



# EQUITY PLAYBOOK 2022

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# EQUITY PLAYBOOK

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## INTRODUCTION

As the industry looks to improve diversity, equity, inclusion, and belonging, as well as the realization that equity drives change and leads to better DEIB, many are looking for a simple framework to help develop plans to create a fairer and more equitable workplace.

Historically, fast-paced gut decisions tend to be biased. Being intentional and systematic usually leads to better results. Keep the focus on BIPOC. In 2022 it is important that our industry is truly inclusive by ensuring that the most marginalized are treated equally.

## AFFIRM YOUR COMMITMENT

You have some level of commitment to making meaningful change if you are reading this. However, many leaders report that they have underestimated the level and depth of commitment needed to make change. Change is easiest if you already have a diverse Board and executive team. If not, you will likely need to educate your organization's leadership (and maybe even yourself) on the importance of building an organization that looks like its customer base and/or the population where it operates.

## WHY ARE YOU DOING THIS WORK?

Most organizations get started because they believe it's the right thing to do and have a vague sense that it will be good for the organization. That is a good starting point, but you will benefit from digging deeper. As a leader, you may value the principles of diversity and inclusion, but have not invested deep thought or time into understanding exactly how it helps your organization and why it is hard to achieve. Armed with this knowledge, you will find yourself better prepared to take the kinds of actions required to drive meaningful change and to convince your organization of the benefits.

## SPECIAL THANKS

During the 2020 Inaugural Equity & Inclusion Congress a new group was formed, The Talent Equity Alliance (TEA). A collective of talent leaders doing work to continuously better the agency community and the culture of the industry so all talent can thrive equitably. As an independent group of leaders across organizations this group is working to create new policies, practices, and programs that will increase equity and belonging for all people in the industry. Portions of this playbook stem from the work of this group.

# EQUITY AS A STARTING POINT

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## WHY FOCUS ON EQUITY?

To achieve equity, we must define its meaning. Equity is defined as “psychological, physical, and social differences that occur among all individuals; including but not limited to race, ethnicity, nationality, religion, socioeconomic status, education, marital status, language, age, gender, sexual orientation, mental or physical ability, and learning styles. A diverse group, community, or organization is one in which a variety of social and cultural characteristics exist.”

Therefore, to be truly equitable, organizations must create spaces and conditions where all these groups are treated equally and fairly and have the same opportunities for learning, development, advancement and success.

Organizations need to focus on equitable outcomes rather than equality (sameness) of resources when mastering and defining “equity”. As Kimberlé Crenshaw (1998) noted, “Treating different things the same can generate as much inequality as treating the same things differently.” Therefore, if we really want to achieve equity, we must be willing to learn how to provide differently for different communities while also ensuring fairness and equality when doing so. This, however, can be challenging to put into action. This playbook, developed during the Equity & Inclusion Congress in late 2021 is designed to assist organizations in finding their unique pathways to equity, that is, by definition, systemic. Because working toward equity requires ongoing action and continuously improving current states. This playbook centers on “ways”, or practices that support its advancement. It is understood that for many, the journey taken will quite likely feel like uncharted territory.

### **Working toward equity requires engaging in these practices and behaviors:**

**Promoting just and fair inclusion**, and creating the conditions in which each person participates, prospers, and reaches their full potential.

**Removing the predictability of success and failure** that is currently correlated with an employee’s ethnicity, culture, race, or socio-economic status.

**Interrupting inequitable practices**, by examining biases, and creating inclusive work environments for each employee and their teams.

**Paying attention to the social and historic forces** which create and maintain systems in which employees are treated differently based on who they are.

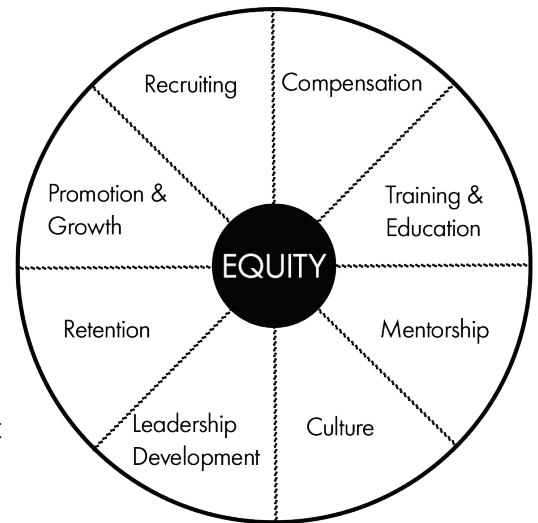
# TALENT EQUITY WHEEL

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**TALENT EQUITY**  
ALLIANCE

The Talent Equity Wheel reflects the importance for each component in the talent life-cycle that must be addressed if an organization is to achieve equity. Starting can be daunting, so begin with compensation and continue around the wheel. Without pay equity, details of these can be found on page 6, the other components will fail no matter how hard you try to ensure equity.



## BEGINNING YOUR EQUITY JOURNEY

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### MORE IMPORTANTLY, CONTINUING THE JOURNEY

Each organization is at a different point of the journey, no matter whether you are beginning or continuing to you will be starting from somewhere. Let's refer to these starting points as "on-ramps". Each should be used to help you identify where your organization is on the journey, help define your objectives and how to proceed.

Think of it as a kind of self-assessment and inventory of actions, with each component essential to designing and carrying forth your equity work. While equity is an urgent need, to truly see changes in your system, the work must be deliberate, purposeful, collaborative, and deep. Use these on-ramps to gauge where you are and what you need to do. From there, engage in continuous improvement cycles. Finally, remember this: working toward equity is complex, so not everything here happens in every place and at every time. To that end, the following is offered as a set of processes to help your organization delve into the work.

