

PMWC Playbook

Public Media Workforce Collaborative
November 2023



**ideastream
public media**



**Buffalo•Toronto
Public Media**



**Detroit
Public TV**



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Introduction

Public media has long been challenged to provide its staff with professional development and career growth opportunities. At a time when the industry is working harder than ever to diversify the composition of its management and staff, address internal DEI issues, and adjust to the demographic shifts and media consumption habits among its users, this work couldn't be more important.

In the Spring of 2019, four similarly structured public media providers in Buffalo (Buffalo Toronto Public Media), Cleveland (Ideastream Public Media), Detroit (Detroit Public Television), and Pittsburgh (WQED) came together to address these common challenges and opportunities. These stations shared a desire to advance their hiring, training, and professional development efforts and the upward mobility of their staff and to modify their organizational cultures. Yet, what they all lacked - as so many public media stations do - was the organizational capacity and financial resources to do so in any substantial way. They formed the Public Media Workforce Collaborative (PMWC) to share resources and identify and implement programs together that no one station could achieve on its own.

There are, of course, many public media affinity groups that serve key roles in knowledge transfer and centralized programming that can benefit the greatest number of their station members. However, the underlying premise of PMWC was that similarly sized and constituted stations (e.g. type of license), likely in close geographic proximity to one another, could develop and implement initiatives together that were more customized to their unique needs and to their available level of resources. The idea was, and remains, that stations working together in collaboratives across the country would see value in organizing themselves similarly to address common challenges in more nuanced and targeted ways.

In 2021, the Collaborative received a two-year, \$450,000 grant from the Corporation for Public Broadcasting to advance some of its efforts and document successes and lessons learned that could then be shared across the public media system. This Playbook serves to guide stations interested in forming their own collaboratives, as well as to provide a series of "How Tos" with respect to the development and implementation of a Fellowship, DEI-focused management training program, employee engagement initiative, and talent attraction marketing strategy.

“There is immense power when a group of people with similar interests gets together to work toward the same goals.” - Idowu Koyenikan

Chapter I: Foundations

PUBLIC MEDIA Workforce Collaborative



Collaboration

Formal multi-organizational collaboration over an extended period of time is very challenging. Each entity involved has its own priorities, opportunities, challenges, and, most important of all, communities to serve. Although collaboration implies achieving something collectively that is greater than any station could achieve on its own, the very act of collaboration is inherently a self-serving endeavor. So, why do it? And, how? This section will address the conditions and “ingredients” needed to form a collaboration, how to establish common parameters for its operations, and how to effectively run it.

Before you embark on this new endeavor reflect on the following key considerations:

- Is there something my organization must do to remain relevant and competitive, for which there are little to no internal resources or capacity to fulfill, that could be achieved in partnership with other stations? All public media stations face demands, both internal and external, that exceed their budgets and capacities to fulfill. One major area is talent attraction, development, and retention - a priority all stations would agree is important, but one that few have the resources or capacity to adequately fulfill.
- Are there stations similar enough in their size (*e.g. budget and staffing*), structure (*e.g. community licensee, joint-licensee, university licensee*), and geography (*e.g. Rust Belt Midwest*) such that the challenges they face are like-enough in substance and scope that all parties would benefit from addressing those challenges together? If you’ve met one public media station, you’ve met one public media station. That is to say that despite the fact that public media

stations generally provide some variation of the same content and services, each is governed differently, has a different budget and staff sizes, and is accountable to the community(ies) it serves in varying ways. Finding those stations that are similar enough to your own is critical to the success and impact of the collaborative such that no one station is disproportionately benefitting from participation in the collaborative.

- The third key consideration is to identify which station leaders you know and trust in a way that no one station's interests dominate or override what is in the best interests of the group overall. Based on his experience operating a 60+ member funders' collaborative and consulting with many other collaboratives across the country, collaboration consultant Chris Thompson says, "Collaboration moves at the speed of trust." Given that each entity involved in collaboration is inherently different and motivated by self-interest, it's important that the station leaders trust that their individual interests are aligned to achieve mutually beneficial results.

How to form and operate a collaborative:

You've contemplated the key considerations and think forming a collaborative is a worthwhile endeavor for your organization. Below are steps to take to get your collaboration off the ground.

1. Work with your executive team members to determine what needs are not being met at your individual station due to a lack of financial resources and staff capacity.
2. Connect with public media station leaders that are in your region and that you trust and discuss which issues they face, which of those are similar to your own, and which might be addressed better through collaboration than alone.
3. Convene all the interested station leaders to discuss the formation of a collaboration that works together to address commonly identified organizational challenges. In this meeting collectively address:

- a. Success factors:

The PMWC established three factors with which to measure the success of the collaborative. The first measure was diversity which will be reflected in staff composition and candidate pools as well as the organization's relationships with their communities. The second measure was preparedness, as demonstrated by the individual stations better meeting their goals and mission. The third measure was engagement, measured by how much participation there was in training and professional development, levels of employee satisfaction, duty to mission, and relationships with other staff.

- b. Issues to avoid or minimize:

The PMWC sought to ensure that involvement with the collaborative would not introduce an undue workload on any of the stations or their HR staff and that decision-making was equitable.

- c. Key persons/GM involvement:

Determine which related departments you want to take on the bulk of the work of your collaborative and make sure your executive leadership is on board with undertaking such an endeavor.

The Core Group members of the PMWC are all heads of their station's respective HR departments or the executive overseeing their station's HR department. As a centrally located department for each station, these members are able to take a holistic view of the issues facing each station.

d. Lead station and coordinator:

Which station will take the lead on calling meetings, engaging with consultants, employing any staff hired to assist with the collaborative, etc.?

4. Once those aspects have been discussed and worked through, convene a larger meeting of GMs, HR leaders, and/or other relevant station leadership to discuss specific information-sharing ideas. For example, the stations might share their budgets, organizational charts, benefits packages, annual reports, and strategic plans.

In this meeting, also discuss roles and responsibilities and frequency of interactions. Who is the point person at each station, who will attend meetings of the collaborative (e.g. Core Group)? Who at each station is responsible for sharing documents and information? How frequently should the GMs convene? How frequently should the Core Group convene?

