

PAR

The **WICT** Guide for an Equitable Workplace

A Resource of Principles,
Strategies and Tips for:

Pay Equity

Advancement Opportunities

Resources for Work/Life Support



Women in Cable
Telecommunications™



PAR Initiative

A WICT PAR INITIATIVE PUBLICATION

The WICT Guide for an Equitable Workplace

A WICT PAR Initiative Publication for Smart Leaders

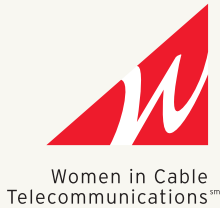
As a catalyst for industry change, WICT annually reports on the status of women in **P**ay equity, **A**dvancement opportunities and **R**esources for work/life support within the cable telecommunications industry. This groundbreaking research and advocacy program, the PAR Initiative, results in the Best Companies for Women in Cable lists, an executive report, an industry scorecard and a confidential scorecard for each participating company.

Most importantly, through yearlong discussions between Human Resources departments and WICT's research consultant, Working Mother Media, companies are discovering how to implement best practices and policies in the workplace. It is through this collective participation that the PAR Initiative helps move the industry closer toward an equal playing field for today's workforce and tomorrow's leaders.

The PAR Initiative resources are directly accessible to those working in the Human Resources arena. WICT worked with The FutureWork Institute to develop this new guide based on the discussions the PAR Initiative participants have had with Working Mother Media over the last five years, reflecting those areas where companies have expressed the need for some guidelines. Each section is designed to help start the journey from philosophy to execution.

Developed from the management principles that most companies struggle to master and built upon company best practices, these tips and strategies provide you with an easy-to-understand resource to help your company achieve success in the areas of **P**ay equity, **A**dvancement opportunities and **R**esources for work/life support.

We hope that you will frequently reference and implement the practices found in this guide. With it, you will be armed with the tools you'll need to become a true agent for change.



WICT In Collaboration with The FutureWork Institute, Inc.

Pay Equity
Pay Equity Policy

Pay Equity
Salary Reviews

Advancement Opportunities
Engagement

Resources for Work/Life Support
Work/Life Integration

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For more information on the PAR Initiative, visit www.wict.org and click on "Research and Advocacy." Refer to the annual 2007 PAR report for current best practice profiles.

Studies conclude that one year after college graduation, a woman working full time earns only 80 percent as much as her male counterpart. The disparity continues ten years after graduation with a woman falling further behind, earning only 69 percent as much as her male counterpart (source: Behind the Pay Gap, American Association of University Women, 2007). This pressing issue affects women of all ages, races, and educational levels – regardless of their family status. The development and adoption of a pay equity policy is the cornerstone to a bias-free compensation system within an organization and the first step toward addressing the gender gap around pay.

● **Determine your organizational compensation philosophy**

Establish how your organization will structure pay and what your organization's focus is regarding pay— if it is internal, external, performance-based, etc.

The more transparent you make your pay and salary philosophy and determinations, the more likely you are to achieve positive employee morale and motivation. Don't keep your salary philosophy a secret. (Compensation includes base pay, bonus potential, signing bonus, stock options, etc.)

● **Create and disseminate a corporate-wide pay equity policy**

Develop communication information that shares your organization's pay policy. Ensure that managers, employees and potential employees are informed of this policy.

Many employers are hesitant to adopt a formal policy for fear they may cause social

unrest within the organization. Not dealing with issues of gender equity puts both the organization and the individual at risk.

● **Analyze pay by similar jobs and functions while also looking for discrepancies in pay**

Incorporate current market data into your compensation structure. Develop a practice of reviewing and collecting relevant market data for your jobs. Establish your structures using market parameters to ensure market rates are broad and thorough.

Subscribe to and participate in reputable industry or third-party salary surveys to obtain data. These sources of data utilize valid data collection methods that are more reliable than generally available websites.

Incorporate merit pay and other reward opportunities. Assess merit pay opportunities. Ensure women and men are equally rewarded for their work and given equal access to merit and bonus opportunities.

● Train managers

Educate your managers on pay equity policies and philosophies. Ensure your managers are applying them consistently and effectively.

Offer pay equity training for managers, outlining the law and potential, gender-triggered pitfalls.

Conduct pay equity audits twice a year. For key positions, increase the audit to four times a year to make sure you do not lose employees to a competitor, especially if they are gaining skills coveted by the market.

