



Group 1 Topic: Salary and Benefits

Step 1: Assign Roles

- **Facilitator:** *keep the conversation moving, encourage multiple voices/sharing of space*
- **Notetaker:** *capture key points (all participants invited to add/edit what is captured)*

Step 2: Intros & Share – take the first few mins to build relationships

Each person shares name, org, pronouns & why they chose this topic

- interested in wage transparency, in our org it's due for an update, navigating feelings of unsafety
- program dir, working on new comp structure, staff growth from 4 to 11, starting to create systems, avoiding pitfalls
- opportunity to create better processes, shared/flat leadership structure, revisiting salary bands and job descriptions, grappling with draft of compensation philosophy
- part of three person team, 15 full time folks, share salary bands, portfolio process for promotions
- co-executive director model, 5 years ago reset all values and thinking around compensation = full wage transparency, already feeling dated and time for refresh, bringing in new voices, geography question and needs-based options
- Ariel, she/her, Long Beach Forward, staff of 19, experiencing challenges around salary transparency, trying to lessen big gaps between positions, evaluate compensation twice a year

Step 3: Discussion

Given what we've heard from each other, what is the conversation we're wanting to have together today?

Notes:

- Many orgs have grown recently
- Is it important to show the historical context of salaries?
 - no - didn't show whole history, previous grants limited compensation, different now
 - Showed three year history
 - did show historical context of wage disparities built in to who held which positions

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- By the time we shared the salaries, we had done so much work with everyone, so it wasn't a huge deal for folks to see it (2018)
- Folks might notice patterns in historical patterns
- Portfolio process for promotions
 - leadership came up with a rubric for folks to measure growth and performance in certain areas
 - Impact, Team Leadership and Culture, Resource Development and Catalyzation
 - “[name] has been an associate director at [org] for two years now and has been working hard to not only meet the expectations for their role, but to advance into a director position. After discussion with their manager, they had previously submitted a portfolio after their first year and received feedback from leadership that they needed to be able to demonstrate more depth and breadth in their impact and were offered some examples of what that might look like. Taking this feedback along with using the performance reflection process, [name] worked with their manager to review feedback and reflections to set goals for the year that would not only demonstrate more significant impact in their work, but also to improve on several competencies related to impact. At the conclusion of the year, [name] met their goals and was encouraged by their manager to again submit a portfolio of evidence for promotion. Leveraging feedback from their performance reflections, as well as identifying examples of impact, resource development and catalyzation, and team culture building in their work with their manager, [name] submitted their portfolio. After responding to a few additional questions from leadership, [name] was informed that his portfolio demonstrated the evidence to qualify him for a promotion and they were given a timeline for when to expect a change in their title and compensation.”
 - Offer folks a chance to create portfolio of work, feedback from others, projects, cost savings
 - Can present to leadership when looking for promotion or feedback
 - Onboarding first new person since rolling out this process, will be part of the onboarding process
 - Is it co-created or made individually, how is balanced feedback given?
 - Manager will co-create and advise along the way
 - Peer feedback solicited to support portfolio, sometimes constructive feedback is not shared for fear of holding someone back from promotion
 - leadership came up with a rubric for folks to measure growth and performance in certain areas
- Performance and compensation interaction - disentangle vs tie together

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- tried to pull them apart, everyone gets salary increase at beginning of year
 - Performance review is for professional growth
 - But we don't have a structure for moving up, only two tiers
 - Hoping that providing salary increase to everyone will help everyone give genuine feedback to colleges
- Feelings of unsafety and hierarchy and power in creating compensation transparency
 - mental health has been impacted by being DEI manager, keep seeing certain patterns around feelings of overwhelm, confusion, isolation
 - Resistance is exhausting
 - Recently hired consultants for HR, budget for restructuring
 - How do you keep morale high?
 - a lot of people are feeling burnout
 - Incorporated a mental wellness day, one day a month
 - You don't have to be sick to take sick time
 - Should be centered in our org culture to take the time they need
 - unlimited PTO, 15 day minimum (tracked)
 - 4 day internal meeting week, no internal meetings on Fridays
 - salary transparency is tied to capacity
 - Some folks have lost trust in the process
 - Hope to give this work the time it needs to build trust in the system and amongst individuals
 - impact when this work falls on one person, esp a POC
 - Those systems (unlimited PTO, 4 day work weeks, etc) are good, but there is also a collective care piece
 - Supporting each other in our work as part of work
 - Share emotional load
 - Include restorative practices