Lastly, discuss internal and external communications. What will each station communicate to its staff about the collaboration and its efforts? What will each station communicate to local media, public media trade publications (e.g. Current), and public media affinity groups? The purpose of external communications is to raise awareness of your efforts with potential future partners and funders and to demonstrate to your station's key stakeholders how you are addressing timely organizational needs in innovative ways.

5. The Lead Station's assigned coordinator should then organize a meeting of the Core Group. The purpose of the first meeting of the Core Group is to brainstorm ideas for specific projects or activities to undertake as a collaborative, determine the frequency of meetings, and establish Core Group roles and responsibilities.

In order to build momentum for collaboration, it is important to identify projects or activities that have the potential to demonstrate value to all the participating organizations in a relatively short amount of time. For the PMWC, having staff members of similar positions meet virtually, share their work, and help each other solve problems was an early activity in which all stations found value in. Another activity was sharing open positions with the other stations and publicizing those positions with staff to demonstrate that, for those seeking upward mobility or a different job in public media, there were other stations in proximity that had those opportunities to take advantage of.

Creating a Fellowship

There is a good chance that your collaboration will see some early momentum and, as such, there will be an appetite by the station partners to take on more joint activities. Yet, capacity limitations at any station to take on more work will still be a challenge. To address this challenge, consider developing a Fellowship position for someone to gain invaluable experience in public media administration and to support the growing needs of the collaborative. This individual will have the opportunity to interface with top-and-mid-level management and a variety of staff at all the stations and, depending on the activities of the collaborative, external subject-matter expert consultants and public media affinity group leaders. The Fellowship not only satisfies the operating needs of the collaborative but serves as a talent attraction and retention tool for future public media administrators, managers, and leaders.

Key considerations to deliberate on before developing a Fellowship:

- The collaborating stations should first determine what operational needs they have with respect to fulfilling the collaborative’s objectives and key initiatives. Questions to contemplate include: what are the collaborative’s operational needs (e.g. coordination of key stakeholders, data collection and analysis, project management, external stakeholder management, report writing)? Do these needs equate to a full-time, benefits-eligible position? Will this role allow the collaborative to operate more efficiently and with greater impact? What will be the duration of employment?
- The next key consideration is funding for the compensation and benefits for the Fellow. Research conducted by the PMWC found that most fellowships in public media, typically in content-creating capacities, provided a \$50,000 base compensation plus benefits. Will the partnering stations split the annual cost? Do they see the correlation between the success of the collaborative’s initiatives, which are largely predicated on the work of the Fellow, and their own station’s professional development and training ambitions?
- The last consideration is the management of the Fellow. Which station will serve as the “employer” of the Fellow? Does that station have the ability and capacity to facilitate a multi-station hiring process - recruitment, interviewing, and selection? Does that station have a Core Group leader who can serve as the Fellow’s manager, guiding the Fellow on how to successfully complete projects and tasks and develop in their career?

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How to establish a Fellowship for your collaborative.

1. **Identify the skills and experience needed to support the operating needs and deliverables identified by the stations.** Skills identified by the PMWC included: excellent written and verbal communication, data collection and analysis, project management, multitasking, time-management and presentation skills, and interpersonal skills to effectively collaborate with colleagues across multiple stations
2. **Identify learning and professional growth opportunities inherent in the Fellowship.**

- a. Determine who the Fellow will initially meet with and have access to at the collaborating stations throughout the course of the Fellowship.
- b. Will the Fellow have opportunities to interact with external subject-matter experts? Which ones and on what topics?
- c. Will the Fellow have opportunities to not only facilitate the completion of projects but also lead some? What will the Fellow learn from these projects?

The PMWC Fellow led the research, messaging creation, and message testing of the Public Media Careers Campaign. This involved data analysis and coordination across all four stations of the PMWC.

- d. What skills will the Fellow need to employ regularly and fine-tune?

Project management, presentation preparation, effective communication, and multi-station coordination.

4. **Determine the lead station to host (employ) and manage the Fellow on behalf of the collaborative.** Because the collaborative is not its own legal entity, one of the partnering stations will need to serve as the Fellow's employer and its Core Group member the Fellow's manager. The station that takes on this responsibility should, ideally, have the capacity and expertise to facilitate the recruitment, onboarding, and performance evaluation processes associated with any employee.
5. **Develop the job description.** Based on the operational needs of the collaborative and the skills/experience needed for the Fellowship position, the station that will serve as the Fellow's employer should draft the job description. The other members of the collaborative should review the job description and provide any feedback before it is finalized.
6. **Determine compensation and benefits. Like with any job, consider the experience, skills, and level of education needed to fulfill the Fellowship role.** Also, conduct some research on what other Fellowships in public media and/or in your region are paying. Ideally, the compensation level set should be competitive and serve to attract talented candidates for the position. The benefits should be the same ones offered to any employee of the host station.
7. **Get agreement from stations to share in the cost of total compensation and benefits.** The Fellow's entire role is focused on the activities and success of the collaborative, which is a value to every partnering station. As such, each station should agree to pay an equal portion of the Fellow's total compensation and benefits.
8. **Coordinate recruitment across station markets.** While the host station will take on all the functional responsibilities of recruitment, it is in the interest of all partnering stations to advertise and recruit for the position in their own markets. In a competitive landscape, the best candidate could reside in any of the partnering station communities. In particular, consider what relevant graduate-level programs (e.g., non-profit administration, business administration, public administration) may exist that may have soon-to-be or recent graduates looking for the very type of Fellowship opportunity your collaborative is offering. Extra efforts should be

made to connect with local affinity group organizations to increase the likelihood of more diverse applicants.

