

## Purpose

This Roadmap provides a way to frame our collective aspirations, articulates action steps that individual companies can undertake, and includes proposed progress at one and a half years as a guideline for the pacing anticipated to deliver on our goals. The Roadmap to End Systemic Racism in our organizations lays out a clear and measurable pathway for collective success.

Some companies may forge into uncharted territory quickly, providing insights for those who follow. By collectively committing to reaching a common goal state, using the milestones to check our pacing, and sharing our learning along the way, we will most assuredly make our way to a more just and equitable future.

The Roadmap's overarching domain is reimagining a company's **Organizational Development** to create an anti-racist and multicultural organization. This reimagining by its nature leads to new, anti-bias and equitable tools to address the two other practice domains for **Recruitment** and **Retention & Promotion** employees of color. Through this work pact members will End Systemic Racism in Tech

The Pact's prime commitment is to: ***"Work diligently to ensure that within five years from signing this Pact, our company fully reflects the populations in which we operate, including the board of directors, management, and all of our employees."*** For example, in King County today this would mean approximately 6% Black and 9% Latinx, and nationally, this would mean 18% Black and 14% Latinx.

Our collective Roadmap is an effort to organize and prioritize shared goals, necessary activities, and milestones based on strategy discussions to date as well as items proposed by James Whitfield as means to effective system change.

## Summary Resources

This effort will require investment. The Pact already indicates a commitment to resources each of you will contribute:

- Share with each other best practices on how to effectively recruit, develop, and retain people of color;
- Share with each other ideas on how to build a lasting change in behavior among ourselves and our companies with the goal of delivering more equitable outcomes in the workplace; and
- Share with each other the specifics of our approach and the results of our efforts on a regular basis.

We will jointly identify moderators and facilitators for each practice domain with support from WTIA. We will set up a meeting cadence for new material, lessons learned, and access to experts. We will also set up a channel on Slack to serve as a repository of shared knowledge for each domain. Again, those three practice domains are:

- Organizational Development (including training);
- Recruitment; and
- Retention & Promotion

Each domain will have a moderator on the slack channel to solicit and empower contributions from pact members.

**WTIA will also set up a DEI office for Small and Mid-sized companies.** Those organizations with DEI staff will contribute their expertise and support to the WTIA team. Each Pact member will annually contribute funding that is fair and proportional based on their organizational capacity to contribute. WTIA will source funding from sponsors.

The DEI Office will provide each Pact Member

- Subject matter expertise around building equitable processes
  - Network of vetted, high quality trainers and consultants ready to deploy
- Provide advice to senior leadership around the equity effects of decisions made by the organization
- Advocate on behalf under-represented employees, contractors, partners, customers, etc.
- Initially include a full-time Chief Diversity Officer plus two part-time staff support (probably on loan from ERGs)

We expect this office will need an initial budget of \$300K per year. WTIA will source funding from sponsors and ask for donations from Pact members to cover any shortfall. Any new companies who wish to join the Pact may do so once they contribute an initial financial investment and commit to annual dues.

**The WTIA will create a diverse Pact Governance Council.** This Council will meet quarterly to create an organized forum for Pact members to share findings, project status, and accountability with each other. The Council will work with WTIA media relations team to publish stories of growth and transformation, in hopes that more companies will follow us in joining the Pact. The Council will focus on

- Peer review and synthesizing lessons learned
- DEI Office Annual Budget
- Recruiting Black and Latinx employees and allies to serve as guides to Pact member efforts

#### **Roadmap Framework**



Each practice domain has 2025 goals and activities necessary to achieving those goals. Each objective includes a proposed initial action – a step that companies can take to initiate progress toward the goal.

***As a reminder, in order to be equitable and effective, we must authentically partner with Black and Latinx people in our companies and communities as we proceed to build, retool, and shift our organizations.***

