REALITIES

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Equity in Total Rewards Practices in Nonprofits

WEBINAR TRANSCRIPT

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REALITIES: EQUITY IN TOTAL REWARDS PRACTICES IN NONPROFITS

Date of Recording: September 22, 2020
Webinar Recording
Webinar Slides

When was your organization's last compensation review, and was it reactionary or a strategically developed to create a more equitable workforce? The 2019 Diversity Practices Survey revealed that only 16% of respondents track pay gaps through the lenses of equity and diversity. Additionally, only 9% said their organizations changed their total rewards practices to realize greater diversity. Today's digitally-savvy, vocally-empowered employees have many tools at their disposal to publicly share their career experiences and to benchmark how they are compensated and rewarded. Nonprofits are not immune to having their brand criticized for failing to offer fair and equitable compensation.

Discussion Topics:

- Where your organization's total rewards program falls along the equity spectrum
- How to identify and address compensation and benefits inequities through race and gender
- How to evaluate whether or not your total rewards practices are undermining your diversity objectives

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Alicia Schoshinski: Hello everyone and welcome. Thank you for joining us this afternoon for Nonprofit HR's Talent Management Education Series, REALITIES: Diversity, Equity, Inclusion and Belonging. Today's session is titled Equity in Total Rewards Practices in Nonprofits. My name is Alicia Schoshinski, I'm the Co-Leader of Nonprofit HR's Knowledge practice and a Senior HR Business Partner. I'll be your moderator for today. We have a lot of great content to cover, so let's get started. But before we do, I'd like to go over a few items so that you know how to best participate in today's event.

You've joined the presentation listening using your computer's speaker system by default. If you prefer to join over the telephone, just select telephone in the audio pane and the dial-in information will be displayed. You'll have the opportunity to submit text questions to today's presenters by typing your questions into the questions pane of the control panel. You may send in questions at any time during the presentation, and we will collect these and address them during the Q&A at the end of today's session.

Today's webinar is being recorded and you will receive a follow-up email within the next few days with a link to view the recordings.

Today's session will be moderated by Emily Holthaus, Managing Director of DEI at Nonprofit HR. She's going to be joined by a panel that includes Lisa McKeown, Managing Director of Total Rewards; Tina Twyman, Consultant, Total Rewards; Eric Salyers, Senior Consultant, Total Rewards; and Ofronama Biu, Senior Research Associate at the Building Movement Project.

Today we're going to cover a number of things. We're going to start with Ofronama sharing some relevant data from the Race to Lead Survey, next Emily's going to facilitate a panel discussion among the group, Lisa will share some additional key supporting information and then we will definitely get to your questions.

With that, I'm going to pass this on to Ofronama to begin to present the data.

Ofronama Biu: Great. Again, my name is Ofronama Biu, I'm the Senior Research Associate at the Building Movement Project.

First, I'll tell you about the Building Movement Project. We're a nonprofit research organization that provides resources and tools to help the nonprofit sector engage in social change work. We work in three areas, these include movement building, or looking at the ways the nonprofit sector can be stronger by working together and having a bigger impact than individual organizations would have on their own; developing the capacity of human services organizations, in order to engage with constituents in addressing the root causes of the conditions they're facing; then finally, leadership, or looking at how non-profits can engage a more equitable, inclusive practices and that's where the Race to Lead work falls.

Back in 2016, the Building Movement Project launched a survey to nonprofit staff around the country and over 4,000 people took that survey. At the time, the question that BMP was looking at is why there are still so few leaders of color in the nonprofit sector even though all of these leadership programs

popped up that were supposed to change that, they were supposed to help nonprofit leaders of color advance.

What the survey results really made clear was that putting the focus on people of color, who are already as qualified and skilled as their white counterparts, really avoids addressing the people and structures that restrict opportunity and access.

Since 2016, there has been an explosion of interest in race and race equity in the sector. Also, the presidential election, held several months after the 2016 survey launch, ushered in a new national leadership with a very different message and federal policy agenda when it comes to issues of race, race equity and racism. Conducting the survey again in 2019 provided the opportunity to learn more about changes in the sector and also ask some new questions.

Using the survey, we published another national report which came out in the spring; it was called Race to Lead Revisited. We're also working on different regional reports, including in New Mexico, Massachusetts and so on. You can find all these reports on the website, www.racetolead.org.

Today, I'll share with you some information that is specific to a compensation-related question. But first, I'll tell you who took the survey. For the 2019 survey, this time, more than 5,200 people responded: 58% of the nonprofit staff who took the survey were white and of the 42% people of color participating, the largest percentage were black at 14%, 10% were Latin X or Hispanic, 10% were multi-racial, 7% were Asian American and 1% were Native American/indigenous.

In terms of race and gender, most of the respondents were women: 33% were women of color; 48% were white women; 6% were men of color; 10% were white men; 1% were gender non-binary, genderqueer or gender non-conforming people of color; and 2% were gender non-binary, genderqueer or gender non-conforming white respondents.

This overview of the findings will be around salary inadequacies and inequities that survey respondents reported, data on promotions, raises and also workplace mentoring.

The survey asked respondents if they had the experience of having an inadequate salary. These are the respondents that reported they often or always experience this. What we found is that gender non-conforming people of color, gender non-conforming white respondents and women of color were the most likely to say that was the case for them. I'll also add that there were some other issues that emerged from the survey that relate to the salary inadequacy. For example, a large number of gender non-conforming people of color and women of color were currently supporting family members out of their household, so that was over 50% of them. In comparison, that was the case for 32% of men of color, 31% of women of color, 30% of gender non-conforming people of color, 19% of gender non-conforming white respondents, 18% of white men and 16% of white women. It was about half as much for those respondents.

Survey respondents were also asked whether they experience being paid less than their colleagues for the same work. As you can see, this is most common for women of color and gender non-conforming

people of color at 32%, as well as 29% of gender non-conforming white respondents and least likely for white men at 15%.

Participants were asked if they had been promoted in their time at the job they had when they filled out the survey, and you can see that white respondents were most likely to say this was the case, more so than people of color. Even controlling for years on the job, years in the sector, education, type of role people had and organization's budgets, being a person of color was negatively associated with the likelihood of having been promoted on the job.

Respondents were also asked they have received new projects without compensation on the job, which could be a good or bad thing. It could be a chance to show off your skills, but also it's more work on top of what you already have to do. This is more likely for white respondents at 55% compared to 51% for people of color. And again, even controlling for education, role, years on the job, years in the sector, board budgets, white respondents were positively associated with being asked to take on new projects. It was less likely for people of color, and in particular, women of color and more likely, in particular, for white women.

Respondents were asked about raises they received during their time at their jobs, and you'll see that white respondents were more likely to have received the cost of living raise, that includes white women, white men and gender non-binary white respondents. Being a woman of color, again, was negatively associated with getting a cost of living raise, even after controlling for the factors I mentioned before like education, role, years in the sector and so on.

Respondents were also asked if they received a performance raise. Highlighted here are performance raises where it was most common for white men. Again, if you were a woman of color or gender non-conforming person of color, controlling for a number of factors, there was a negative association with having received a performance raise.

