

ELIMINATING GLASS CEILING BARRIERS CHECKLIST

- ☐ 1. **Monitor internal development systems.** Research finds that women and minorities do not get the same opportunities to develop professionally through training and educational activities. Companies should promote access and visibility to insure work force diversity and monitor activities to ensure equal opportunity. Use affirmative action strategies and requirements as a tool to further business objectives.
- ☐ 2. **Track women and minorities with high advancement potential.** Careful monitoring should be done to spot and develop those individuals with talent. Mentoring and development programs are effective tools for this purpose. Seek talent from non-traditional sources, backgrounds and expertise.
- ☐ 3. **Emphasize recruitment activities.** Obviously women and minorities cannot be promoted if they are not, at some point, hired. To insure that qualified applicants come into the system, companies should enhance recruitment efforts to attract women and minorities.
- ☐ 4. **Incorporate equal opportunity into managers' appraisals.** Many companies do not have top management support in promoting work force diversity. That support is crucial if a company is to be successful in breaking glass ceiling barriers. Companies demonstrate a psychological ownership of equal opportunity principles by evaluating managers on their attempts and track record to further the cause of EEO within the organization. Demand and enforce evaluations based solely on merit.
- ☐ 5. **Demonstrate CEO commitment.** The CEO must demonstrate personal commitment to workforce diversity throughout the organization.
- ☐ 6. **Initiate work/life and family-friendly policies.** Adopt policies and practices that accommodate the balance between work and family duties and obligations. Such programs can ensure that employees do not have to choose between dedicating time to their careers or addressing issues within their families.