

Equitable HR practices

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Coaching and
Consulting*

Today's agenda

1. Welcome and introductions
2. Living organizational values
3. Equitable hiring and onboarding
4. Compensation and benefits
5. Managing performance
6. Small group discussion
7. About HR office hours
8. Close



Introductions



- Name
- Pronouns
- Organization and role
- One surprising fact

Community agreements



Participate fully



Listen for understanding



Limit distractions;
offer grace



Stories stay

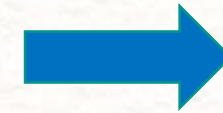


Focus on ourselves



Take care

Values alignment



Credibility

Effectiveness

Breakout discussion

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What are some of your organizational values and how do your internal practices reflect them?

Equitable hiring

Topics

- Job posting language
- Hiring teams
- Interviews

Actions to consider

- Ensure qualifications match duties
- Consider the language you use
- Form and manage hiring teams with intentionality: Clarify decision making
- Make sure questions are relevant
- Create and use a rubric

Resources

- RoadMap handout
- Harvard Business Review: In the Quest for Gender Equality, Job Ads Are Low-Hanging Fruit:
<https://hbswk.hbs.edu/item/how-to-take-gender-bias-out-of-your-job-ads>
- The Management Center: Mitigate Bias in Hiring with a Simple Rubric:
<https://www.managementcenter.org/resources/mitigate-bias-in-hiring-with-a-simple-rubric/>
- <https://blog.ongig.com/diversity-and-inclusion/job-description-bias-tools/>
- <https://showthesalary.wordpress.com/why-show-the-salary/>

Job postings

- Do qualifications match duties?
- Consider language
- Post salary



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Hiring teams



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Interviewing



- Do questions provide information that will indicate candidate's ability to do the job?
- Consistency, not uniformity
- Past behavior as predictor of future behavior
- No leading questions

1 Lowest match	2	4	5 Highest match
Little or no experience	Might need to learn	Solid; area of strength	Highest level of competency

RoadMap

Breakout discussion

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What are your organization's
best equitable hiring practices?

Equitable on-boarding

Topics

- Who does on-boarding
- What gets covered in on-boarding
- Other considerations contributing to “belonging”

Actions to consider

- Think of on-boarding as an on-going process, not something that happens on a new employee's first day
- Engage lots of staff
- Talk with newer staff about what they wish they had known when they came on board
- Create an onboarding schedule that goes beyond today and this week

Resources

- From The Diversity Movement:
<https://thediversitymovement.com/best-practices-for-inclusive-onboarding/>
- The Management Center's Onboarding Planning Toolkit:
<https://www.managementcenter.org/resources/new-hire-onboarding-agenda-for-manager/>

Onboarding for belonging



- Prepare team
- Consider welcome traditions
- Set up one on one conversations
- Consider a buddy program

Onboarding: Content

- Basic admin: Time sheets, login etc.
- Hybrid/remote expectations
- Job connection to team, department, mission
- Key documents: strategic plan, program plan and budget
- Culture

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Breakout discussion

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What are your best onboarding practices?

What one or two changes can you make to your onboarding practices to increase new employees' sense of belonging?





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Compensation and benefits

What the data shows

- BIPOC staff disproportionately fill low-wage jobs; white staff disproportionately fill high paying jobs
- Some research shows one of the top reasons people leave jobs is for another job with higher pay

Actions to consider

- Consider a “thriving wage, rather than a “living wage”
- Conduct an equity review
- Give raises, retirement contributions in \$\$ amounts, not %; don’t require employee matches
- Find out what benefits are important to staff
- Provide health insurance – and other benefits - for everyone
- Consider tiered plans based on salary

Resources

- TSNE Valuing Our Nonprofit Workforce Report
<https://tsne.org/valuing-our-nonprofit-workforce-report/>
- Resources for Setting a Thriving Base Wage handout

Compensation structures

Typically serve three purposes

1. Reflect organizational values
2. Attend to INTERNAL equity (how positions and people are paid in Relationship to one another)
3. Address EXTERNAL equity (market parity)



Livable wage

Provides for necessities only



Thriving wage

- Enables workers to weather emergencies
- Supports long-term goals
- Enables saving

What is a thriving wage?