Also, we saw that some groups were less likely to have had a performance evaluation. We asked respondents to rate on a scale of 1 to 10 whether they regularly receive a performance evaluation and the lowest ratings were among women of color, they rated 5.9 out of 10, and we found that was significant, even after controlling for a number of factors. White men had the highest rating at 6.4 out of 10, again, which was significant after controlling for other factors.

The last thing I'll highlight here has to do with career support, especially mentoring. Last year, the Building Movement Project shared the report on women of color in the nonprofit sector, and we found that women of color are less likely to have mentoring on the job than other respondents. That was using the 2016 data, and we found this was, again, the case using data from the 2019 survey. Here we see that 47% of women of color and 39% of gender non-conforming people of color received on the job mentoring. You can contrast that with the data that over half of white women and white men that did as well, for example.

We know that mentoring doesn't instantly mean that people are going to become executive leaders, as they're not the ones who make decisions, but there is a lot of research that shows that mentoring is

supportive for retention. In particular, for women of color in just navigating environments, especially ones filled with discrimination in the workplace; in our write-in responses from women of color, we really saw that this was the case for them.

Also, there are some of the findings related to compensation and support, and I'll turn it back over.

Emily Holthaus: Thank you, Ofronama. I'm going to invite my panel to come back, turn their cameras on and we'll talk about this great foundation that was laid out by the data. We appreciate that overview and I actually wanted to really quickly follow up on that last slide where it talks about mentoring. We all know that with an organization where there sometimes isn't a compensation structure in place, or that sponsorship network that kicks in, is that connected to the mentoring data and some of the other things that you shared around promotions at all? I was just curious about that around last one that you shared. What are your thoughts on that?

Ofronama Biu: Yeah, we didn't ask people if there were formal mentoring programs in their organizations. I do think that, in many cases, it ends up happening informally. In the women of color report which I wrote was shared last year, that was definitely one of our recommendations: that mentoring be more structured so that we can ensure that people are receiving it in the workplace, and it certainly needs to be the case of women of color, in particular.

Emily Holthaus: Yeah, and I find too that the idea of mentoring can move into a sponsorship relationship. It's an important foundation, and if people aren't receiving mentoring at the same levels, they are probably not receiving sponsorship at the same levels, which potentially could impact their ability to move up. Thank you for that strong foundation, and I want to welcome the rest of the panel. Also, to let everyone know, Tina is on with us, but she does not have a camera on today. Tina is here and we have Lisa and Eric joining the conversation here with Ofronama.

We're just going to have a conversation a little bit about what all this means for us, what it means for you, related to your benefits and total rewards programs. As we start off today, and we got some really great foundational data here, I'm just going to ask the group a general question to get us started. Why do you believe that DEI (diversity, equity and inclusion) is an important factor when organizations are designing and implementing their total rewards programs? I just want to start there.

Lisa? How about you jump in with your perspective?

Lisa McKeown: Yeah, thanks, Emily. I'm Lisa McKeown from Nonprofit HR, I'm the Managing Director of Total Rewards.

I really think there are a few things for why it's so important. One is simply that if you're employees aren't able to see themselves reflected within your benefits, and within your compensation programs, if you're not meeting them where they're at in their lives, whether it be their race, their gender, their age, then it hurts; not only themselves and their own ability to show up for work and feel good about showing up for work, but also their ability to feel productive and engaged. They're not going to be bringing their best self forward, so I think it's really important for that reason.

Also, just from a human-to-human perspective, we want to be able to ensure that we're removing any barriers to staff that really don't provide them fair access to benefit programs that meet their needs in ensuring there are ways to grow in their career and grow in their salary as well.

Emily Holthaus: Tina, how about you, any other thoughts to add to that?

Tina Twyman: Just that total rewards follows you through your life events. If you get married, there is a total rewards application or action that is followed by that. If you have a baby or if you transfer to a different location for your job, total rewards has a response to those actions. There is a lot of data out there that suggests a more engaged workforce, and those who have a great focus on diversity and inclusion are more likely to be successful and of course, it's the right thing to do.

Emily Holthaus: Yeah, definitely. Anything to add from your end?

Eric Salyers: Sure. Hi, I'm Eric Salyers. I'm a Senior HR Business Partner, specializing in Benefits. Lisa, you made some very excellent points and I want to expand on those. As someone that has worked in-house with benefit programs, one of the things that we hope to do today by talking about this content is to help recognize that as a benefits administrator, it's pretty easy to walk into a new company, knowing the types of programs that you typically have worked with most of your career. We all know about the medical, dental, vision, all of those types of things. But what we're hoping to do today is to open some eyes and open doors to where you start thinking about your benefit plans from a perspective of, as Lisa mentioned, our workforces are so diverse now and to meet those employees where they are. We're hoping that some of the things that we talk about today and the ideas we discuss allow you to start looking at your benefit plans from a perspective of, do I have any eligibility criteria in any of my plans that are currently making this inequitable to certain members of my staff. I'm excited to talk about this content today and I'm looking forward to what we will all bring today.

Emily Holthaus: Thank you. Ofronama, I want to just ask you a quick question too as we think about this whole equation of the importance of DEI, that overlay of organizational culture and creating that inclusive culture as a mechanism, or a connection, to this. How important is the culture, as we have this conversation? And what has been your experience with things that maybe have worked well in organizations to build that inclusive culture or to the converse?

Ofronama Biu: Yeah. The 2019 survey included some questions about people's workplace experiences. For example, we asked if they feel they have a voice in their organization, if they feel that there are fair and equitable opportunities for advancement and also if they would be happy to work in the organization three years in the future. We do think that does get at workplace culture. Again, you certainly do see disparities: people of color have a lower agreement on those statements, especially women of color. We did also notice that in less diverse organizations, with less people of color in leadership, the ratings were even lower for everyone, not just people of color, even for white respondents on basically all those statements.

We do think it is important that, aside from recruiting people of color, making sure that the culture inside the organization is welcoming so that people feel supported and that they will stay. That's another thing that we asked about as well. We asked directly, have you experienced discrimination in the workplace? Again, women of color, especially black women, were more likely to say that was the case. Then we had write-in responses where people shared how they reacted to discrimination and I will say that, unfortunately, most of the people who tried to do something about it by going to someone for support, like HR, didn't really get a good resolution. Then, a lot of the respondents said they ended up quitting and leaving, so if the workplace culture isn't supportive, you're going lose this talent of people of color who are moving on because they're not happy in the organization.

Emily Holthaus: Yeah, thank you for that. I would say too, even if you have the most stellar total rewards programs, if the environment isn't inclusive at the same time it doesn't matter. These two things definitely go hand in hand and we know that organizations that focus on equity and transparency, which is important in decision making around promotions and employee practices, are ways that we can begin to build that environment. I also think about, and we're going to talk about this a little later, that idea of having metrics as a foundation to be able to sort of know what's going on in your organization. In order to even be able to collect relevant metrics, you have to have an environment where people feel that they are okay self-identifying and that it's not going to be punitive if they share that they are part of the LGBTQIA community, for instance. I agree with you 100% that these two things go hand in hand, and that inclusive culture has to be the foundation to drive that belonging and, of course, the retention that you talked about.