9. **Interview and select the best candidate.** Members of the Core Group should all participate in the interview and selection process. As with any function of the collaborative, the best results come when all partners are invested in the decisions made and actions taken. Each Core Group member should have a set of questions they will ask during the interview process to maintain continuity with each candidate. Each Core Group member should complete a rating sheet for each candidate interviewed. The host station should calculate the total points and identify the top candidate(s) for the Core Group to consider. The selected candidate should be a unanimous decision.
10. **Manage the Fellow.** In addition to managing the functions of the Fellowship role, the Fellow's manager should work to maximize the Fellow's experience in the following ways:
 - a) Encourage weekly one-on-one discussions with each Core Group member to learn more about their work, their stations, their challenges, and opportunities
 - b) Introduce the Fellow to the senior management team at the host station at a minimum
 - c) Include the Fellow in regular HR (or whatever department is hosting the Fellow) meetings and provide the Fellow with some limited host station tasks so the Fellow feels like they are part of an internal team
 - d) Provide the Fellow with opportunities to make presentations about the work of the collaborative to different stakeholders – station management, station Board of Directors, public media affinity groups, funders
 - e) Have the Fellow serve as the main contact to external contractors/consultants and encourage the Fellow to learn more about the work of those contractors/consultants

Governance and Performance Measurement

The PMWC's Mission: The purpose of the Public Media Workforce Collaborative is to develop and sustain a more **diverse, prepared, engaged, and effective** workforce among the organizations that make up the collaborative.

As the collaborative's efforts gain momentum and as stations start to contribute financially towards those efforts (and/or are able to secure grant/donor funding), there will be the need to formalize the collaborative's governance structure. This shift is one that takes the collaborative from a more organic effort that runs primarily on the trust and overall interpersonal relationships among those involved - which are critical elements to a successful collaborative - to one that is more results-driven and with various aspects of accountability to each other as partners and to external stakeholders (e.g. funders) who have a vested interest in the success of the collaborative.

Key considerations:

- Ideally, the collaborative's discussion about its governance structure would be led by a third-party, neutral facilitator. Does the collaborative have funds to hire a facilitator? If not, do any of the partnering stations have a staff resource who could serve as the facilitator?
- What technological recruitment and employment systems, software and tools does each partnering station have? What data can be generated? If some partnering stations don't have any systems and/or the stations don't have ways to track the same data, it will be difficult to develop performance measurement constructs for the collaborative.

E.g. When attempting to establish baseline measurements of the diversity of staff at each of the stations the PMWC noted that not all stations had the software necessary to track the diversity of candidate pools. As a result, all stations obtained software that can track this information for future use.

- Is there an implied sense of or explicit agreement around which station's Core Group member will serve as the lead for the collaborative? The roles and responsibilities of all partners are described below, but it's not too soon to have a general sense of which individual will serve in this capacity.
- How have decisions on where to invest the collaborative's time and financial resources been made to this point? Are all the partners satisfied with how and what decisions were made? Decision-making parameters will be a part of establishing the governance structure and it would be a good use of time to assess what has/hasn't worked to this point to inform what parameters to set moving forward.

Establishing a governance and performance measurement structure for your collaborative.

1. Defining Value Proposition: Once you've selected your facilitator, you will begin work on structuring your collaboration. Step one is to establish what levels of value your collaboration will bring to each of your individual organizations.

The PMWC noted in its governance structure what value each of the stations' stakeholder groups would derive from the work of the collaborative, as well as what the collaborative would achieve as far as its deliverables to the Corporation for Public Broadcasting (CPB) at large.

Those four levels include:

- The PMWC will be valued by station leadership for helping the organizations in the PMWC meet their strategic goals.
- The PMWC will bring value to station HR teams by enriching station cultures.
- It will bring value to employees by providing them with professional development and engagement opportunities
- Lastly, for the CPB, the PMWC will encourage other public media stations to form their own collaboratives to lead to an overall improvement in employee experience.

2. Next, you'll want to define what success looks like to your collaboration.

The PMWC established the following as measurements of collaborative success:

- Management staff, especially middle managers, receive professional development training that improves their effectiveness.
- Staff that participate in peer-to-peer learning and mentoring programs value those opportunities and whether or not their managers see benefits from those opportunities.
- Staff are more engaged because they value the learning, relationships, development and career opportunities made possible by PMWC, even if they haven't directly benefited from them.

3. Immediately after defining success measures, identify what factors will make your measures of success achievable.

The PMWC established the following factors will influence its ability to achieve near-term success:

- Executive leadership at each of the partner organizations understands and values the work and outcomes of PMWC so that they continue to provide support and advocate for the PMWC.

- The value generated for human resources staff justifies the additional workload associated with the PMWC.
 - Relevant station staff understand and value the learning, relationships, development and career opportunities made possible by PMWC.
 - The leaders of the PMWC continue to build trust and sustain their commitment to the operations of the PMWC.
4. At this point establish your collaborative's guiding values and principles which will help to inform the actions of your group.

The PMWCs values and principles:

Values

- We are peers. Each individual serving on the Operations Group is a peer regardless of title.
 - We are inclusive. We seek out and welcome the input and guidance of all employees of our respective organizations.
 - We are value focused. Our collective actions are intended to create meaningful, measurable value for our respective executive leadership, HR team, staff, CPB and public broadcasting system.
 - We learn. We capture data and key lessons from our work together and our specific projects. We share and apply that learning.
 - We innovate. Together we are doing things that we cannot do alone, which means we are experimenting and taking risks.
- #### Principles
- Our decisions and actions advance the stated goals of PMWC and reflect our values.
 - Our decisions and actions support and/or add capacity to other efforts aligned with PMWC's goals.
 - Each member of the Operations Group shares responsibility for the success of the PMWC.
 - No member will be expected to carry an unfair administrative or financial burden to support the PMWC.
 - The PMWC Fellow serves the collaborative even though they are employed by one station.
 - Our actions will have material relevance to each station.

5. Continue on to define your collaborative's governance roles, structure and processes. At this point, you will solidify which station will serve as the lead station of your collaborative, who will comprise the operations group, and elect a chair and define the responsibilities of that role as well.

The PMWC is governed by its operations group and this group is comprised of one voting representative from each partner organization. Further, these members must either be the top human resources officer for each of the partners or another executive with oversight of human resources. The PMWC also has a chair that serves a two-year, renewable term. The chair will be an executive with one of the organizations that make up of the collaborative. The chair is a non-voting member of the group.