● Be proactive

Conduct spot-audits for select positions within the organization; hold management accountable to fix any inequities.

Create an equity fund, a separate corporate budget to address any inequities found. This encourages managers to address the issues while not penalizing their budget.

Hold managers accountable — include innovation and compliance in pay equity as part of managers' core competencies.

A Sample Pay Equity Policy:

XYZ company believes in equal opportunities in employment and is committed to the fundamental principle that procedures to determine the pay and conditions of employment of all our employees do not discriminate unlawfully and are free from bias. The organization recognizes that in order to achieve equitable pay, it should operate a pay system that is transparent and based on objective criteria.

XYZ company is committed to equity in pay for all members of the organization. Equity in pay is critical to the realization of overall equity in employment. Pay equity continues to have adverse impacts on individuals from historically disadvantaged groups including women, disabled persons, people from ethnic minorities, people of color, gays, lesbians, bisexuals and transgender peoples, and religious minorities. Pay inequity is discrimination.

All discriminatory pay differentials must be eliminated.

Pay discrimination is best remedied by the implementation of periodic, comprehensive pay equity studies, using non-discriminatory measures in order to identify the internal inequities and equalize compensation. Management participation in a pay equity study is required in order to enhance understanding and acceptance of the process, goals and outcomes.

The definition and practice of merit increases must be clearly stated and communicated to all employees.

It is the responsibility of the employer to ensure complete and timely remediation of any pay inequity.

Optional: Consider adding a section of the statement that blends your corporate mission with the intention to pay equitably, such as, "As a cable programmer that cultivates women as viewers and consumers for business growth and profitability, the company believes that a proactive, market-responsive pay equity policy demonstrates respect for our customers as well as our employees."



While best in class organizations adopt pay equity policies that go beyond EEOC standards, often they fail to look at the understated issues that impact women's pay. Informal networking, commission-based opportunities and men's history of negotiating more effectively for starting salaries are often overlooked and can greatly affect pay equity in an organization. (Source: Backlash: Social Incentives for Gender Differences in Negotiating Behavior, Carnegie Mellon University, 2004)

● **Maintain openness about compensation with your workforce**

Regularly post job openings and salary ranges within the workplace.

Solicit employee participation in employee compensation and satisfaction surveys, in turn creating a 'teaching moment' for underscoring the company's commitment to fair compensation based on performance and productivity.

● **Educate your workforce**

Communicate the long-term impact of pay inequities and the impact of wage differential to line managers.

Include modules on gender and micro-inequities in your diversity training efforts.

Train managers in the technical details of your pay equity policies and effective communications and skills to successfully respond to employees' concerns about fair pay.

Assign each manager a "pay coach" in human resources who stays current about those managers' departments, employees and business needs. This coach can be the "go to" person in regards to wage and pay questions.

Keeping top talent is a strategic imperative. Today, cable companies are searching for the elusive formula that will enable them to keep key women engaged and committed to the organization, even in the face of limited or slow career progression and constant industry change.

To move from philosophy to execution, here are some low-cost, high-return tactics to help you engage high-potential women at middle and senior levels. (Source: Women in Cable Telecommunications, 2006 PAR Executive Report)

● **Provide “intrapreneurial” opportunities for women**

Create opportunities for high-potential senior women executives to run a business within a business with P&L responsibility. Capture their entrepreneurial nature within the organization.

● **Broaden the range of development opportunities**

Rotate senior-level women through jobs, changing responsibilities every three to four years – even if the moves are lateral.

● **Let them know they are high performers**

Conduct an annual discussion with top performers, separate from their annual or bi-annual performance review meetings, to discuss succession planning or career development. If your best people know that you think there’s a path for them going forward, they are more likely to remain engaged.

Involve your top-performing women in external women’s development programs.

Assign sponsors to your high-potential women at the level just below where the “glass ceiling” seems to hit.

Seize opportunities for senior-level women to make presentations to the board of directors. Women get to see what matters to directors and directors get to see the talent in the pipeline.

● **Create a task force of high potential women, headed by your CEO**

Meet with the CEO once a quarter to report progress and brainstorm issues regarding the retention of women, with group members tackling specific tasks to present solutions and new ideas. Rotate taskforce members yearly to ensure equal access among senior-level women. Make it known that the CEO does not just support/champion women’s retention efforts; he/she is personally responsible for them.

