Ongoing Processes

Inclusive Meetings

What this is:

How to run inclusive meeting.

Why is matters:

Creating an environment that encourages diversity of opinion and participation of all attendees helps create an inclusive work environment, which improves morale and reduces turnover. The Solar Foundation found that morale and feelings of satisfaction in wage and career mobility is generally lower among women and people of color. This could be attributable to how meetings are structured. The Solar Foundation also found that companies pay between $10,000 - $50,000 per unfilled position in opportunity cost (not to mention the cost of having to retrain a replacement worker).

Example:

In an inclusive meeting everyone has a chance to contribute and all voices are heards. The facilitator helps people prepare by sharing the agenda in advance and takes care to minimize interruptions during the meeting, which results in a better outcome.

Before the meeting:

Your job prior to the meeting is to give underrepresented voices the opportunity to express opinions early on, keep the group lean and less intimidating, and provide time and headspace for all voices to be heard.

→ **Write a detailed meeting agenda and send it to all participants at least 24hrs in advance.**
List agenda items as questions, not generic topics, and encourage participants to come prepared. This gives introverts a chance to process information outside of the pressure of a loud social setting.

→ **Be selective with meeting invitees.**
The more people present, the harder for everyone to contribute. Only invite people who need to be there, while ensuring the invitees represent diverse perspectives, experience and knowledge.The agenda should help invitees ascertain whether they need to be at this meeting. Ensure invitees understand that if they aren't directly involved or don't feel they have something to contribute, they should decline the invite (and if necessary, direct you to anyone else who should be there).

→ **Budget enough time to cover everything on the agenda.**
Time pressure makes meetings more efficient, but too much time pressure eclipses the opinions of less vocal participants. Ensure there's enough time for everyone to voice their opinions, build on others' opinions, and reach a conclusion together. Keep side conversations, especially around predominantly gendered activities (sports, spa day), to a minimum.

At the beginning of the meeting:

→ **Set clear ground rules at the beginning of the meeting.**
Set a "not talking over each other rule" and encourage bystanders to speak up and "call out" interruptions.

→ **Review meeting roles and agenda.**
Explain who's in charge of each agenda item, who's facilitating, and what the meeting goals are.

During the meeting:

→ **Get everyone involved.**
If you notice the same people continually talking, encourage a "Step up, step back" approach where people who have talked a lot step back and people who haven't contributed yet step up.

→ **Interrupt interruptions.**
Lead by example and call out when you see someone interrupting someone else. Have phrases ready to use like "hang on a second - I want to make sure we understand Sam's point before we add on to it."

→ **Give credit where credit is due.**
When someone makes a good point, acknowledge their contribution and give public attribution to their ideas.

→ **Write and share.**
Give everyone time to process a question and write ideas down and then share. This gives less vocal participants time to gather their thoughts and ensure they've been heard.

→ **Wrap it up.**
Review key points and decisions made and then clarify next steps.

Links to other resources:

How to Have More Inclusive Meetings over Zoom - Ted Ideas
How to Lead Inclusive Meetings - DDI
To Build an Inclusive Culture, Start with Inclusive Meetings - HBR

Performance Reviews

What this is:

Using annual performance reviews to support diversity and inclusion on your team.

Why is matters:

Performance reviews have been long used for employee accountability and employee development, and a comprehensive performance review strategy can drive inclusion. Your performance management approach sets the tone for your organization's values which is why it is critical your approach embraces diversity and creates an inclusive culture.

Example:

1. Set clear goals to base performance on facts

2. Use multiple feedback sources to limit bias

3. Be mindful of language when discussing an employee's performance

4. Reinforce inclusive behaviors

5. Connect with team members to ask if they feel included in your organization

6. Assess your performance review system to uncover any potential bias in managers, workflows or talent management processes.

Assess your performance review system to uncover any potential bias in managers, workflows or talent management processes. Common performance management biases:

→ **Availability/Recency Bias** – When our evaluation of someone is influenced by what we recently remember

→ **Halo and Horn Bias -** A good or bad first impression that ties into how performance is evaluated

→ **Confirmation Bias -** Unknowingly focusing on evidence that supports our worldview

→ **Affinity Bias -** Positive evaluation of those who are most like us

→ **Implicit Stereotyping -** Preconceived notions change how we see someone's performance

Once you have identified and worked to mitigate biases, when conducting and providing performance feedback to a team member:

> → Be supportive
> → Address specific behaviors and statements being made vs. person making the statement
> → Be sincere in openness to other perspectives
> → Practice active listening

With the right tools and questions in place, performance reviews can help create a company culture that embraces diversity in a concrete and practical way.

Links to other resources:

Why Inclusive Leaders are Good for Organizations - HBR
It's Performance Management Season, Time for Some Inclusion Nudges - Diversity Best Practices

Promotion Process

What this is:

A guide on how to structure an inclusive promotion process.

Why is matters:

Anytime we are making a personnel decision (whether to hire, what to pay, whether to promote) there is opportunity for bias to occur, especially if one person has unilateral control over the decision. Creating structure in your promotion process can help to reduce bias and create an increased perception of fairness in the process.