We're going to jump in to our next topic where we're going to talk specifically about benefits. Alicia, I'm going to ask you to give us a poll question for the group out there who is listening. We want to ask you about your policies and just get a sense of how you all are feeling about your leave and time off policies.

Alicia, can you launch that to the group and you'll also be seeing that quick poll now.
We want to know how you feel that you're doing with your leave and your time off policies?

All right, let's see. Most of you have and believe that you have equitable leave and time off policies in place, and that's beautiful. Some of you said that you don't and a few of you said you're not sure. We hope this next part of the conversation will help either strengthen your response or help those of you that are still figuring this out to move forward with that. Eric, I want to hear from you. How can employers really ensure that their benefit offerings are working well for all employees, from all dimensions of diversity?

Eric Salyers: Sure. I think first, as an HR practitioner, you need to really have a good understanding of what the makeup of your workforce is. If you've been in that role for quite some time, chances are you might feel like you know that fairly well. If you don't, something that you could do is set up an anonymous survey where you question your staff and ask them to self-identify, or if they belong to some of these diverse groups and so forth, so that you could get an idea of what your workforce demographic looks like. Then, you're able to sit down and start looking at your benefits. As I sort of mentioned a minute ago during my introduction, sit down and think about your benefits from the

perspectives of all of those different groups. Then, think about if there is anywhere where one of these groups could get tripped up where they couldn't get through the gate and qualify.

I'll give you an example. We asked you about your leave and your time off policies. If you consider a bereavement plan, not a plan but a policy, where you permit your employees to be off usually for about three days or so. Typically, you do have in those policy statements a definition of us who's eligible, sort of like a family definition. Consider any employees in the subsection of your workforce that belong to the LGBTQIA population, then consider any of those that might be in long-term relationships for many, many years that are not married. If that partner or spouse dies, that's not necessarily someone that's on the predefined list. I always like to assume good intentions of others. I would hope that if the employee came to the practitioner, there would probably be consideration there, but that's one point. What can we do to not make the employee have that feeling of not really belonging in this policy, that it is not applicable to their subsection?

Emily Holthaus: If you feel as though you are an exception, that means you feel that you don't fully belong, right?

Eric Salyers: Yes, exactly.

Emily Holthaus: Tina, I'm wondering, do you have any thoughts on that too? What can employers do to make sure that those offerings are working well for everyone?

Tina Twyman: I think a great example is broadening the definition of family member and perhaps the use of pronouns is something that's very easy to add, just allowing employees to put those in their signature lines and things of that nature. Again, be more open about the potential demographics of your workforce.

Emily Holthaus: Thank you. I also wanted to ask you too, I know you work with a lot of clients that are balancing the reality of COVID-19 now and what that means as it relates to time off and flexibility and all of that. Any thoughts for us around benefits and the flexibility needed? Based on our new world, work is so different. I could have a five-year-old walking in here right now to join this webinar, so a lot of families are in that boat. Any advice for employers as it relates to the current climate of what's going on there?

Tina Twyman: One word. Flexibility. It is so important during COVID-19. It's important to staff in general normally, but with COVID-19, flexibility is really important. Again, your family makeup may not be what you've had in the past as a definition in your employee handbook. People are caregivers, they have grandchildren, they take care of their parents or grandparents, and they live in an apartment, so it's very challenging differently for different folks. This is why flexibility, I think, is very key.

Emily Holthaus: Lisa, any thoughts?

Lisa McKeown: Yeah, I think Tina raises a really good point.

When you're looking at your health insurance plan, which is one of the most important plans to all of your employees, are you looking to see what the design is of that plan? Are there any exclusions that are preventing your staff from accessing benefits that they may not be able to access? I recently attended a webinar related to how, for example, even fertility and infertility benefits are changing and how we may be creating exclusions for staff that want to have access to those benefits that may not be in what we consider traditional relationships. Really, it's important to make sure that there are no exclusions.

Another thing is that employers really need to be an advocate for their employees. For example, if you have employees that live in areas or work in areas where there is not a lot of providers, or you're not necessarily near the best quality hospitals, are you working with your health insurance plan and your broker to use the power collectively that employers have to ensure that they are outreaching to those areas where providers need to be added? Where high-quality providers need to be added? It's about thinking beyond the traditional providing access to leave benefits, which is very important, it's thinking about what you can do in the health insurance plan in providing access to benefits for staff.

To follow up on something that Eric said, I think it's great to form a benefits committee. I work with a lot of clients that actually have benefits committee and they talk about compensation, they talk about benefits, they talk about what they don't understand, what employers are bringing to them, what they're hearing, such as managers or HR staff may not necessarily have access to that information. I think the more avenues you have for people to provide input, to give their thoughts, is a good way to understand that you really have your finger on the pulse of what your staff need from a benefits perspective.

Emily Holthaus: Yeah, I love that you're saying that because that's another driver towards inclusion. People want to be able to bring their whole selves to work, but at the same time they want their voice to be heard. Oftentimes, we'll just create these policies without getting that input and that's where, potentially, we're making policies where we're not even really recognizing, or realizing, that they're not working for everyone because you're not asking.

Lisa McKeown: Yeah, and they're not grounded in what employees are saying they need and those are always changing. That's why every year go out and renew your benefits, look at your plan details, ask for things to be added to your plan and push for that. If your employees want a certain thing, push to have it added. It may cost a little bit more, but if everybody wants it and you express and you let your staff know, it might involve a slight increase, but maybe they're OK with that if they understand; that's because you're hearing them and you're hearing what they need.

Emily Holthaus: Maybe that balance might offset the extra cost to the retention numbers, and the dollars that anytime an employee leaves, that's money out the door to replace them. Those little investments along the way to listen and apply what you're learning, will, potentially, balance out in the end. Thank you.

Eric, I wanted to ask you too, because I think when we're talking about getting input from employees, I think you've said that you actually sometimes just survey employees regularly to try to understand. Tell us a little bit about that technique to get that voice to the table for benefits?

Eric Salyers: Sure. A benefits survey is a great instrument that an employer can use to reach out to your workforce and ask various questions related to those benefit plans. You can ask questions from different angles. You can certainly ask the overall big questions, like, do you feel like the medical plan meets your needs? But you can also ask questions like, how well do you understand those plans? Are you aware that we had X, Y, Z benefit? This allows you to be able to gauge how engaged our employees are with their benefits, it allows you to find out where benefits might not be meeting and it allows you to find out what ideas your employees might have.

You have to be very strategic and put a lot of thought into the questions that you ask so that you get the right information back out. Then, even more important, I think the employer needs to be committed that once you get that information, you actually do something with it. Every time that I work with a client on a benefits survey, I see a question on there, and I ask, are you are really committed to that? You can just kind of tell that it's a bigger type of a question. I ask, are you really going to put in this extra pet insurance or something like that? Ask questions that are going to give you data that you're going to actually follow-up with and put it into it.