At this point, it will be important to define the responsibilities of the chair and your Fellow:

Responsibilities of the PMWC chair include:

- Day-to-day oversight of any staff dedicated to supporting the PMWC
- Overseeing compliance with the Corporation for Public Broadcasting grant
- Setting the agenda and facilitating meetings of the group
- Engage with other members of the group to build trust and sustain commitment.

Responsibilities of the PMWC Fellow include:

- Facilitate the completion of all PMWC activities including but not limited to the implementation of management and staff training programs, human-centered design processes, marketing campaigns and associated user testing.
- Coordinate the logistics of all PMWC activities including but not limited to setting up meetings between station representatives and consultants/contractors, setting up meetings for various activities across stations, handling any travel.
- Collect and synthesize quantitative and qualitative data, proof-of-performance examples and any media coverage for reporting purposes as well as for the development of the PMWC Playbook for other stations.
- Maintain a schedule of all CPB reporting requirements and drafts all reports.
- Maintain a database of all internal and external stakeholder contact information.
- Regularly communicate with internal stakeholders about the status of various workstreams, outcomes of activities and upcoming tasks and deliverables.
- Participate in and takes notes of all PMWC Operations Group and other leadership meetings.

6. You will move on to defining decision-making parameters and processes.

The PMWC utilized a consent-based decision-making process using a 0-5 voting framework. When voting, representatives choose from one of the following options:

- 5-Lead: The proposal serves our collaborative well, and I would like to be one of the leaders in implementing it.
- 4-Partner: The propose serves our collaborative well, and I will partner to support the implementation.
- 3-Follow: The proposal may serve our collaborative, but I can't offer any capacity to implement.
- 2- Concern: I have concerns about the proposal and will be tracking as implementation moves forward.
- 1-Caution: I have major concerns about the proposal creating harm and would like to discuss further.
- 0-Oppose: The proposed course of action is outside a range of tolerance and requires changes before any action is taken.

- Finally, you will work to develop a measurement system that tracks your collaborative progress toward its ultimate purpose.

The PMWC noted its stated purpose as developing and sustaining a more diverse, prepared, engaged, and effective workforce. Progression towards these factors were measured by monitoring ongoing levels of participation by members of the operations group, the commitment of each organization's executive team, and the level of trust each member of the operations group has with the group as a whole.

Initiatives Measurement Framework						
Professional Development						
Peer-to-Peer Development	# of participants	# of groups	Diversity of participants	Participant value (What's different as a result of participating)	Manager value (Does the participant's manager report improvement)	Lessons
Management Training	# of participants	Types of training	Diversity of participants	Participant value	Management value	Lessons
Design Thinking						
	Project Progress	Application	Lessons			
Careers Campaign						
	Project Progress	Application	Lessons			
Sharing PMWC's Learning						
	Activities	# of People Reached	Lessons Shared	Lessons Applied		

Image: PMWC Initiatives Measurements Framework

*See the rest of PMWCs official governance structure in Appendix A.

Chapter II:

PMWC Initiatives

Solving Workplace Challenges Through Staff Engagement

More staff recognition. More flexibility. More inclusive practices. Fostering a culture of belonging. These are just some of the workplace demands that have come about over the course of the past decade due to technological advancements, evolving cultural norms, and new expectations from the next generation of staff - not to mention the fundamental workplace disruptions caused by the COVID-19 pandemic. To address these changes and demands, the PMWC employed the Human Centered Design (HCD) methodology - which leans heavily on user engagement - at their respective stations to arrive at new policies and practices reflective of staff input and feedback.

Key considerations:

- HCD methodology yields more inclusive and enduring results that reflect a cross-section of staff needs and desires. The HCD process, however, is very involved and time-intensive. Consider who from your station, as a small team, has the capacity (e.g., ~10 - 15 hours/week) and ability (e.g., skills in interviewing, synthesis, and ideation) to run the full process for an entire year.
- Be clear with the team on all the stages of the HCD methodology that they will be going through. These include problem identification and ideation, data collection via interviews, town halls, surveys, etc., data analysis and synthesis, solution ideation, prototype solution creation, and finally implementation and measurement of your chosen prototype solution.
- Does your leadership have an appetite for change in *how* workplace solutions are addressed? Consider whether you have key influencers who will embrace HCD methodology and advocate for the outputs the process generates.

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How to solve workplace challenges through staff engagement

1. **Create a team (3 - 5 individuals)** of organizational cultural influencers and staff with interviewing, synthesis, and ideation skills to conduct the HCD methodology.
2. **Have the team identify a key organizational issue it wants to tackle.** The more tangible/specific the issue, the better. Example: *Ideastream Public Media identified staff engagement as an area to focus on and improve upon.*

3. **Develop a problem statement** that clearly articulates the issue and notes who is impacted by the issue, verbalizes the effect of the impacting issue on staff and your organization's mission, and articulates the problem to be addressed.

DPTV's problem statement: I am a people leader and I'm trying to find a workplace solution that makes the most positive impact on our staff while meeting the hopes of the majority, but there are a lot of perspectives and it's not clear how to make the expectations meaningful and impactful because different roles have different needs and commitments and that makes me feel pressured to get it right.

4. **Develop representative personas.** The purpose of these personas is to act as a broad representation of various subsections of your staff. You will create four to five personas that roughly represent the distribution of experiences and beliefs of your staff.

Attributes that should be factored into creating a persona include ethnicity and race, gender, disability status, tenure within your organization, and position within the company (management vs. staff).

5. **Identify specific staff members that reflect the personas developed.** These will be the staff members who will be interviewed.
6. **Develop interview and/or survey questions** that seek to understand staff members' current behaviors, values, and needs.

Below is one of the survey questions the DPTV HCD team asked their interviewees. Describe your likes and dislikes about the current or past workplace models.

- Do you like remote work, why or why not?
- Do you like in-office work, why or why not?
- Describe your department's overall performance/efficiency since hybrid/remote work was implemented: Greater than before, Worse than before, No different than before
- Do you feel the shift to hybrid/remote work has impacted our organizational culture?