### "PRE" WORK:

Before you begin, be sure to do the following.

- Beginning this journey means preparing your organization to engage in work that is sometimes messy, often emotional, and challenges the most basic assumptions.
- Leadership must communicate the importance, excitement, and challenge of this work toward equity to staff both personal and agency-wide.
- Gather and explore relevant data - both public and internal - especially investigating disproportionality through an intersectional data analysis of the focal employee groups: Black/African American and other POC employees, LGBTQIA+, Gender and employees with disabilities.

# PLAYBOOK "ON RAMPS"

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On Ramp	Ideas to Get Started
COMPENSATION	Transparency on compensation ranges. Ensure Managers, Recruiters and Leadership are trained in removing bias from the offer process. (See Pay Equity Toolkit on page 7).
RECRUITING & ON BOARDING	Ensure your recruiting team has undergone unconscious bias training. Ensure diverse interview panels and create interview scorecards to level the playing field. Re-think referral processes to eliminate "culture fit" issues. Consider removing "education" requirements from job descriptions.
TRAINING & EDUCATION	Career Management: ensure everyone gets access to the same Learning and Development (L&D) tools and opportunities for their level. Audit L&D to ensure it has been bias-proofed to create an equal learning experience for all.
RETENTION	Be prepared, ready to counter respond to resignations (preempt or at resignation) with promotion and compensation answers and be consistent with counters. - Consider a review panel to assess counter offers (removing bias).
CULTURE (BENEFITS & POLICY)	Ensure your benefits package is fair to all employees, not just certain populations. Consider offering time-off to single employees to compensate for paid family leave, etc. Benefits are the new currency so rethink what your policies to address employees needs. Do not expect them to align to rigid outdated work expectations.
PROMOTION & GROWTH	Performance Management & Assessment: determine if your assessment methodology has been built with bias at its core. Rethink performance and potential tools as well as the review process. Create a clear role matrix so all employees understand expectations to get to the next level. Consider creating a panel review for promotions.

# AGENCY PAY PARITY TOOLKIT

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**TALENT EQUITY**  
ALLIANCE

At TEA, we view pay equity as a balanced distribution of pay across demographic groups in an organization or in a society. There are two main parts to this, 1) pay parity and 2) distribution of highly-paid positions.

## THE AGENCY PAY PARITY TOOLKIT

Let's start with the basics. We all know that pay equity sits at the foundation of any organization's equity potential. Conducting a pay analysis is a daunting task given that the marketplace is full of new methodologies and ever-changing laws to navigate. To provide a strong head start, TEA built a toolkit of best practices and resources for HR professionals to prevent and fix inequity on a company level.

### TEA Pay Parity Toolkit

The Pay Parity Toolkit consists of:

- Well researched, market-driven salary bands for each role in your agency to reduce subjectivity in determining salaries for new hires and employees. Firm bands will prevent you from setting individual salaries based on inconsistent criteria, taking advantage of candidates who you know are asking for too little, letting your loyal homegrown lag new hires, etc. (bonus: reliable bands will also help your Account/Operations/Finance teams to use bill rates more effectively.)
- A shared understanding among decision-makers on how to place talent into your bands based on their job-relevant skills and experience as well as the role's responsibilities. Previous external or internal salaries should not be a factor.
- A consistent compensation philosophy that works for your agency in the long run. The amount to pay to get the right talent in the door depends on a variety of factors including the following. Industry newcomers who need to hire fast might have to set their bands above average to attract talent while leading edge companies that bank on their name and creative and growth opportunities may pay less.

# RESOURCES

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There are many resources that organizations may find useful. There are no personal or professional relationships with these resources.

## RACIAL EQUITY CERTIFICATION

[MLT Black Equity at Work Certification](#)

## THE BUSINESS CASE FOR DIVERSITY

[The Business Case for Diversity](#), The Wall Street Journal, Dieter Holger, 2019.

[Delivering Through Diversity](#), McKinsey and Company, 2018

[How and Where Diversity Drives Business Performance](#), Harvard Business Review, Lorenz & Reeves, 2018

## DIVERSITY SCORECARDS

[Slack Diversity Scorecard](#)

[Stanford Ideal Dashboard](#)

[Salesforce Equality Data](#)

[UCSF Diversity Scorecard](#)

[PwC 2020 Diversity & Inclusion Transparency Report](#)

## DIVERSE RECRUITING RESOURCES

[HBCU Connect](#)

[Diversity Jobs](#)

[Flexjobs](#)

[WorkWider](#)

[Bowdoin Group](#)

## CONSULTANTS AND TRAINING

This is a very broad category that we have combined because many of the firms provide both consulting and training. They have different orientations and specialties. Look for a firm with expertise in the relevant domain and works with companies of your size.

Here are some [tips on selecting training](#).

[Exponential Talent](#)

[Jennifer Brown Consulting](#)

[Leveraging Difference](#)

[Paradigm Consulting](#)

[The Moxie Exchange and Everyday Inclusion App](#)

[The Neuroleadership Institute](#)

[Leaderfactor \(Emotional Intelligence, Psychological Safety\)](#)

[Brunswick Group \(DEI strategy\)](#)

[Inclusion Design Group](#)

[The Percipio Company \(bias assessment, inclusion cards\)](#)

[Deborah McKnight \(Racial equity transformation\)](#)



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