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Health insurance parity

- Eliminate waiting periods
- Provide insurance for part-time employees
- Consider tiered premiums



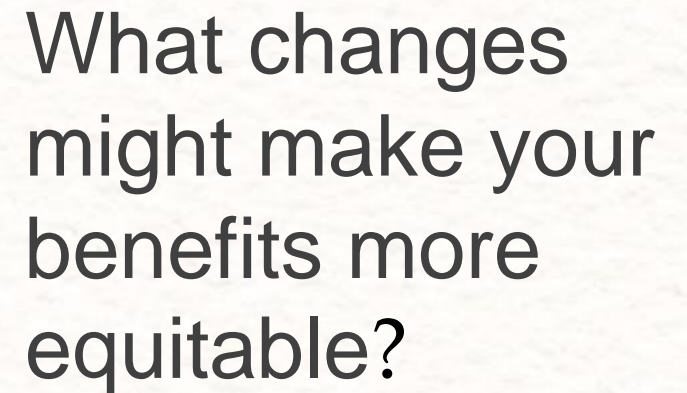
Equitable compensation practices

- **Conduct** an equity review
- **Find out** what benefits are important to staff
- **Use** fixed dollar amounts or inverted percentages for raises and benefits
- **Provide** health insurance, and other benefits, for everyone
- **Eliminate** requirement that employees contribute to retirement in order to access employer match



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An illustration of three stylized human figures standing on stacks of gold coins. From left to right: a woman with brown hair wearing a purple blazer and blue pants; a man with dark skin and glasses wearing an orange sweater and dark pants; and a man with light skin wearing a green button-down shirt and dark pants. They are standing on stacks of gold coins of varying heights. A large gold coin with a dollar sign is in the foreground on the left. The background is a solid teal color with a horizontal dashed white line.



Supervision and performance management

Topics

- Culture of supervision
- Implicit bias
- Professional development

Actions to consider

- Train supervisors and establish expectations around one on one supervision
- Develop a culture of feedback
- Mitigate implicit bias
- Communicate clearly and set expectations

Resources

- Job description for supervisors handout
- JoHari Window handout
- Conducting Performance Reviews: Tips for Managing Bias handout

Staff performance



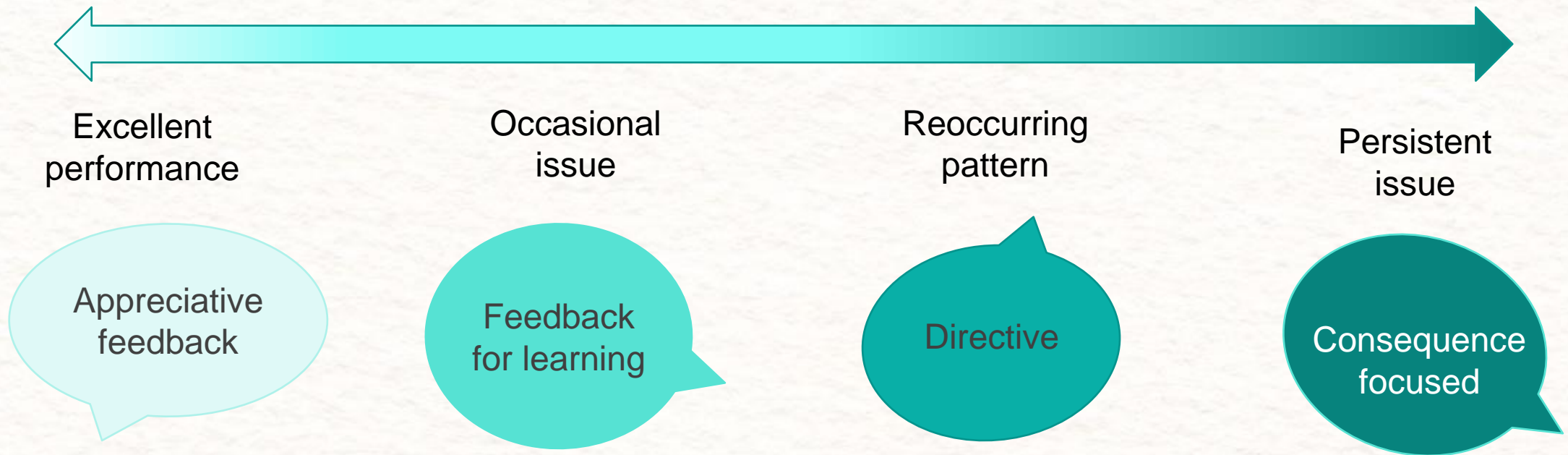
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Culture of supervision