7. **Conduct interviews/surveys** with the identified staff members.
8. **Synthesize the interviews** to identify key themes reflected across all staff members who were interviewed.

At DPTV, a key theme that emerged is that staff noted that they appreciated the flexibility and trust that came with working remotely and wanted to maintain those levels of flexibility and trust. Continued flexibility was key to implementing a successful solution to DPTV's identified problem statement.

9. Based on the identified themes, **brainstorm prototype solutions that would address the issue(s).** These solutions could be as broad as a new organizational policy or practice, or as targeted as a staff recognition board in the break room.
10. **Establish how you will measure the effectiveness of the prototype solution(s).**

11. **Create a prototype solution that addresses the key themes identified and implement that solution.** At this stage, you will also outline what measures will be used to determine the success and/or failure of a prototype solution.

For DPTV, staff was expected to be in the office on Tuesdays for culture-building exercises and can otherwise determine their hybrid work schedule with their supervisor. A measure of success was how many staff members are in the office on Tuesdays compared to the total number of staff.

12. While the solution is being implemented, **collect data on the effects of the solution and staff morale.**
13. After collecting data, **determine if the benefits outweigh the drawbacks** and, using that information, determine if you are going to continue to implement your chosen solution or shift to a new one.

What do we mean when we say **Human-Centred Design?**

A philosophy that puts people at the center of processes, decisions and innovation.

It focuses on not just what we **think** they need -- but what we **know** they need from talking with them directly.

DEI-Focused Management Training Program



A hypothesis of the PMWC is that many DEI issues minorities face in the workplace are a result of ill-trained managers and poor leadership practices. After formalizing the collaboration, the PMWC used this theory to postulate that training managers on the skills necessary to be effective leaders of diverse people would address many of the DEI issues the stations face. The group issued an RFP to identify a consulting firm that could create and facilitate a curriculum that would educate managers on these skills. The PMWC contracted with Clementine Gold Group (CGG) of Buffalo, NY, and worked with their team to create a curriculum specific to the needs of the PMWC stations, thereby creating the PMWC Leadership Academy. There were a number of goals for this program. First, the stations sought to generate a more nuanced understanding of the deficits in leadership their staff may be facing. Second, they sought to improve engagement from all staff as a result of staff leadership improving their relationships with their subordinates. Finally, they sought to implement a training program for management staff that serves as a professional development opportunity for ambitious staff members.

Key considerations:

- Consider the tenure of the managers you will be enrolling in your own leadership academy and how many you would like to comprise a cohort.
- Determine the eagerness of station managers to participate in a leadership academy and their availability to participate.
- Consider the funding of such a program and if this funding is available across stations to provide training. If funds are not available can core group members of your collaborative and their station's respective HR staff administer these trainings?

Conducting a DEI-Focused Management Training Program

1. **Identify common training needs** across your collaborative's stations.

PMWC members identified a need for “people skills” training that focused on soft leadership skills such as empathy and cultural humility.

2. **Research consulting firms** in your area that specialize in professional development and DEI-related issues.
3. Once contracted, work with the firm to **determine what deficits exist in DEI and general leadership at your station**. With this data, you can work to create a curriculum that focuses on bolstering the skills that your leadership may be lacking.
4. Work with your consultants to **develop a training structure**.

The PMWC Leadership Academy was conducted via Zoom. There were six sessions, each an hour and a half long, once per month. After the sessions were completed, participants were offered four additional professional development courses to supplement the information provided during the initial series of training.

5. Provide your consultants with the information gathered concerning common training needs and **develop a curriculum** based on these needs.

CGG and the PMWC designed a curriculum focusing on soft skills and basic management skills for its Leadership Academy participants. The sessions titles and descriptions were as follows:

Session One: Cultural Humility: The Intersection of Identity & Inclusion

- How your socialization and positionality shape your individual connections to values and bias and influence how we engage with each other
- How our own identity impacts how we lead
- Deepening our collective self-awareness and influencing positive interactions with those different from us

Session Two: Managing with Emotional Intelligence

- Understand the four pillars of emotional intelligence: self-awareness, self-management, social awareness, and relationship management
- Letting go of control as a leadership strategy and embracing engagement, empowerment, inclusion, and inspiration
- Expectations versus agreements
- Managing the emotions of change

Session Three: Coaching for Better Performance

- Understand the five-stage coaching process
- Assess your coaching capability
- Implement key coaching behaviors to drive team success

- Understand investing in development and skill-building and the connection to team success

Session Four: Effective Delegation & Managing Time

- Finding balance through prioritizing
- Understand the process of delegating as a function of your success
- Overcoming personal barriers to delegation
- Identifying tasks, deadlines, and expected results
- Goal development and using effective feedback on performance

Session Five: Adaptive Leadership (Part 1): Management as a Catalyst of Change

- Understand how to be a “culture carrier” to leverage the strength of your team to identify creative solutions
- Discover what it takes to be a change agent within your organization
- Managing stress while maintaining persistent focus
- Empowering people by uplifting feedback through change

Session Six: Adaptive Leadership (Part 2): Communicating for Success

- Learning the skill of communication required while influencing and persuading
- Face-to-face persuasive communication skills such as probing, listening, and building rapport
- Creating and delivering compelling messages
- Creating impressions and perceptions
- Understanding the power of body language in communication

6. **Identify your participant type** taking into consideration tenure as both a manager and how long they’ve been at their current station. Also, take into consideration the management level. Your cohorts should be relatively identical in terms of role, tenure, and level of management.

The first three cohorts of the PMWC Leadership Academy were tailored to educate newer managers (managers with 1-3 years of experience) as those individuals likely haven’t had as much professional development as longer-term managers or executives. This program was expanded to “rising stars” or individuals that are not yet managers but are high-performers and demonstrate aptitudes to serve as managers.

7. Before conducting these trainings, work with your consultant to **create a pre-and post-assessment of the attitudes and aptitudes of your participants** to be conducted before the first course and after the last course. These assessments, also completed by the participants’ direct supervisors, are designed to show clear areas of growth and what skills could be further improved upon.