Example:

The key factors in creating an inclusive promotion structure:

→ Process is clearly documented and communicated to all employees
→ Criteria (which requires evidence of having been met) for securing promotion is defined before
→ the promotion process
→ Does not rely on one individual for the nomination or final decision

Below are the specific steps to take to create your promotion process:

→ Define the criteria against which employee's performance will be assessed. Similar roles should have similar goals and be evaluated by similar standards.

→ Communicate the criteria to employees.

→ Create a promotion nomination form that includes evidence from the employee's outcomes to assess whether they met the expectations.

→ Create prompts for the nominating manager such as "describe the ways the employee exceeded expectations."

→ Rely on data as much as possible. The more open ended the criteria, the more likely they are to be biased.

→ Solicit feedback from others beyond the hiring manager.
Consistently apply standards with evaluating employees for promotion.

→ Consider promotions in cycles so that you are evaluating people collectively and can ensure you hold the same bar for all promotions.

→ Some companies use committees to review promotion nominations. Again, by taking final decisions out of one person's hands you reduce bias.

→ Run disparate impact analysis on your promotions. If 40% of your employees are women and over the course of the year only 20% of promotions are women, you likely have a bias problem.

Links to other resources:

The broken rung report page 6 of women in the workplace study
How to structure a bias free promotion process
HBR Why Most Performance Evaluations are Biased
Bias Interrupters

Compensation

What this is:

A guide on how to maintain pay equity for your team.

Why is matters:

On average, white males earn more than women and ethnic minorities, even between similarly-qualified candidates in the same fields in the same jobs. At the pace clean energy industries are moving it will likely take decades to eliminate these pay disparities. This is why a more deliberate approach is needed.

Anytime a personnel decision is being made (whether to hire, what to pay, whether to promote) there is opportunity for bias to occur, especially if one person has unilateral control over the decision. Creating structure in your compensation process can help to reduce bias and therefore pay inequity.

Example:

Assess your performance review system to uncover any potential bias in managers, workflows or talent management processes. Common performance management biases:

Here are some of the specific steps you can take to remove pay disparities.

→ **Perform a pay equity audit.** This involves comparing the pay of employees doing "like for like" work in an organization and investigating the causes of pay differences that cannot be justified. It's best to use an independent third party resource for this analysis. Compensation consultants and some employment attorneys can perform this service for you.

→ **Remediate** any salary discrepancies that arise in the audit.

→ **Investigate** the root cause of operational gaps that led to the salary discrepancies so that you can correct them.

→ **Do not ask for the candidate's salary history.** Many states have already passed laws that do not allow employers to ask for salary history recognizing that it perpetuates wage disparities.

→ **When you are hiring an employee**, compare their starting offer to that of others in the same role with similar years of experience.

→ **Decide on your level of pay transparency.** Will you share salary band information with everyone or only with people who are in that role? Many companies do not provide pay transparency, but even those companies must be able to defend any pay discrepancies that are not related to skill level or performance.

→ **When making decisions** on pay adjustments related to merit increases or promotions, use the same rigor you use with a new hire. Also, use the principals in the "promotion guide" on the importance of incorporating feedback from multiple people in order to reduce rating bias.

→ **Run a disparate impact analysis** as part of any merit or promotion cycle (see link to SHRM article on adverse impact analysis in the resources section.)

Links to other resources:

Avoiding Adverse Impact in Employment Practices - SHRM
How HR leaders can eliminate workplace inequality
Salary History Bans Reduce Racial and Gender Wage Gaps – Forbes
How to Identify – and Fix – Pay Inequality at Your Company – HBR
Avoiding Adverse Impact in Employment Practices – SHRM

Exit Interviews and Offboarding

What this is:

Using offboarding and exit interviews to retain your diverse employees and improve DE&I in your organization.

Why is matters:

Committing to diversity and inclusion is an ongoing process and focusing on your company's exit interview process and offboarding is one step toward making progress on a complex issue. Establishing an effective offboarding process will allow HR leaders to identify opportunities to evaluate practices and work environment and improve internal culture in order to retain all talented employees - especially those of diverse backgrounds.

Example:

Exit interviews are a great way to gather information to pinpoint areas of weakness. They provide a deeper look at your workplace culture, day-to-day processes, management performance and employee morale.

Through offboarding and exit interviews, your company can gain insight on processes that may need improvement, such as:

→ Recruitment and talent management
→ Onboarding
→ Training & Professional Development
→ Performance
→ Benefits

Take the time to review and evaluate your exit interview questions. Provide a safe and open environment when conducting the one-on-one exit interview meeting and allow space for the employee to talk candidly about their experience at your company. Once an exit interview has been conducted, follow through on improving highlighted areas addressed. Summarize points to discuss with your leadership team and keep track of themes to address problems to prevent future turnover.

Sample Exit Interview Questions:

→ How inclusive do you think our organization is for employees of different backgrounds and perspectives?
→ Do you believe that our organization values diversity in its staff?
→ Do you feel the leadership team is committed to diversity and inclusion efforts?
→ Are our company benefits reflective of your needs?

The offboarding process and exit interviews will provide you with information to obtain clear metrics to take action. Use these tools to work with your team's senior management to create a more fair and equitable organization.

Links to other resources:

[Your Company Need a Process for Offboarding Employee Gracefully](#) - HBR
[Women of Color Get Less Support at Work](#) - HBR