The survey is great for this purpose, and in terms of asking, does this medical benefit me? As Lisa said, maybe that the employees are encountering some service issues, but you'll get a lot of useful information from a well-crafted survey, you really will.

Emily Holthaus: I love that you said don't ask unless you're going to do something about it because it's worse to ask and not do anything.

Ofronama, before we go to the next topic, I just wanted to see if there is anything else you wanted to add with an overlay of what you've been working on as well for benefits?

Ofronama Biu: Yeah. Everyone who took the Race to Lead survey works full-time, but we also are concerned about workers who are not necessarily employees. Next week, we'll be releasing a report on race equity in New Mexico and in that report, we'll have a special section on low-wage workers. A lot of the nonprofit leaders we interviewed are leaders of color from really small organizations with smaller budgets and even though they're paying well, or they're contracting employees with them, so they're not hiring them as staff, what ends up happening is that they're not eligible for benefits. That's another concern that I think about as well. What about the people who are brought in to do this work but because of the status they have, they're not eligible for health insurance, retirement or days off and all those things?

Eric Salyers: I love that, Ofronama. That has caught me in my own professional career at times. An employer will fulfill a staffing need through flexible staffing or a contractor, so I would say, if you're going to be equitable here, really, really think about that staffing need. Is this a true temporary fix that you can do for three or so months versus are you getting access to a head count without actually

getting into that budget and having to pay those benefits and so forth? In my instance, one time I worked 18 months side-by-side with payroll managers and benefits managers, they're doing the exact same work, and I sat there and watched them get all the things that they got, such as their extra 401K money, while I was just getting a consultant fee.

It really did make it feel a little inequitable there. That is something near and dear to my heart. I would say that's a great thing that you could do, just make sure when you're doing that, it's truly a short-term position. If it's not, you really should be considering how you can make that a real full-time position and reward that employee appropriately.

Emily Holthaus: Yeah, and also thinking about how many nonprofits employ a lot of part-time employees and we allow people to work part-time hours up to that point of being able to be eligible for benefits, then we make a decision not to. Oftentimes, it's just because we're nonprofits and we have to be mindful of our budgets and our bottom lines, but at the end of the day, what message does that send to employees who are doing very important frontline work? Oftentimes, part-time employees are who the constituents see and interact with most, and so does that trade, or play, well, based on your ability to really retain those employees and make their experience in your organization great? The other thing I'll add to that is oftentimes frontline, part-time employees are the most diverse employees in organizations. Diversity is usually the greatest at that level and moves up; racial diversity becomes less as you move up the organization. As you're thinking about equity in this equation, it's really important. Are most of the people of color in your organization frontline leaders that don't receive benefits? Are we okay with that cadence of how we structure our model?

This is a great segue into the compensation topic next, that's where we're headed, so I'm going ask Alicia to do another poll for us for the group. We are looking at compensation and promotions and pay in this next section, so we have a question for you all.

Have you conducted a pay equity audit in the last year within your organization?

We'll give you all just a moment to think about that.

Ah, so it's mixed, it looks like 41% of you said yes, we've done this in the last year, 47% said no, and 12% said we don't know. Okay, that's perfect. That helps us know where everyone is and we're going to hopefully convince you after this that pay equity audits are important, whether formally or informally.

Now, just to get us started on this next section, Tina, I'm going to go to you first. Compensation and promotional practices are often the places where we see inequities creeping in so fast into organizations through the employment lifecycle. What challenges have you seen in this area and what can leaders do to make sure that their compensation systems and promotional practices are equitable? Tina, we'd love to hear from you first.

Tiny Twyman: Thank you, Emily.

I'm going start with the foundation because there are definitely lots of opportunities for pay equity, but for me, the foundation is around job descriptions. I know people roll their eyes sometimes when it comes to job descriptions, but it really is the reality and it impacts the entire employee lifecycle. We've talked about it in a previous REALITIES series with talent acquisition. The job description is what you post and that's what starts a talent acquisition process. However, even before that, as compensation professionals, we use job descriptions to determine the salary range for the market. When you're posting that job with a job description, if it's a good job description, not an inflated title of responsibilities or qualifications, but really solid job description, we can price a job and a range correctly. Then, it gets posted, recruited, goes accurately the interview process, through performance management and it really does touch the entire life cycle. You are promoted based on the job description, the business need and then, the next level of responsibilities and duties. For me, the foundation to start is job description and now I'm going to let somebody else chime in.

Lisa McKeown: Yeah, I'll pick up and run with that a little bit. Absolutely, job descriptions are really key. They define who you will hire, how you will pay, how you evaluate performance, who gets promoted and professional development.

There is a few things that you should think about when you're crafting your job descriptions. What is the absolute requirement? For example, for education or certifications, there are many times that equal experience is just as valuable as education or certifications. I think it's important to think about when is it a nice-to-have? And when is it absolutely a must-have?

I've seen a lot of organizations that actually put things like acronyms into their job descriptions, so if you're not aware of that inside language, whether you're looking at an opportunity to get promoted, if you're looking at a job to be hired, and you don't really understand what all these acronyms are, it might make people feel that they might not be qualified when really, they probably are.

I think job descriptions are really a good place to define as a competency that as an employee, you should be committed to diversity, equity, inclusion and the values of the organization. It's really important that if an organization is committed to diversity and DEI principles and principles of equity and fairness, then you should take the time to think about what that means for your organization and it should go into every job description, as one of the most important competencies that all employees should have.

Tina Twyman: Lisa, I think you made a good point, and Emily mentioned earlier that as the demographics of leadership goes higher up the hierarchy, you tend to see less people of color. When we talk about job descriptions and some of the qualifications, your job description should have the minimum qualifications required to perform the job. If you're putting an MBA for your minimum requirement, for your first line supervisor, you really are impacting or may be impacting a particular class of individuals as well. I think it's very important to think about those minimum job requirements and if they're really a bona fide qualification. You may not hire a Baptist priest or preacher at a Catholic church that may be qualified, but having really elevated or inflated qualifications on some of your job descriptions where, like you said before, the experience and maybe a bachelor's degree is more

applicable or needed for the job versus a graduate degree for your first line supervisors in some positions. Those are definitely some very good points.

Emily Holthaus: I'm going jump in here and say all right, we do our work, we get our job descriptions, we get them pointed properly into our systems and our layers, but then when we're offering jobs and offering salaries, we know that bias creeps in here again where salaries offered initially are sometimes higher based on certain dimensions of diversity.

Ofronama, I know that you've done a lot of work around what we were talking about the other day, equal pay day, and we know that women fall behind as it relates to this. Whose responsibility is it? Is it our job, as the new employee to negotiate? Is it the employer's responsibility to really do better? Tell me a little bit about your perspective in that area.

Ofronama Biu: Yeah, so I shared data today on the fact that raises were less common for some groups like women of color, and then especially black women. In particular, I would add for both performance raises and cost of living raises.