The PMWC Leadership Academy’s pre and post-assessments included questions requesting that participants and their supervisors rate their proficiency in areas such as “Being open to new ideas or ways of doing things” and “Demonstrating an understanding of the emotions of others”

8. Once adequately prepared, **conduct your trainings** according to your previously designed training structure. During this period, incorporate regular check-ins with both your consulting

firm and Academy participants to obtain feedback on the progression of the lessons and what areas can be improved upon.

Each station of the PMWC had their HR representatives meet with their Leadership Academy participants after sessions two, four, and six to receive feedback on the successes and failures of the program. These representatives, core group members, also met with CGG regularly during the six-month period of the training sessions to provide feedback to their consultants.



Image: Official Certification of Completion given to all PMWC Leadership Academy Participants.

Public Media Careers Campaign

The purpose of this initiative was to determine what kind of recruitment messaging resonated most with minority audiences and brought greater awareness to careers in public media. During this exercise, you can expect to build the foundations of a working relationship with affinity groups in your area(s).

Key considerations:

- You should have an idea of the demographic breakout of the communities you serve and consider to what extent your staff is reflective of these communities.
- Note the diversity of your candidate pools in the three years preceding your careers campaign.
- Note the types of applicant tracking systems your stations have and determine if your measures of success and failure can be tracked in similar ways to the other stations.
- Take stock of your relationships with affinity groups that represent minority groups in your community and their professional needs.

The PMWC created an Affinity Group Database containing the names and direct contact information of public media-related affinity groups in the metro areas surrounding all four of the PMWC's stations as well as national organizations and university lead groups in the four areas.

- Consider what social media platforms your stations have access to and how much it costs to boost an ad on those platforms. Further, consider your collaborative budget for ad boosting.

Conducting a public media careers campaign¹

1. **Reach out to affinity groups** serving minorities in public media in the metro areas surrounding your stations. You will be interviewing members of these organizations to determine what issues minorities in public media face and what barriers there are to them applying for jobs in public media.
2. **Interview members of the affinity groups** and collect data from multiple organizations.

The PMWC Fellow conducted all interviews for the Public Media Careers Campaign and worked with the PMWC Chair to develop the interview questions. The questions sought information surrounding the lack of minority representation in public media and what barriers to entry there were for disadvantaged groups.

3. Once interviews are complete, **synthesize this information into a series of major themes.**

¹See the PMWC's report on themes from their affinity group interviews in Appendix B

The PMWC filtered down the information collected during the affinity group interviews into three major themes: Authentically desiring employees of diverse educational and professional backgrounds and the unique insights they can bring to public media. Cooperatively or equally investing in diverse employees just as their unique backgrounds broaden the landscape of public media. Third, is organizational Transparency about DEI, being open about public media's history with diversity and clearly detailing how our stations plan to move forward.

4. **Determine how to best translate the identified themes** into marketing language and create a series of marketing statements.
5. **Convene the station marketing and digital teams** and plan out what social media platforms you will be utilizing, how long you will test the ads for, and which station will serve as the creative and implementation lead.
6. **Develop ad examples** and allow your core group members to determine what ads they would like to test. Once ads have been selected, allow for a period of feedback and adjustment for the remaining stations to modify the chosen ads as they see fit.
7. **Identify what KPIs to track** and create a data tracking spreadsheet (we recommend a Google Sheet as more than one person can access and edit the document at a time).
8. **Run your campaign** across your collaborative's stations. You will post the ads for the same time periods, using the same amount of budget to boost the ads.

The PMWC's ads were posted on Facebook, Instagram, and LinkedIn in the form of paid or boosted posts for two weeks per theme. This initiative had a dedicated budget for boosting these ads which was split evenly among the four stations.

9. **Run the campaign for two weeks for each ad for a total of six weeks.** Enter all KPI information into the shared tracking Google Sheet.
10. **Consider your affinity group partners testing these advertisements** with members of their group. If you so choose, create a separate survey with "plain" versions of these advertisements to send to affinity group partners during the testing period for feedback.

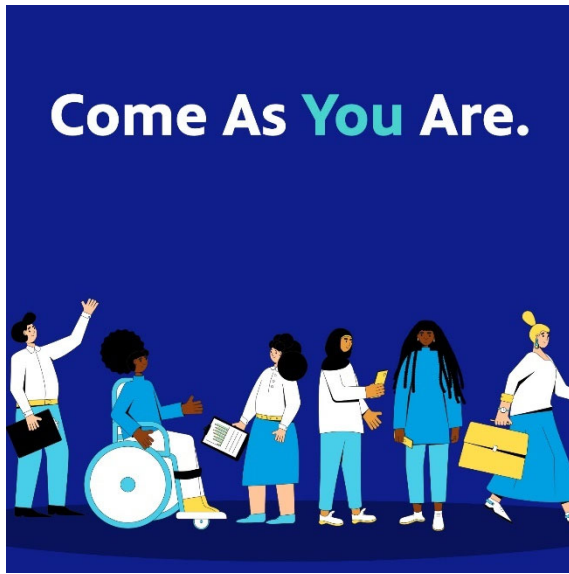
The PMWC Fellow and Chair created an affinity group partner survey testing the effectiveness of the messaging of the ad chosen. This survey contained images of the selected ads and was distributed to affinity group partners that had been interviewed at an earlier stage of the process, as well as partners that were newly made after the conclusion of the interview portion of the careers campaign.

11. With the information collected in your shared KPI tracking document and/or your responses found in your affinity group survey, **determine which ad incurred the most engagement.** This result can give you an idea of what sort of themes to include in your recruitment messaging moving forward.

The PMWC found that their Transparency about DEI advertisement had the most engagement of all ads placed and boosted and concerned that this theme would be

further tested to see how best to incorporate this idea into recruitment messaging moving forward.