Group 2 Topic: Best Practices in Supervision

Step 1: Assign Roles

Facilitator: *keep the conversation moving, encourage multiple voices/sharing of space*

Notetaker: *capture key points (all participants invited to add/edit what is captured)*

Step 2: Intros & Share – take the first few mins to build relationships

Each person shares name, org, pronouns & why they chose this topic

- 9 participants

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Step 3: Discussion

Given what we've heard from each other, what is the conversation we're wanting to have together today?

Notes:

Issues

- No internal supervisor training
- consistency with allowance for own style is a challenge
- Finding resources and examples to develop your own mgmt style, esp if you don't have an internal example to look to
- How to manage lines around friendship in supervisory relationships
- How to approach a situation where someone is not a good fit
- Designing surveys to surface issues, esp those that can be disguised by liking/appreciating supervisors
- Managing up and potential risks of providing authentic feedback to supervisors

Thoughts

- Supervision 50% of job
- External trainings good for interpersonal, feedback techniques, etc
- Friendly but not friends
- Importance of internal follow up on external trainings that calls out what's most relevant to the org and continues to integrate the learnings
- Sense of friends within work can contribute to trust, which eases tough feedback
- Structures to ensure accountability regardless of friend relationships

What we're doing

- in house staff dev; hired consultant to do anti-racist policies; board + staff retreats to dev anti-racism policy + practice roadmap; hiring full-time hr (used to be divided b/w org leaders) - responding to staff desire for hr specific person with whom to collaborate
- Expanded supervision team so more ppl involved and it's an advancement pathway - 12 now (of 29 staff); working twd consistency (esp perf eval) while allowing for own style; supervisor meetings to support one another; no one supervises more than 4 ppl
- Created a theory of management document, starts of with an intro that talks about management as coaching. Lists roles that supervisor play (quarterly check-ins, performance management section, etc). Includes tools on supervision, what to do when there are issues, when to talk to supervisor or to HR, articles on guides on conducting 1:1 meetings, stay interviews, feedback giving, PTO and

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managing requests. Shared with one staff member who is taking on a supervisory role. Goal is to create a reference doc for supervisors / standard starting point and growth material for staff.

- courageous conversations in which a safe space is named before sharing developmental feedback; bringing interns into finance as a mentorship opportunity toward changing the dynamics of the field; safe space fostered by org as a whole, not just individual supervisor

Resources

- [CompassPoint supervisor seminar](#)
- The Management Center [training](#) and [tools](#) - templates

Group 3 Topic: Transparency

Step 1: Assign Roles

Facilitator: *keep the conversation moving, encourage multiple voices/sharing of space*

Notetaker: *capture key points (all participants invited to add/edit what is captured)*

Step 2: Intros & Share – take the first few mins to build relationships

Each person shares name, org, pronouns & why they chose this topic

- 3 people

Step 3: Discussion

Given what we've heard from each other, what is the conversation we're wanting to have together today?

Notes:

- Tools: External consultants for compensation equity, RAFI for decision making, offer spaces of discussion (eg listening sessions - with some structure or specific questions that are forward thinking, so they do not turn in complaining sessions - but if they do is ok. It is something that needs to be said.
- Regarding equity: Establish bands
- Move from the culture of "nice" to the culture of Kind". Nice interpreted as not talking about X or Y. "Kind" as sharing reasons.
- Share agendas of board meetings or leadership meetings so people do not necessarily know details but know what is being addressed.
- Open door policies
- Share job descriptions with all the organization.

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- Communicate often and in different ways -even if what you need to communicate is “we are in the process of ...” or “we are still exploring...”
- Be brave! Holding the values of the organization in front