I'll backtrack a little bit because even after you have the perfect job description, there is still even getting to the interview. There are tons of research that's been done and experiments showing that for people with black names, for example, who have equal qualifications or the college degree, it's not even about lowering the requirements. It's thinking about the people who have the requirements that still, because of racial bias, don't even get a foot in the door. I just wanted to mention that.

I do think with the job offers, and the salary that's offered, there are so many recommendations. Yes, people should negotiate their salary for themselves, but at the end of the day, the employer should offer the salary that fits the job and not put that on people who are vulnerable and trying to get a job to fight that to get the salary that they deserve.

Emily Holthaus: Thoughts from the group? Anyone else want to jump in on that one?

Lisa McKeown: Yeah, I have a lot of thoughts around this subject.

I think it begs questions to be asked. Do you have a salary structure? Do you look at market data? Do you know that your jobs are being paid competitively? Are you evaluating and writing your job descriptions not for an individual? This often happens, they are creating job descriptions and they are creating means of promotion when none are available by simply changing, for example, the title of a job description because there may not be a promotion available for that person or for that role.

Ofronama is absolutely right. It's not just about setting the qualifications, it's about, did you do the hard work? Did you benchmark? Do you have paid policies and practices? Have you thought about how you make different pay decisions? How do you handle merit? How do you handle promotion? How do you handle equity adjustments? Are you transparent about how these decisions are made?

I think if you want to have credit in the bank with your employees, you have to do this work. You have to tell them you're doing this work and you have to tell them the decisions you've made. It has to be transparent and leadership needs to be brought in and they need to be aligned. I could go on and on with all of the ways that an organization has to write your job descriptions, that's one of the building blocks, and do the hard work to think about how you make salary decisions. That way when you have something like COVID-19 happen, when organizations have actually had to make really tough financial decisions for staff, either cut pay or hold off on merit increases, you have built up credibility with your staff that you care about these decisions, you're doing the work and you're in this together mentality, as opposed to decisions sort of made in the behind closed doors and nobody knows why.

Employees really need to know how their salaries are determined and how their salaries in their roles fit into the larger organization because it helps them to understand how they can grow and how they can make more money. Like I said, I could talk about this for quite a long time. We could have a session just on this, but I'll let some other folks add in some thoughts too.

Emily Holthaus: Eric, I'd love to hear from you too. Were you surprised by the survey results? That more than half of our group hasn't looked at compensation, and if so, what advice do you have for groups that need to sort of get going on that?

Eric Salyers: No, I wasn't surprised. If you think about the way that compensation exists for employees right now, if I think about myself as an employee throughout my career, what's the one thing that you know about compensation? You don't talk about it. You know it's frowned upon, it's a taboo. I think changing that, and that's a tough mountain to climb, I don't exactly have the steps to get us there, to taking away the taboo. We all know the reason why it's not done because if people openly discussed that, these inequities would be right out in the open. Anything that we could do there would be helpful.

One thing I like about talking about this kind of work with peers that have similar passions is that you hear an individual say something and you think, wow, that is true. I just hadn't thought about it. For example, when Ofronama mentioned how the racial bias creeps in when you have a recruiter that's sourcing candidates and they're looking through resumes very quickly.

I did a recruiting stint ages ago, it wasn't for me, but I remember how it works. You're looking at a lot of resumes, you look at them really quickly and you pass on. I was thinking already from the employer perspective, for that employer that wants to start doing this work, what could they do to address that? I'm sure it will take a little bit of effort on your part, but you could have a teammate take those resumes and cut the name off or something of that sort. It is an extra step, we're all super busy, but if you really want to get there, you want to do this work for the betterment of your organization and elevating your employees, you're going have to take some of that work and do some of those steps.

Lisa McKeown: Emily, just one thing I want to add on to that. When I've been in the role of overseeing total rewards for an organization, and now, helping clients do that same work, when I am looking at job descriptions to benchmark them, I don't want to look at the census. I don't want to look at the people in the job and I don't want to know what they make. It really starts from that pure place of how I'm going out to benchmark your jobs and if your benchmarking is coming back that you're two levels above what

the job really is, you need to fix that. Organizations can do this too, they need to not think of the person. They need to think, what does the business require? What does the job required? Then, from that perspective, I go out and benchmark and I don't even look at salaries or the employees that have that job until nearly the end of it. When we have agreed upon that we've aligned the data and that we know that these are good matches, and organizational leadership has agreed that they are good matches, now, you look at your employees. When we lay that on top of it, sometimes it's a real eye opener for organizations to see where they aren't paying fairly or equitably and at what levels that's happening.

Emily Holthaus: Yeah, I think you all are saying that organizations annually should be looking at their data a little bit in this area. It's important to have those demographics so that you slice it by tenure, you slice it by gender or you slice it by race so that you can very clearly see if some of that inequity is creeping into compensation. I would also encourage people to apply that same idea for promotions. If you, right now, called up the last 10 people that have been promoted in your organization, just pulled it up and looked at gender and looked at tenure and looked at race and looked at experience level, does that tell you something about what might be happening implicitly in your organization, about what limiting beliefs you might have about who should be promoted in your organization or with compensation, what people are being paid, et cetera? Utilize those data points on a regular basis and when you find the inequity, again, it's not just enough to look at your data, you have to be committed to fixing them.

Tina, we haven't heard from you in a while. Anything else that you wanted to jump in and say, what can organizations do here?

Tina Twyman: Yes, you just took a point that I was going to make. Most certainly, many organizations have come up with a formal process to address bias or inconsistency in some of their pay decisions; Not even just once a year doing a pay equity analysis, slicing and dicing it, but at the merit process or the promotion process. Some people allow them all year long. I know different companies have different policies and processes, but pick the appropriate time for your organization and have calibration sessions over merit increases or promotions and so forth. I think that's very important and it can help reduce some of that bias.

Emily Holthaus: I love that, Tina. I've been a part of merit increase processes where people just arbitrarily assign comments and there is no rubric or anything. With that type of looseness, biases jump right in and say let's take the people's opinions and move through this very important process which is determining raises, et cetera. I love that and Ofronama, you are shaking your head, did you want to jump in on that conversation at all?

Ofronama Biu: Yeah, this reminds me of one of the things I mentioned in the slides today, that performance evaluations weren't as common as we would expect, in a way, for everyone. Again, some groups, women of color in particular, are less likely to have had a performance evaluation, so if that's not even happening and you're not getting a raise, what are the decisions really based on?

Emily Holthaus: Eric, you want to jump in?

Eric Salyers: I just want to reiterate Lisa's point about, the way that she does the comp benchmarking where you are not looking at the individual's name. I can't overstress that because I've sat in rooms before with HR leaders where they're attempting to do the work, they have the intention to do this, but they fall into these pitfalls. I see them start saying, we can't do that to him or we can't do that to her, and I reply no, no, no. You can't talk about the person. Draw them continually back to the job because that is a really slippery slope. It just seems so inherent to talk about the person. It's really important, that part really is something I want to drive home.