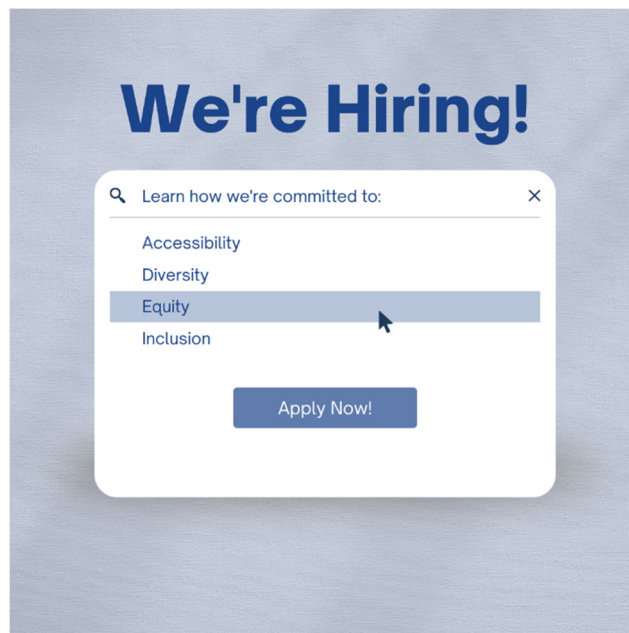
Final Ad Images- PMWC Public Media Careers Campaign



Theme: Authenticity



Theme: Cooperative Growth



Theme: Transparency About DEI

Onboarding Audit and Toolkit²

The PMWC identified the need for more effective and inclusive hiring and onboarding practices. In order to retain a more diverse workforce, the PMWC worked with Clementine Gold Group to conduct onboarding audits of each of the station's new hires processes and generate an onboarding toolkit to be used by each station.

Key considerations:

- Reflect on feedback you've received from current and past employees about how they felt they fit into your respective organizations.
- Note the extent to which employee engagement has improved, stayed the same or worsened in the post-pandemic, hybrid-work era.

Conducting an onboarding audit and generating a specialized toolkit.

1. Research consulting firms that specialize in organizational diversity management to outsource the auditing and toolkit creation process.
2. Work with these consultants to schedule a series of one-on-one interviews with the HR leader at each station to gather onboarding documents and a detailed account of the onboarding process.

E.g. Below are a list of documents Clementine Gold Group requested from each of the PMWC stations.

- *Sample Job Description*
 - *Mission, Vision, Values, Guiding Principles for your station*
 - *Offer Letter*
 - *Any internal comms that go to teams about a new hire*
 - *Any documents sent to NH prior to start date (other station info, details, etc)*
 - *Welcome Letter*
 - *Sample Agenda for first day/week*
 - *Orientation content & materials*
 - *List of tasks hiring manager completes from offer to start*
 - *Meeting schedule (for team and supervisor if any)*
 - *Training List for first 90 days*
3. Have the consultants analyze the data collected to find common themes that can be improved upon across all collaborative stations.

² You can find the full version of the PMWC's onboarding toolkit in Appendix C

4. Once this analysis is complete your consultants will meet with the respective station teams and go over their initial findings and recommendations. Your core team should provide feedback on these initial findings and your consultant will take that feedback and revise your onboarding toolkit to its final version.

5. Once a finalized version of the onboarding toolkit is complete* and released to your collaborative's team members, determine the timeline of the implementation of the recommendations found in the onboarding toolkit and when you will survey newer employees to determine the effectiveness of the recommendations found in your toolkit.

Below are some examples of recommendations made in the PMWC's Onboarding Toolkit.

Sample version of a more inclusive EEO form.

EEO-1 Voluntary Self-Identification Form

The Equal Employment Opportunity Commission (EEOC) requires all private employers with 100 or more employees as well as federal contractors and first-tier subcontractors with 50 or more employees AND contracts of at least \$50,000 complete an EEO-1 report each year. Covered employers must invite employees to self-identify gender and race for this report.

Completion of this form is voluntary and will not affect your opportunity for employment, or the terms or conditions of your employment. This form will be used for EEO-1 reporting purposes only and will be kept separate from all other personnel records only accessed by the Human Resources department. Please return the completed forms to the HR department.

If you choose not to self-identify your race/ethnicity at this time, the federal government requires [Company Name] to determine this information by visual survey and/or other available information.

NAME: _____

JOB TITLE: _____

DATE COMPLETED: _____

GENDER:

(Please check one of the options below)

Male

Female

Non-Binary/2 spirit

Transgender Male

Transgender Female

Queer

Agender

Genderfluid

Prefer not to answer

Prefer to self-describe _____

An example of a hiring checklist that includes ADA considerations.

Hiring Checklist

Before Your Employee Starts:

- Set up equipment, office, and work environment
- Provide a welcome packet (physical or virtual). The welcome packet should include:
 - Job description
 - Welcome letter (a sample is included on the following page)
 - Contact names and phone lists
 - Building map
 - Parking and transportation information
 - Mission and values of the organization
 - Information on the department or functional group
 - Organization's Equity, Diversity and Inclusion Statement
 - Code of Conduct
 - EEOC policy and resources
 - Affinity or employee resource group guide
 - Opportunity for optional pronoun identification
 - Opportunity for preferred name identification

Physical Space Considerations:

- Review common spaces for visible indicators of the organization's values and expectations
- Are the organization's values posted in the break room?
- Do posters and images displayed in common areas reflect an array of cultures?
- Is there an All Gender bathroom option?
 - If yes, is it clearly labeled?
- Is there a designated nursing space available?
 - If yes, is it clearly labeled?
- Is there a designated space for prayer or meditation?
 - If yes, it is clearly labeled?
- Is an accessible bathroom near the new employee's workspace?
 - If yes, is it clearly labeled?

The PMWC's official onboarding toolkit also includes recommendations for inclusive and equitable professional development opportunities. See an example of how DEI can be incorporated into the performance review process below.

Questions That Incorporate DEI into Performance Reviews

- Are there any initiatives or programs related to DEI that you have actively participated in or led during the past year?
- How do you incorporate DEI considerations into your daily work, decision-making processes, and interactions with colleagues and clients?
- Have you identified any specific challenges or opportunities related to DEI within our organization, and what steps have you taken or plan to take to address them?
- How do you ensure that your management or leadership style promotes equity and fairness in team dynamics and career advancement?
- Can you share instances where you've mentored or supported employees from underrepresented backgrounds in their professional growth?
- What feedback or suggestions do you have for improving our organization's DEI efforts and initiatives?

