

Promotions, Recruitment & Pipeline



- Published guidelines on Intranet
- Clear functional titles guidelines
- Program to bring in diverse talent with stipend
- Expanded procedure for hiring
- Equitable outreach
- HBCU Recruitment
- JUST label
- Work windows
- Policy Outreach & Education
- Pipeline Development
- Private Industry Council
- Pay Equity per Role
- Diversity Targets
- EDI Policy Group
- NOMA
- Mentoring
- Posted Advancement policies
- Professional Development Support



- Discrepancy of titles between firms
- Referrals (everyone is just like you)
- When Flex policies don't flex
- Lack of clear next steps from EDI efforts
- Lack of Transparency
- Importance of communication not realized (needs to be repeated)
- Reverting backwards

Belonging, Inclusion & Collecting Meaningful Data



- Open Dialogue about firm culture and environment
- WID Groups
- Social Justice Forum for Young Designers
- Councils / Task forces including JEDI
- Quarterly Surveys and communication of results
- Programming and training for various topics
- Slack / Teams Channels
- JUST Label
- Pay Equity Policy
- Equitable Practice community
- Encouraging every day behavioral change
- Anonymous surveys with open ended questions
- Listening Tours
- Unconscious Bias training
- Recorded meetings helpful to recap when not in attendance
- Remote allows for flexibility
- Events both social and practice based



- Discrepancy of titles between firms
- When Flex policies don't flex
- Lack of clear next steps from EDI efforts
- Lack of Transparency
- Importance of communication not realized (needs to be repeated)
- Transparency of data
- What do you do with the results?
- Individual comfort levels
- EDI doesn't include invisible illness or accessibility
- Unbillable training
- Infrequent efforts
- Reluctance to collect data
- Cameras off - disengaged, hard to connect, read facial expression
- Hard to get people engaged in events / activities

Compensation, Benefits, & Flexibility in the Workplace



- Posted salary ranges by level
- Operational policies holidays / hiring / compensation
- Responsible time off which ranges for each level
- All new parents get 5-9 weeks paid
- 6 days in office with specific catered lunches and transit shuttles from T
- Hybrid pros (allows flexibility, managed by teams need)
- Core Hours
- If new person is hired at higher salary than level peers, everyone gets a pay bump
- Remote anywhere (can work in time zone of travel)
- Paid one time per exam pass or fail
- 4 hours or 2hrs / week for exams billable study time



- VTO
- Hybrid cons (less for senior staff)
- Promotions are only once a year
- Constant deadlines make taking PTO difficult
- Bad raises
- New hires make more money
- Exam reimbursement after all exams
- Not enough vacation time
- Mandatory 4 days in office
- No difference between vacation and personal
- Too much overtime