Tina Twyman: Yeah, I think that we all have different programs around total rewards, compensation and benefits. As Ofronama mentioned, some respondents, I think it was women, people of color or women of color, said that they didn't even have a performance evaluation discussion. Maybe they need to be formalized, but really looking at those programs to make sure that, again, we aren't being inconsistent in our decisions or have some unconscious or conscious bias in some of our programs. Even women who go out on maternity leave or adopt a child, when are they getting their pay increases? Are they eligible for promotions? Are you prorating their increases or not even considering them for promotion? Even just your programs in general, whether they're informal or formal, you definitely need to take a look at them and make sure that they don't have any unintentional bias.

Emily Holthaus: We work with organizations on that a lot and we really stress this idea of running your policies and practices through an equity matrix and asking yourself questions such as, here is how the policies written, how does it actually show up in practice as it comes to life in the organization? And is there a disconnect between what we want to see happen on paper and what actually happens? Or asking yourself questions such as, who can make exceptions to this policy? Why? When? Those are questions you can ask yourself to begin to evaluate how well and how equitable your processes and systems are working.

One hundred percent, it requires us to slow down, it requires us to pay attention. When is the last time you looked at your handbook and the policies in there to determine if they're still working the way that they were intended? Or is the way they were intended not really working for everyone? Taking a good look at those practices and policies is something that everyone can do. I'm going to go back to what you all said earlier too, it's not just the HR person sitting in a room doing that, it's getting input from the people who are actually experiencing those systems. Whether that is through a survey or having some of your employee resource groups go through this exercise with you periodically, making sure that you're not making those decisions in a vacuum is going to help you drive the inequities out of those systems by involving diverse members of the team in that decision making, as well as potentially changing or blowing up or re-imagining a system that isn't quite working the way that you hoped.

Before we move on to the last section, any other thoughts on the compensation and promotions topic? We could talk about this all day.

Tina Twyman: Not to forget even about, I don't want to call them softer benefits, but your other financial and non-financial benefits such as professional development. Is it a stipend that you get? Is that widely known? Do you have a recognition and rewards program? Do the data, do the analysis on

that, even if it's a gift card program or a small bonus program, informally or not, take a look at the non-financial rewards, even those that do have a small dollar amount associated with them as well.

Emily Holthaus: Absolutely. Who gets those and who doesn't and why?

Are all leaders across our organization receiving training opportunities at the same rate or their certification completions or any of those things. I love that. All of those things are important considerations.

Anything else before we switch gears for this last topic?

You all have been talking about it a little bit, but it's really that idea of data and using data to your advantage, using technology to your advantage, to do all of this. Lastly, we just want to talk a little bit about HR systems, meaning technology and data systems. How can organizations and leaders use data and technology to their advantage to help ensure more equity? I'm not sure who wants to jump in there first, but we want to spend a little time here.

Eric Salyers: Sure, I'll jump in. On the technology front, when you have your HRIS system, most all of those products these days have the ability to capture some of that demographic data. Some of it we all kind of do by heart. You ask employees to voluntarily identify whether or not they consider themselves as having a disability and if they need an accommodation, you ask them to voluntarily self-identify if they're a veteran and those types of things. I've seen systems that go beyond that, where they ask about gender. If you're ready to do this kind of work and really serious about it, go beyond the binary: Don't just have male or female there. Have the other options, have an open write-in button where they can put something in. These systems, if you're working with your providers, a lot of them have custom field capabilities, but you could certainly use that to start to learn more about your workforce. However, you're going to have to pair that with a communication program as to why you're doing so. You don't just want to start collecting data and not tell anybody about it because they will ask, what are they asking me? Why do they want to know if I'm a gay man or not? Why would they want to know that? You're going have to pair that up, but technology can really be useful in helping you learn and understand the makeup of your workforce.

Lisa McKeown: Yeah, for me, I think about it as, how do you make data available to your staff? When Eric talked a little bit about communications, are you thinking about how you are getting your messages out to staff? Are you reaching them where they're at? Would it be better to reach them by cell phone? What is the medium, what is the method? And who is best for sending those messages to staff? Should some come directly from the president? Maybe others, directly from a manager or one-on-one with staff? Is it virtual is it an email? Are you're thinking about different languages you might need to communicate with staff? If English is not someone's first language, are you ensuring that they are getting messages in multiple languages to ensure that they're getting the messages that are really important to your organization for them to understand? Even going as far as, do you do have a translator on staff rather than just going to the computer and scanning a document to translate it, which doesn't take into consideration where people are living. Do you actually use a translating service to make sure that you're catching the nuances of everybody's language so the messages are being

understood? When I think about collecting data, I think about what Eric also talked about, how are you communicating your messages out to make sure that everyone has equal access to understanding what's happening.

Emily Holthaus: Thank you. Ofronama, I know that you sort of eat, sleep and breathe data, I have been using your amazing data for years to sort of talk about this and benchmark. I'd love to hear your perspective on how organizations can use data and technology to their advantage to ensure equity.

Ofronama Biu: The 2019 survey asked what types of diversity, equity and inclusion initiatives or activities organizations had and about 74% of respondents said their organizations were doing something. Then we asked them, what types of activities people are doing and less than half of the organizations responded that they were measuring organizational diversity. Among the people who did not have any type of DEI initiatives, about 40% said that measuring diversity would be helpful, especially those who worked in the organizations that were 75% white on both the board and leadership, in other words, the less diverse organizations.

Our recommendation, in the original report, in the recently revisited report and in all our regional reports, are that organizations measure diversity, equity and inclusion and benchmark it and make changes as needed, so that they're creating more welcome and equitable buyers for their staff.

Emily Holthaus: Absolutely, thank you. My whole thing is, if we don't know what our starting point is, we have no chance of being able to improve on anything. Utilizing data to benchmark, to help you really understand, and then using data to drive your decision making and your strategy, especially in this area, is incredibly important. Whenever I'm working with clients and teams who are trying to improve how equitable their organization is, they have to have that baseline data to be able to set their targets for what they want their future to be in the organization as well. Also, to know whether or not all these interventions or changes in the system that you're making actually matter to your organization.

If you don't have those starting data points, you won't be able to measure and know and understand what you're doing is making a difference or creating that level of transformation that you're hoping to create. Use your data to your advantage, don't be afraid to collect data and understand it and use it to drive decision making as well.

Tina, I just wanted to give you the opportunity to weigh in on this one before we go, any thoughts for us?

Tina Twyman: Only thing I guess I have to say about data is that everybody's probably now thinking about, I need to do a pay equity, or slice and dice my data. I just want to remind folks when you're looking at salary, looking at the data, equitable does not mean equal to. Keep that in mind, that you can pay people differently for experience and tenure and geography and so forth.

There are three E's to take away from today, at least from my messaging. Evaluate; educate, based on your data and your outcomes; and edit your programs accordingly.

Emily Holthaus: I love it, it's the three E's. That's a perfect way to frame it up and leave us.