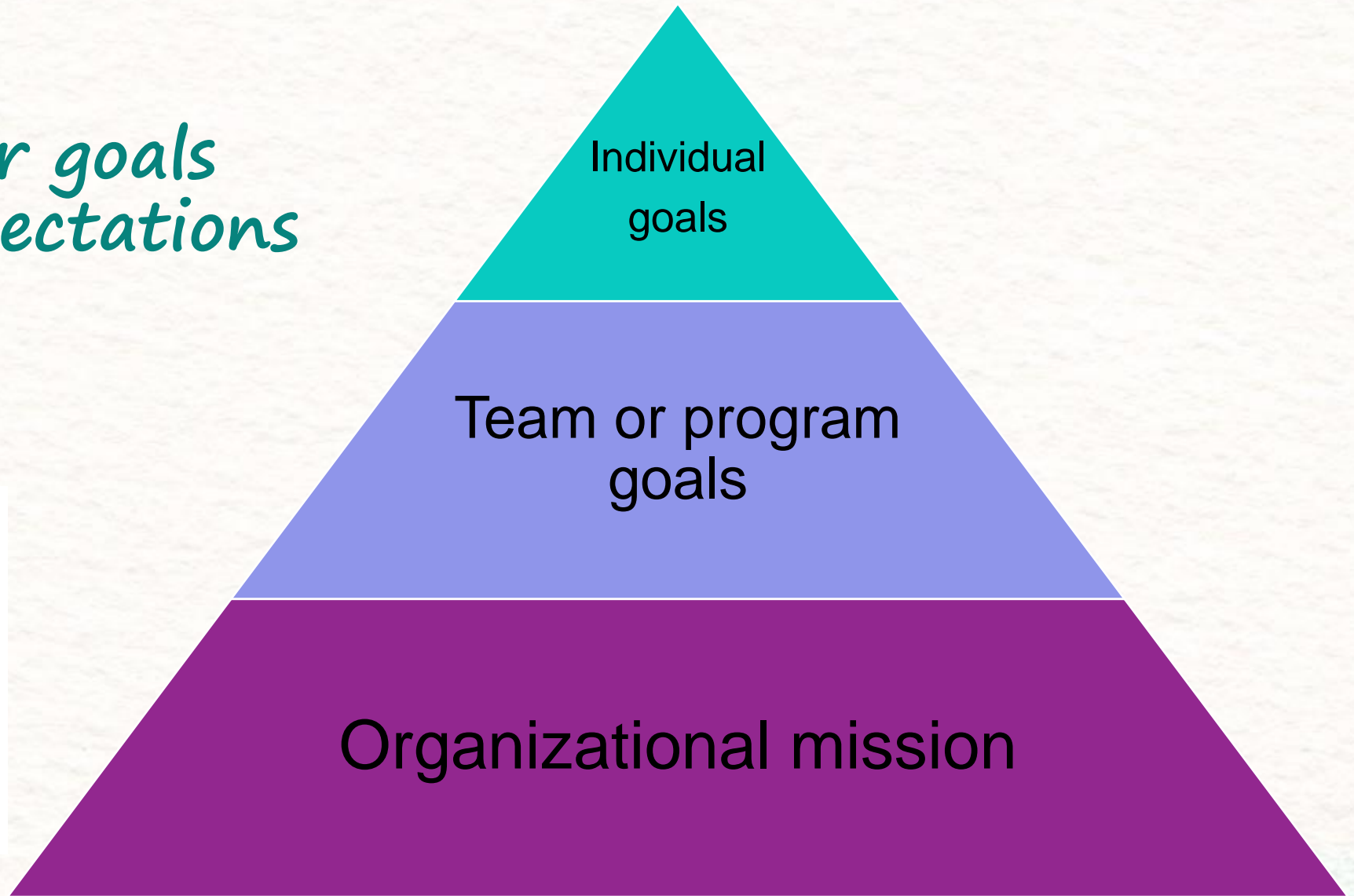
- Job description for supervisors
- Train supervisors
- Regularly scheduled one on one supervision
- Performance reviews for supervisors
- Build feedback muscles



