a Parents Group, which helps people trying to school kids, and Sad WFH Meals (yes, it includes lots of images of poorly made meals.).

CULTURE & COMMUNITY MASTERCLASS TOP 5 Q&A

When employers sent employees home to work, lots of legal questions bubbled up.

Attorney Max Muller, author of *The Manager's Guide to HR: Hiring, Firing, Performance Evaluations, Documentation, Benefits, and Everything Else You Need to Know*, Second Edition, answered some of the most frequently asked questions during the Culture & Community Masterclass.

Question: Must (as opposed to “may”) employers allow an individual employee to continue to work remotely from home?

Answer: Yes, if an employee has an ADA disability that makes returning to onsite work dangerous, and the accommodation will not cause an undue hardship on your organization.

Explanation: The ADA is still the key law. Do an individual assessment that's fair and equitable to make your determination.

Question: May an employer administer a medical test before allowing employees on premises?

Answer: Yes, you can conduct approved viral testing to determine if there's an infection.

Explanation: The key to testing is being equitable: If you test one employee, you need to test all. Normally, ADA regulations wouldn't allow for the testing. But the EEOC and OSHA agreed the pandemic is a danger to workforces, and employers can use FDA-approved tests.

Question: When hiring, may employers screen applicants for COVID-19?

Answer: Yes, but only after you make a conditional job offer and it's accepted.

Explanation: Similar to the previous answer, normally ADA regulations wouldn't allow the testing. But as long as you're testing equitably and for a valid business reason – and preventing the spread of a virus and keeping employees safe is a valid business reason – you can screen.

CULTURE & COMMUNITY MASTERCLASS TOP 5 Q&A

Question: Normally we need to review employees' Form I-9 identity and employment authorization documents in-person. The DHS suspended that requirement while employers have physical proximity precautions in place. So what must employers who use the exception still provide?

Answer: You must still provide a written documentation of their remote onboarding and telework policy, and they must acknowledge they've seen and agreed to it.

Explanation: You can go over all documents remotely – perhaps on a Zoom meeting – and have employees sign and send them via mail, email, etc. When they're back on-site, you'll want them to go over and fill out the I-9 and employment authorization documents in-person within three days of being on-site.

Question: What statement should appear in every written policy related to employees working remotely?

Answer: “There should be no expectation of privacy in every aspect of using an employer's computer systems.”

Explanation: Your policy should cover telephone, email, social media, electronic media and any other forms of communication used in your company. “Make it crystal clear that there shouldn't be any expectation of privacy,” Mueller said.