I want to thank the team for having this conversation and we are going to come back here at the very end to address some questions. If you typed some questions into the chat, we'll be back in just a minute to answer those. However, right now, I want to turn it over to Lisa McKeown who is going to share a resource and bring it all together for us with some recommendations. We'll see you all back in a little bit for questions. Lisa?

Lisa McKeown: Thanks, Emily. Thank you all for contributing, this is really rich information to the conversation. We've talked about a lot of things today that we can do.

We've put together a one-pager that we'll share out after this conversation, something you can pin up near your new desk, about things that you can keep top of mind when you're trying to think about things to do to create more equity or to mitigate inequities within your organization.

To review some of these things we talked about today, we covered benefits first, which was really broadening your definition of family to enable equal access to leave and health benefits; thinking about working with your broker, working with your health insurance plan or other plans to make sure that you don't have exclusions; building up health provider networks in communities where your employees live and have access to care; and forming a diverse total rewards employee committee. Several of the clients that Tina, Eric, Emily and I work with have employee committees to meet on a regular basis and to get feedback from staff and make sure that information is heard and funneled up to leaders in the organization so that those can impact the decisions that are being made. It's also a way for information to come back to that committee and then out to employees. They can be champions of equity.

It's always good to conduct a benefits survey and really understand benefit needs across gender, ethnicity, race and age. Think about where people are at. Where in their life are they? Are they starting a family? Do they have kids in college? Are they single? Are they a same gender couple? Are they caring for parents? There are so many different generations in the workforce today that the old benefits plan, style, setup and design won't meet the needs of your staff today if you don't meet employees where they are in their stage of life and continue to engage with them throughout their career in your organization.

From a compensation perspective, you should think about how your organization determines salary decisions. Particularly, can those decisions be overruled by somebody within the organization? And why? If you create opportunities where leaders and managers are getting together, they're calibrating and they're having conversations about, here's all of the merit increases that we have across the organization. Manager A, let's see how you've done, Manager B, you're very different, what methodology did you use? These are the conversations that happen that really help to level the playing field for everybody.

Be transparent about how salary decisions are made from a merit promotion, equity and bonus perspective, your rewards and recognition and any perks, as Tina mentioned. How do people get salary increases? What is the criteria? Do your staff understand that? It's all about building up that credit with

your staff, so that you can build trust. When you're proactively communicating, proactively making decisions, doing equity reviews and getting the information out, rather than staff or managers having to come to you to do that. You're just building so much credibility and trust with your staff.

Again, we talked a lot about job descriptions. Really review them for consistency in defining the roles. What is the scope of the role? What is the experience, credentials and education required? Many times, experience trumps a lot of that. With the exception of some jobs where you do have to have a medical degree or some type of a degree to perform particular skills that are required for your role, but really think about where it's not necessary to do that.

Consider occupational qualifications in ensuring that your staff are aware of open positions within the organization. It's all about making sure that you're communicating open roles within the organization and making sure that you're not excluding folks due to particular acronyms or including nice-to-have, but not necessary, requirements.

Encourage staff from cross-functional areas, encourage someone from finance to apply for an HR job, inquire someone from foundations to apply for a business development job across the spectrum. There is a lot of opportunity where you may not have a lot of opportunities for promotion, for staff to take experience that they have and transition it to a new role that they might have.

Review pay equity. This can involve a very formal equity review from a third party, but it's also something you can do internally. You can look at staff salaries across departments or units or align it to the structure in your organization. You can look at it across the organization by managers or by jobs in similar levels if you don't have a structure. Think about all the different ways that you can really evaluate equity across gender, across age, across ethnicity and across race. Look to see where there are inequities and where there are, correct them, fix them.

One of the last things is to make organizational information available to staff through different mediums and languages and create a culture that is comfortable for staff to self-identify, no matter what the reason you're asking them to self-identify. Make sure your systems can support collection of that data so that you're really able to turn around and do the work, the hard work you need to do in your organization to review equity across benefits and across compensation.

Most importantly, communicate with staff across all of these areas. Make sure that you are communicating with staff around how decisions are made, when decisions will be made and be proactive in your outreach regarding that. I think that's all of the considerations that you can use to mitigate inequities and again, we'll share this one-pager out after the webinar as well. Thanks, Emily.

Alicia Schoshinski: Thank you, Emily, Lisa, Eric, Tina and Ofronama for all the information you shared this afternoon. We are going to take some questions and answers, and Emily will lead us in addressing those, so I pass this Q&A back to Emily. Thank you.

Emily Holthaus: Thank you. I just want to double check, can everybody see this screen?

We had a lot of really great questions come through from the audience, and we're going to get to as many of these as we can in the next few minutes.

Here's a great one to start us off.

What about nonprofit organizations offering employees other opportunities for increased pay promotions by having mentors for reimbursement, leadership development, training programs, et cetera? Is this a good way to create more options for benefits? Should organizations continue to sort of explore some of those non-traditional things?

Lisa McKeown: If I understood the question right, is it for nonprofits who may not necessarily have all the opportunities for promotion? One of the things that we just talked about actually was that there is a lot of opportunity for cross-functional learning, for mentoring, for shadowing, for opportunities to sort of visit another area to learn.

I think in nonprofits, the reality is there isn't always another job available at a higher level or promotion available. There are opportunities if leadership and HR managers think really creatively. What can a leader or manager do? What can they take off their plate and give to somebody else to learn, to grow their experience? What types of professional development opportunities can they have? It's a matter of broadening beyond thinking just about how your staff wants to be able to make more money because oftentimes, it's not necessarily about money. It's about staying engaged and having opportunities to grow and learn, so I think there are really creative ways you can do that. I'll let somebody else add in too.

Emily Holthaus: We're going to go with one answer per question because we have so many good ones.

Here's another question. What do you think about providing a floating holiday or personal leave to recognize that employees may have religious or other holidays that they may like to observe, that maybe aren't the standard ones that are most often offered?

Eric Salyers: That's a great idea, a lot of organizations do that. I typically see anywhere from three to four floating holidays and typically an employer will prorate those based upon your hire date. Thus, if you hired in the first quarter, you get all three or four and just prorate those out, but that is a very easy thing that you can do to accommodate that type of thing and it works well.

Emily Holthaus: Excellent. Here's another one too, and this is about the data, so Ofronama, I might have you answer this. What if you are a very small organization with less than 20 employees? Can asking for those demographics be perceived as threatening, and how can we handle that as a small workforce?

Ofronama Biu: I might have Aaron chime in too, but we have done trial race equity assessments, and we are cautious about what information we share out when it has to do with people's perceptions about the organization by race. We are cautious in trying to have a certain base level number of people

identify a certain way before we start disaggregating the data. I will say that and maybe Eric wants to chime in from his experience.

Eric Salyers: Yeah. As I mentioned a little bit ago about your communication plan, your employees have to understand what you're doing, why you're doing it, and more importantly, they have to believe you. I think when you sit down to start this work, looking at your leadership team, you have to have mirrors up to the organization and take a look at it and be very honest. If you lead from there, you're going to have a good basis for how you're going to communicate that, but you need to communicate a lot.