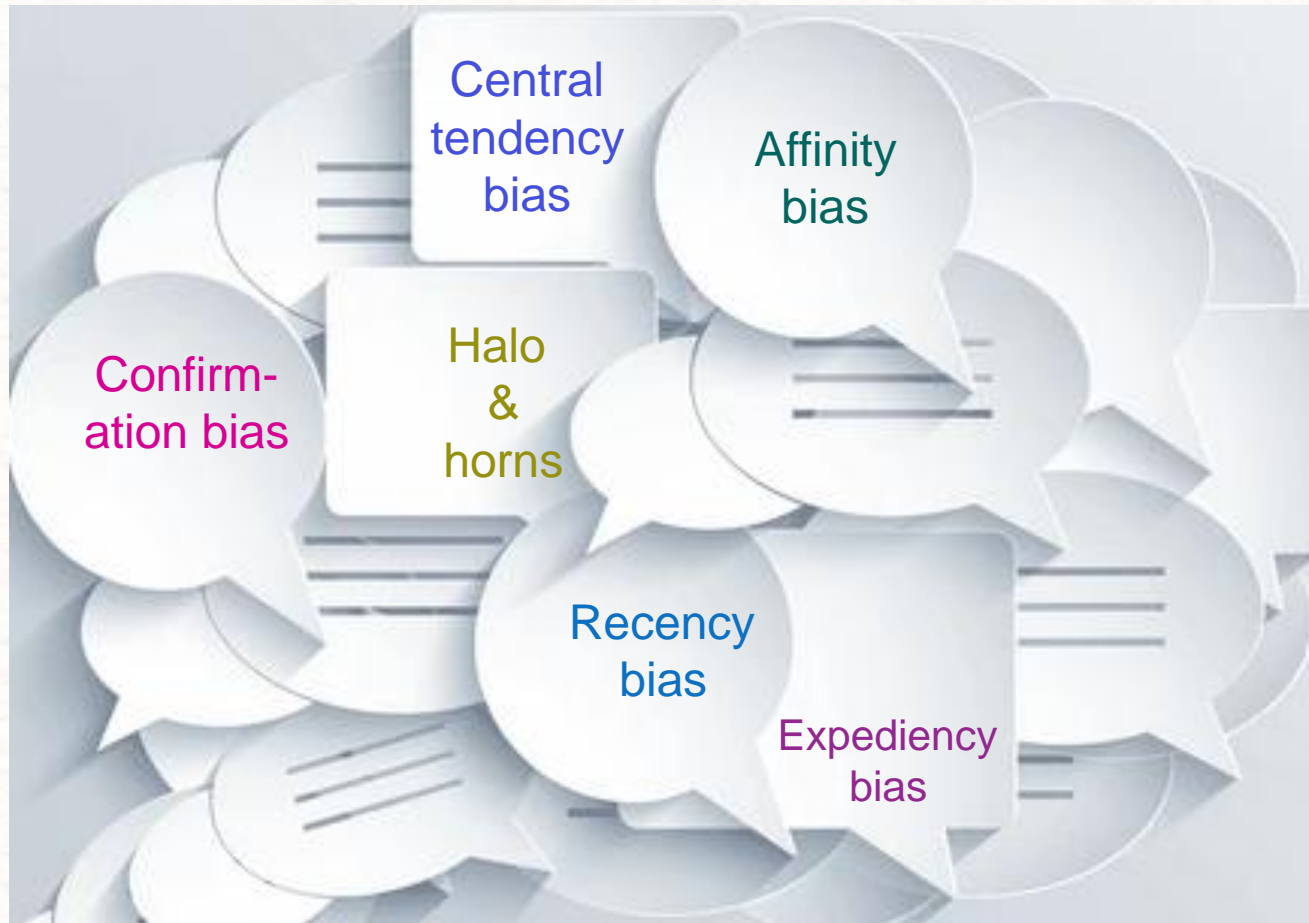
Performance continuum



*Set clear goals
and expectations*



Mitigate implicit bias



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Professional development

Skills and knowledge needed to
succeed at current role

- Current skills that need improvement
- New skills and knowledge required to succeed in a changing landscape