**ORGANIZATIONAL DEVELOPMENT**

Five Year Goals	Necessary Activities to Achieve Goals	Initial Action (First 100 days)	After 1.5 Years
<p>1) Company has established equitable processes and procedures that dismantle systems of racism</p>	<p>A) Reform mission/values/vision and promote internally and externally</p> <p>B) Identify and appoint a group of Black and Latinx employees and allies to serve as partners during the transformation</p> <p>C) Identify and appoint an executive to serve as Chief Diversity Officer to lead transformation who has full CEO/Board support</p> <p>D) Clearly define and visibly display how equity &amp; inclusion drive business value</p> <p>E) Develop &amp; implement org-wide training on DEI with recurring touchpoint</p> <p>F) Establish new behavioral norms, update career progression plans, performance expectations company-wide to fully integrate DEI</p> <p>G) Reformed policies, processes, and procedures to eliminate barriers and biases</p>	<p>A) Write a bold corporate statement for change and then communicate internally &amp; externally</p> <p>B) Recruit Black and Latinx employees and allies to serve as partners</p> <p>C) Customize Roadmap with support from staff and board</p> <p>D) Determine metrics and define ideal state with support from all members of staff and board</p> <p>E) Create Work Back Plan with deliverables, milestones, owners, roles/responsibility matrix and schedule for reforming processes &amp; procedures, and tools</p>	<p>A) Necessary Activities A, B, and C completed</p> <p>B) Necessary Activities D, E, F and G have begun with process for monitoring and iterating implemented</p>

**RECRUITMENT**

Five Year Goals	Necessary Activities to Achieve Goals	First 100 days	After 1.5 Years
<p>1) Company has implemented a process to identify and eliminate bias and racism from recruiting, interviewing, hiring, and onboarding</p>	<p>A) Reform recruiting, interviewing, hiring, onboarding processes</p> <p>B) Promote a bold communication plan to inform and to engage under-represented people</p> <p>C) Adopt on-the-job training and mentoring as essential tools for talent recruitment and onboarding</p> <p>D) Hire outside partners to evaluate and implement DEI recruiting, interviewing, hiring, and onboarding processes</p>	<p>A) Review and benchmark current processes</p> <p>B) Corporate statement for change in recruiting and hiring strategies</p> <p>C) Develop SOW and timeline for reforming processes</p> <p>D) Benchmark what are other companies doing (e.g., have any implemented a “Rooney Rule”? How has it worked?)</p> <p>E) Evaluate outside partners</p>	<p>A) Necessary Activities A and have been documented with process for monitoring and iterating implemented</p> <p>B) Necessary Activity C has begun and is ongoing</p> <p>C) Outside partners hired and implementation has begun</p>
<p>2) New pipelines are in place to deliver Black and Latinx talent</p>	<p>A) Written and approved process to recruit Black and Latinx talent</p> <p>B) Establish a network of recruiting relationships for Black and Latinx pools</p> <p>C) Establish relationships with non-traditional talent sources, such as apprenticeships, workforce development councils, adult retraining programs, etc.</p> <p>D) Reform incentive plans to reflect diversity goals</p> <p>E) Measure velocity/pace of Black and Latinx recruitment</p>	<p>A) Draft process to attract Black and Latinx talent</p> <p>B) Identify alternative pipelines and networks to review</p> <p>C) Develop Work Back Plan with deliverables, milestones, owners, roles/responsibility matrix</p> <p>D) Review and complete initial incentive plan goals</p>	<p>A) Necessary Activity A has been documented with process for monitoring and iterating implemented</p> <p>B) Necessary Activities B,C, and D completed</p> <p>C) Necessary Activity E is completed and ongoing</p> <p>D) One-third of all candidates interviewed at all levels are Black or Latinx</p>

**RETENTION AND PROMOTION**



Five Year Goals	Necessary Activities to Achieve Goals	First 100 days	After 1.5 years
1) Retain Black and Latinx employees at same rate as white employees	<ul style="list-style-type: none"> <li>A) Reform performance evaluation process to align with revised mission/vision/values that embrace DEI</li> <li>B) Design program that mentors, develops, retains, and promotes Black and Latinx employees</li> <li>C) Measure pay equity and implement system to ensure pay equity</li> <li>D) Measure retention of Black and Latinx employees</li> <li>E) Measure velocity/pace of promotion of Black and Latinx employees</li> <li>F) Hire outside partners to evaluate and implement retention processes</li> </ul>	<ul style="list-style-type: none"> <li>A) Publish bold corporate statement internally and externally for retention and promotion of POC employees</li> <li>B) Evaluate HRIS system capabilities, retention, and promotion processes, to establish gap analysis</li> <li>C) Determine baseline data and factors impacting pay, retention, and promotion (e.g., promotion “velocity”)</li> <li>D) Benchmark equity of pay, retention, and promotion</li> <li>E) Draft process for mentoring, developing, retaining, and promoting Black and Latinx employees</li> </ul>	<ul style="list-style-type: none"> <li>A) Necessary Activities A, F are completed</li> <li>E) Necessary Activity B has been documented with process for monitoring and iterating</li> <li>B) HRIS system is tracking performance against objectives (Activities C, D, and E)</li> </ul>