You could try some focus groups or things of that sort to see how that's bouncing off your employees. However, I can't overstate to just communicate the need to understand why you're doing it and the belief that you have good intentions.

Emily Holthaus: Yeah. I would say too that if you don't have that trust built, but you know you need to do it, that's where organizations like ours can help too. Sometimes having an external person step in where the data goes back to someone else, not to the organization, and then can be disseminated responsibly to make decisions, that's another way to get at it. If you don't yet have that trust factor in your organization to be able to make that happen internally, sometimes it's about grabbing somebody external to do some of that data gathering real quick and giving it back to you so that you can make those decisions as well.

Here's another great one. How do we consider leave policy options outside of PTO for employees facing disruption due to climate impacts like fires and hurricanes, et cetera? Anybody have a perspective on that?

I know those of you in California, it's just not stopping, so I'm sure that's a big concern out there.

Eric Salyers: Sure, if you think about it simply from the perspective of, there is an event that has occurred in the world that creates this need for employees to be away from the office. I am by no means saying climate change and COVID are the same thing, they're not. But when COVID happened, we recognized that employees were going to need to be at home and that leave situations were going to rise. This is similar, in the fact that for employees in those impacted areas, especially on the West Coast with all those fires, there is no way that it would be reasonable to expect your employees to go to a Starbucks and work as best as they can. I mean, that's just not something that we could do.

I think it's a great idea to consider those same types of events that are impacting those employees lives, recognizing that they have that need, as Tina mentioned earlier today, being flexible and then crafting solutions that still allow the employer's needs to be met, but also the employee feels like, my employer sees me, they recognize what I'm dealing with, and they're accommodating me. I think that would be a good path to pursue to get you in a good spot with that.

Emily Holthaus: Thank you.

Tina, I'm going give you this one, it's hard one so you can take it or bounce it, but this is a good one.

Given that men tend to negotiate more than women, perhaps, with salary, how would you handle candidates negotiating salary? Do you stay hard and fast with a maximum budget for their job and potentially lose a candidate in order to keep that equity compensation internally? How do you handle that push and pull of the war for talent and compensation equity? Great question. Maybe a couple of people can answer that. I'd love to hear your thoughts here.

Tina Twyman: The job is the job. It's not written for a male or female, so I'm going to go back to job description, a good, consistent job description; Not where in one department, you have to have seven years of experience and then in the next department for the same level, you have to have 15 years of experience.

Look at your data. What's the range? What are you paying people that are in that job or in that salary range for those comparable positions? Then, are you able to be a little bit flexible based on experience? If someone has 20 years of experience versus someone else who has 10 years of experience, I'd say go back to the data. That's it. Go back to the data.

Emily Holthaus: Yeah, I always tell people too that if you're willing to make those exceptions and stretch for talent, are you willing to do that for all talent? Or are you seeing a pattern of stretching for certain demographics versus not others? That's the other important "slow down and look at the data and bias" piece. I'm not saying don't do that because we do recognize that, pre-COVID especially, there was a war on talent. You want to make sure that you're able to secure those, but are you stretching for talent in a consistent and equitable way, or are you stretching for talent only for certain individuals or demographics? That's where, I think, there is a balance there.

This is another good one too, and I know we're almost out of time. If we don't get to your questions, we'll try to figure out a way to answer some more of these and send them out afterwards.

Here's another one. Even though many jurisdictions are starting to ban employers from asking about salary history, some employers still do that. Can the panel comment about the implications of continuing this practice, especially for women and people of color?

Lisa McKeown: Oh, absolutely.

First of all, this should be a national regulation, not a state by state thing. I think that, and I know that Ofronama's data backs this up, men negotiate and maybe women don't negotiate as much. Women leave the workforce and come back into the workforce sometimes, so going back to what Tina said, I think that for employers and recruiters, and it should be very clear to an organization, your golden rule around that should be that you do not ask somebody's salary, no matter if it's allowed in the state or not. I think because there is a lot of catch up that needs to happen, where women and women of color are clearly not paid as much as white men in jobs. That has been the systemic issue all along, so one of the things an organization can decide immediately tomorrow is that they will not ask another candidate what their salary is. They will look at what the value is of the job, look at their experience and

all of the actual qualifications. If they ask us, we give them what we have determined is the competitive range, there is always a range that an organization will say they're not going pay above.

It's really important to just make sure that you give the range of the salary, and I know there is always a dance around this. The best thing you can do is know that your data is competitive. Know that you have benchmarked, that your data is up to date and have confidence in the salary that you offer. You will quickly learn if something has changed in that role, and maybe you have to go back and look at the job and look at the market. But, for the most part, if your data is up to date and competitive to the market, you should be in a good position to make a solid offer, go with that and adjust as necessary.

You learn a lot when you're recruiting about when the job has moved a little bit, so you have to have a little flexibility there.

Emily Holthaus: Ofronama, anything to add from your end on that one?

Ofronama Biu: I have nothing really to add. I agree that asking puts who are already at a disadvantage because of discrimination, even more at a disadvantage. I completely agree with what Lisa had to say.

Emily Holthaus: Thank you. I'm going to end on this last one here. People want to know, what is their first step in conducting a pay audit, do we need to hire consultants, can we do it ourselves, can we do a little bit of both? How do we start, if we're in that 50% plus demographic that haven't done it? What's the starting point?

Lisa McKeown: I think you can do a little of both.

I think there is nothing from stopping you tomorrow or this afternoon from pulling a census out of your system where you keep payroll data that includes gender, age and race. If you don't have it, try to get it. However, there is nothing stopping you from looking at that data right now across the different slices and dices that you can and get a sense of if you have inequities.

I also agree that it's really good to have a very broad, focused equity analysis as well one that focuses on policies, procedures and practices beyond just salary. You can do that this afternoon when this is over. Run your census, look at your data and see what it looks like.

Emily Holthaus: Yeah, thank you. We are out of time with questions. I just want to say a huge thanks to all of you, Ofronama, for being our guest expert today and for the team at Nonprofit HR, Tina, Eric, and Lisa, thank you so much for the time. I hope that the audience found it valuable. I always get fascinated as we take deep dives into these conversations, so I just appreciate all of you the great discussion today.

To include a quick note, if you want to learn more about us and what we do here, you'll see the website there for our DEI practice, www.nonprofithr.com/DEI, as well as our email, info@www.nonprofithr.com. You'll see Ofronama's information there and their email, info@buildingmovement.org, if you want to learn more on anything that was shared

today. Additionally, we will give you a link if you want to talk some more about your organization and request a mini-consult on anything that you're going through specifically for you. We will give you the link to do that, after our time has ended today.

Lastly, we're going to be here again for this in October. Our next session is about employee engagement and belonging practices in nonprofits, so this will be another really amazing piece that you won't want to miss. We'll make sure to send you all the link to register for next month's event.

We're just grateful for the time that everyone spent with us today, so just know that our team will be following up with some details and additional links, along with a recording of today's session. Everyone, I hope you enjoyed the time. We enjoyed being with you. Have a great rest of your week. Thank you so much.