Skills and knowledge needed to
advance career

- Internal career path options
- Other paths
- Be creative



Meaningful performance reviews

1. Are tied to organizational values
2. Comply with the rule of no surprises
3. May include peer and/or upward feedback
4. Look back and forward
5. Usually encourage self-reflection
6. Include discussion about career goals and professional development
7. Are free from implicit bias

SURPRISE!



Breakout discussion

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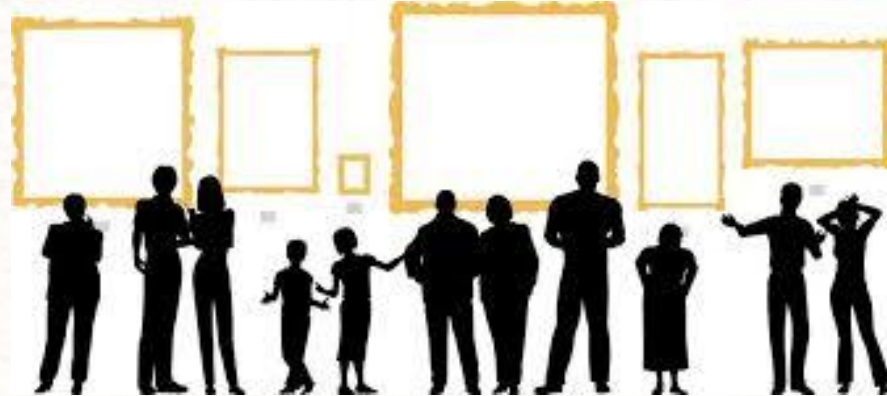


Describe your organization's current approach to supervision?

What is one step you can take to deepen the culture of supervision?

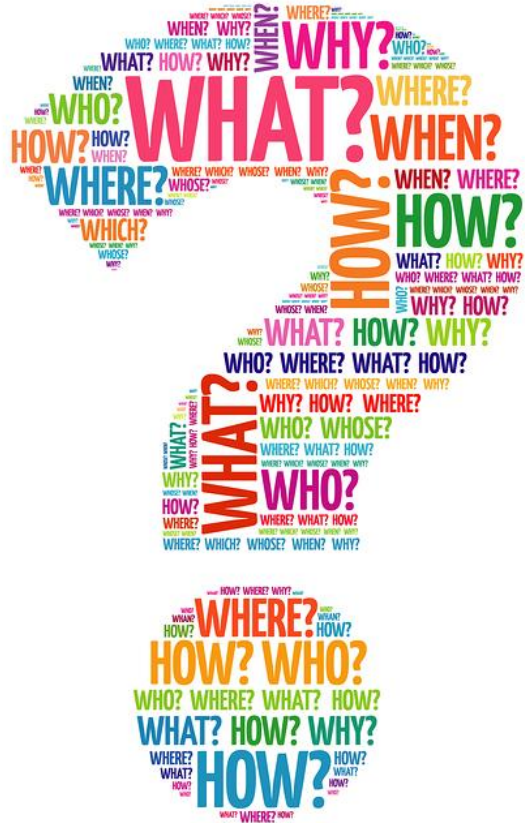
Full group discussion

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What is one thing you are taking with you or that you will implement or experiment with?

Questions?



