

# Creating Pathways for Promotion: A Guide for Underrepresented Groups

In the resources industry, creating opportunities for underrepresented groups to advance into leadership positions is essential for fostering an inclusive workplace culture. This guide outlines strategies to help people from underrepresented groups navigate their careers and achieve promotion within the sector.

## Self-assessment and goal setting

- Identify career goals

Help people from underrepresented groups to set clear goals and outline milestones that reflect their career aspirations.

Example: Organise one-on-one goal-setting sessions with employees from underrepresented groups, where they can discuss their aspirations within the resources sector. Create a documented plan outlining short-term and long-term objectives.

- Self-assessment

Help employees assess their skills. Support them in identifying areas where skill development is needed and help them create a plan for growth.

Example: Offer self-assessment tools and skill gap analyses to employees from underrepresented groups. Encourage them to identify areas where extra training or development is needed and connect them with relevant courses or resources.

## Skill development and education

- **Continuous learning**

Promote a culture of continuous learning among employees from underrepresented groups. Encourage participation in industry-specific workshops, courses, and training programs to stay updated with developments in the resources sector.

Example: Establish an online training portal accessible to all employees, with a specific section dedicated to courses relevant to the resources industry. Make sure that people from underrepresented groups have equal access and encourage their participation.

- **Education opportunities**

Encourage employees to pursue further qualifications or certifications that will enhance their knowledge and competitiveness within the industry.

Example: Collaborate with local educational institutions to create scholarship programs or flexible course schedules tailored to underrepresented employees. Provide financial support for certifications or degrees that enhance their qualifications.

## Visibility

- **Build a network**

Help employees build professional networks within the sector. Encourage them to attend industry events and conferences, and to join relevant associations to expand their connections.

Example: Host regular networking events, either in-person or virtually, where underrepresented groups can connect with senior leaders, industry professionals, and colleagues. These events can include panel discussions, Q&A sessions, and casual meetups.

- **Mentoring**

Establish mentoring programs tailored to underrepresented groups. Involve senior executives as mentors to provide guidance to participants.

Example: Establish a formal mentorship program pairing underrepresented employees with experienced mentors from leadership positions within the organisation. Ensure these mentorship relationships are well-structured and provide regular opportunities for guidance and advice.

## Overcoming barriers

- **Address bias and stereotypes**

Offer diversity and inclusion (D&I) workshops to help employees recognise and address bias and stereotypes. Create space for open discussions and empower employees to challenge misconceptions.

Example: Run mandatory D&I training for all employees, emphasising the importance of recognising and mitigating unconscious biases. Encourage open dialogues about personal experiences.

- **Building confidence**

Provide confidence-building sessions or resources specifically designed for underrepresented employees. Help them develop the self-assurance needed to pursue leadership roles.

Example: Offer self-confidence workshops and coaching sessions for employees from underrepresented groups. Create safe spaces for them to discuss their challenges and seek support from peers and mentors.

## Leadership development

- **Training**

Develop leadership training programs tailored to the industry's unique requirements.

Example: Develop a leadership training curriculum that covers essential leadership skills, safety leadership, operations management, and industry-specific knowledge, with dedicated sessions for underrepresented groups.

- Leadership opportunities

Encourage employees from underrepresented groups to take on leadership roles within D&I committees or initiatives. This involvement provides practical leadership experience.

Example: Provide resources and guidance for underrepresented groups to help them lead initiatives such as mentorship programs or diversity awareness campaigns.

## Advocating for change

- Raising awareness

Create platforms for people from underrepresented groups to share their perspectives and advocate for change.

Example: Feature success stories of employees from underrepresented groups in company communications, newsletters, or internal platforms. Encourage them to participate in D&I events as guest speakers or panelists.

- Allyship and support

Foster a culture of allyship within your organisation.

Example: Launch an allyship campaign, where employees, especially leaders, publicly commit to supporting underrepresented groups. Offer resources and training on how to be effective allies.

## Application and interview skills

- Resumes

Give guidance on resume enhancement for employees from underrepresented groups.

Example: Provide resume-building workshops designed for underrepresented groups. Offer personalised feedback on crafting resumes that emphasise achievements and skills relevant to leadership roles in the resources sector.

- Interview preparation

Offer interview preparation resources, providing constructive feedback and strategies to excel during interviews for leadership positions.

Example: Conduct mock interview sessions for employees from underrepresented groups, where they can practise responding to industry-specific questions and showcasing their qualifications.

## Progress and feedback

- Tracking progress

Encourage employees to keep journals to document their progress. Offer guidance on setting up and maintaining these records.

Example: Establish a digital progress tracking system where employees can log their achievements, skill development, and feedback received from mentors and supervisors. Regularly review and celebrate milestones.

- Seeking feedback

Encourage employees to proactively initiate conversations with mentors and supervisors to gather valuable insights for growth.

Example: Set up anonymous feedback channels to allow employees to comment honestly on their experiences.

## Post-promotion support

- Onboarding and transition

Implement structured onboarding processes when people from underrepresented groups are promoted. Ensure a seamless transition into their new roles by providing tailored support.

Example: Include mentorship during the transition period and ensure access to necessary resources and support.

- Continuing development

Emphasise the importance of sustaining progress through leadership courses and participation in mentorship programs.

Example: Offer ongoing leadership development programs, workshops, and access to industry-specific conferences for promoted employees. Encourage them to continue their mentoring relationships and share their experiences with peers.