● **Maintain an alumni network**

If high-potential women leave the organization and then return, look to their experience for insights on how to engage and retain employees.

Research strongly indicates that for women to reach the top, they must hold operational or line jobs with the profit and loss responsibility that is critical to the bottom line of the business. Yet when it comes to gaining operational experience, women still face many battles. (Source: Academy of Management, The Pipeline to the Top: Women and Men in the Top Executive Ranks of U.S. Corporations)

To start the journey from philosophy to execution, here are some quick tips to help you identify and move women into operational roles within your organization. This list is by no means exhaustive, it is simply offered as a starting point.

● **Mentor and coach women**

Promote women and assign a success coach or mentor to support their success in their new role and to help them envision the demands and responsibilities of the next promotion.

● **Accountability**

Hold senior managers accountable for the number of their own women promoted.

Create and communicate gender-neutral promotional criteria.

● **Create showcase opportunities**

Highlight the achievements of women leaders in operations to help combat stereotypes.

● **Train managers**

Ensure your managers know how to give clear, direct feedback to women to coach them on career development.

● **Create gender champions in each main business unit to focus on the “gender agenda” in their division**

The champion should concentrate on delivering female-focused career initiatives for women within their divisions.

Specific focus can be given to identifying operational assignments for women. Gender champions can meet twice a quarter to review progress and share best practices across divisions.

Create multiple-structured channels (e.g., part-time operational roles) to ensure women can access opportunities regardless of life stage.

Best companies for women recognize that women must overcome more barriers than men on the way to senior management positions. Knowing women typically face greater family responsibilities, these companies acknowledge that women can be mothers, care takers or students and still excel in their careers, even in the face of business challenges such as sales travel and 24/7 call center operations. They want to help their employees perform to their full potential and create a balance between their personal responsibilities and their careers. The pursuit of innovative ways to meet employees' unique life needs is a hallmark for these best practice companies. (Source: Women in Cable Telecommunications, 2006 PAR Executive Report)

● **Establish work/life policies and guidelines**

Ensure the company has the resources needed to support efforts such as telecommunicating connectivity, phone and video conferencing, etc.

Implement corporate-wide policies and guidelines that allow individual employees and their managers to set up flexible work arrangements.

Assign human resources coaches to help employees craft flex work proposals in terms that further their departments' goals, and that help managers shape their responses in terms of productivity, not face time.

● **Take the pulse of your workforce**

Conduct focus groups broken out by life stages to get a sense of what your population

truly needs as it relates to work/life programs and policies.

Encourage and enable special-interest groups to research specific work/life challenges and propose cost-effective solutions.

● **Offer training focused on work/life effectiveness**

Conduct training on work/life effectiveness that advises employees how to maintain a balanced lifestyle.

Conduct training for co-workers on how to communicate with and support flex-working colleagues.

Conduct training for managers that teaches them how to manage people in various flexibility programs, equipping them with tools for communicating, troubleshooting, and measuring productivity in the absence of face time.

● Conduct a pilot program

If your company is new to flex-work options in the workplace, pilot these programs in select departments to best test their productivity in accordance with company goals and culture.

Flexwork options:

- Flex-time: employees work the same number of days each week, but their start and end times may vary.
- Tele-work: employees work anywhere from one to a few days a week from an alternate location.
- Compressed workweek: accomplishing 40 hours of work in 4 or 4.5 days.
- Set core hours during which all employees — on premises or not — are available for meetings on premises or via phone.

● Be creative

Create executive programs for women working part-time that still enables them to support and retain their management positions. Often, such schedules can be tied to specific projects and the part-time agreement can be renewed on a project-by-project basis.

Implement phase-back plans that allow new mothers to work a reduced schedule but still stay in touch with their jobs and the office.

Create “on-ramps” and “off ramps” for women who need to leave the workforce for a few years, but need to keep connected in order to return with the feeling that they can “hit the ground running.” These ramps can

be part-time work, contract work, internal ‘temp’ assignments that flex with demand, and short-term assignments that require extended travel, in lieu of relocation, for the duration of a project.

Broadcast success stories of men and women who have been able to achieve balance between their work and personal lives.

Create a support group for employees who work alternative schedules or flex arrangements. This can increase employee engagement but more importantly the group provides employees with a network of other employees to share ideas, concerns, etc.

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