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HR Office Hours

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Change for Good – our values

- Partnership, wisdom is in the room
- Compassion for people, wherever they are
- More is possible
- Employees are an organization's greatest asset
- Work in service to the mission
- Racial and identity-based equity are at the center

Change for Good – our approach

- **Values-based**
- Believe in **good intent** but must be paired with **taking responsibility** for words and actions
- Aim to build **mutually respectful, trusting relationships**... across difference
- Advocate for **regularly scheduled one on one meetings**
- Encourage **adaptive supervisors**
- Send people to the **source**
- Use a variety of **tools, models, and frames**

About me

- Over 35 years working in nonprofits
- As a staff member, leader, colleague, supervisor, and supervisee
- Certified professional coach



Worked:

- Briefly as a marine mammal researcher
- In the AIDS field
- As the Executive Director of a small nonprofit

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Also:

- **Serve on the board of Onward!** an organization that empowers high-impact partners to create inclusive organizations by designing and delivering innovative learning experiences to build personal and organizational capacity for change
- Also on **the Episcopal City Mission** board where we are committed to addressing the racial wealth gap by aligning with Black, Indigenous, and People of Color-led movements and solidarity economies.



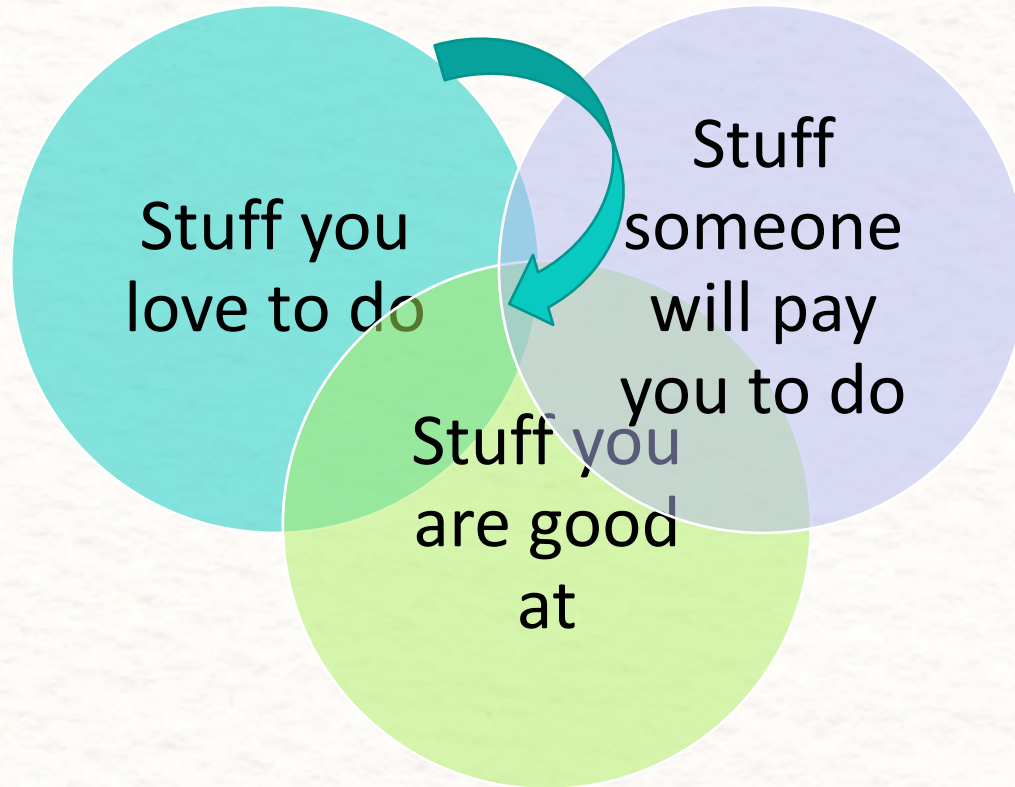
And...

- Dog and animal lover
- Proud parent of two fine young men
- Passionate gardener
- Voracious reader
- Maine is my happy place



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This is my dream job!



- Passionate about human connection
- Committed to supporting workplaces that strive to live their values
- Love to train and facilitate
- Am never, ever bored!

HR Office Hours

- Regularly scheduled office hours
- Sign up directly with me via Calendly or email
- Consult with me around a range of issues:
 - Employee relations
 - Performance
 - Professional development
 - Other HR matters
- Coach vs. problem solver
- Confidentiality



Logistics (add more text?)

1. Schedule time during office hours for help thinking through any work-place or work-adjacent issue or question
2. Remember that if scheduled HR office hours don't work for you, please reach out via email to find a more convenient time



Questions

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Answers

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