Conclusion

The PMWC experiment is currently ongoing. It has noted some early successes with its Leadership Academy and its Public Media Careers Campaign. The collaborative has also found areas where capacity limitations are more present and as a result, decided to complete their staff engagement (HCD) exercise after one year of training and implementation.

At this point in time (November 2022) the PMWC is looking to expand upon lessons learned thus far. The implementation of the enhanced skills sets of our managers via continuing education courses offered by CGG is a voluntary exercise the PMWC is encouraging cohort one's participants to be involved in. With the consolidation of the lessons learned through training the PMWCs hope is that our workplace cultures will be improved by the increased people leadership skills of management. In addition to improvements in workplace culture, the PMWC hopes to begin to see a marked change in the diversity of our candidate pools and staff make-ups as a result of utilizing the themes and language we found to be successful during the testing phase of the Public Media Careers Campaign. As for overall themes that the PMWC has learned, it is too early to tell what the long-term impacts of the PMWC initiatives and relationships will be. However, the positive changes listed above are a solid indicator of the positive impact of the PMWC and we expect this trend to continue.

Appendix A

PMWC Governance Structure & Measurement Framework

Background/Context

The Public Media Workforce Collaborative is made up of four public media organizations, ideastream in Cleveland, OH, Buffalo Toronto Public Media in Buffalo, NY, Detroit Public TV, and WQED in Pittsburgh, PA. While independent stations, **together we can develop and sustain a more diverse, prepared, engaged and effective workforce.**

In 2021, PMWC received a grant from the Corporation for Public Broadcasting to:

- Develop new approaches to workplace programs, policies, and practices, including diversity, equity, and inclusion (DEI).
- Create and implement strategies that serve the evolving needs of their changing communities, financially sustain, and grow their operations, and foster the hiring, development, and retention of a diverse and highly skilled workforce.
- Share what we learn with other public media organizations.

To sustain and strengthen our collaborative, we have developed a governance structure, processes for collective decision-making, support capacity and a framework for measuring our progress. Through that process, we have also clarified our values and principles, the value to be created by our collaborative and our expectations of near-term success.

Developing and memorializing our structure, processes, values, principles and expectations will help us:

- stay focused on our purpose
- clarify the expectations we have of ourselves and each other
- quickly and effectively onboard new members
- share our experience with other public media organizations

Our collaborative has evolved significantly since members of the four organizations first met to explore how we might work together in 2020. It will continue to evolve as we learn and as conditions change. The following document will evolve with us. It is our intent to update this document at least once a year to reflect our ongoing evolution.

Governance & Support

The PMWC is governed by the Operations Group made up by one voting representative from each partner organization.

The representative will either be the top human resources officer for each of the partners or another executive with oversight of human resources.

While only the representative will have an Operations Group vote, other relevant staff are encouraged to attend and participate in group meetings. Upon the departure of a group representative or a

representative's inability to attend a group meeting, the remaining members of the Operations Group will approve replacements and or substitute members.

The group will hold regular meetings, presently scheduled for every-other week, to advance the work of the collaborative. Each representative is expected to attend the group meetings.

The group is responsible for establishing the goals and activities of the PMWC. It is responsible for overseeing implementation of activities and programming designed to achieve its goals, as well as compliance with all grants that are received to support the work of the PMWC.

To date, decisions of the group have been made by consensus. When necessary, the group will use a consent-based process to make decisions. Consent-based decisions allow actions in the best interest of the whole to proceed without unanimous agreement. While the PMWC has a history of consensus, a consent-based approach will provide more flexibility and allow the PMWC to take more risks and to aim higher than would likely be possible under a consensus approach.

Consent-based decisions allow for members to consider all the necessary contextual issues related to the topic, ask clarifying questions to deepen their understanding of the issue and to ultimately call for consent.

The group's consent-based decision-making process uses a 0-5 voting framework. When voting, representatives choose from one of the following options:

- 5-Lead: The proposal serves our collaborative well, and I would like to be one of the leaders in implementing it.
- 4-Partner: The propose serves our collaborative well, and I will partner to support the implementation.
- 3-Follow: The proposal may serve our collaborative, but I can't offer any capacity to implement.
- 2- Concern: I have concerns about the proposal and will be tracking as implementation moves forward.
- 1-Caution: I have major concerns about the proposal creating harm and would like to discuss further.
- 0-Oppose: The proposed course of action is outside a range of tolerance and requires changes before any action is taken.

Proposals will be considered approved if there are only 2s or above. Advocates of proposals that receive a 1 or 0 vote will meet with those with reservations and explore whether consent can be achieved.

The PMWC will have a chair, who will serve a two-year, renewable term. The chair will be an executive with one of the organizations that make up of the collaborative. The chair may be a non-voting member of the group. The present chair is Mike Shafarenko of Ideastream. He is not Ideastream's voting member of the group.

Responsibilities of the chair include:

- Day-to-day oversight of any staff dedicated to supporting the PMWC
- Overseeing compliance with the Corporation for Public Broadcasting grant
- Setting the agenda and facilitating meetings of the group

- Engage with other members of the group to build trust and sustain commitment

To support the work of the PMWC, a Fellow, Ladonne Wilson, has been hired to perform the following responsibilities:

- Facilitate the completion of all PMWC activities including but not limited to the implementation of management and staff training programs, human-centered design processes, marketing campaigns and associated user testing.
- Coordinate the logistics of all PMWC activities including but not limited to setting up meetings between station representatives and consultants/contractors, setting up meetings for various activities across stations, handling any travel.
- Collect and synthesize quantitative and qualitative data, proof-of-performance examples and any media coverage for reporting purposes as well as for the development of the PMWC Playbook for other stations.
- Maintain a schedule of all CPB reporting requirements and drafts all reports.
- Maintain a database of all internal and external stakeholder contact information.
- Regularly communicate with internal stakeholders about the status of various workstreams, outcomes of activities and upcoming tasks and deliverables.
- Participate in and takes notes of all PMWC Operations Group and other leadership meetings.

Values & Principles

Members of the Operations Group embody and use the following values and principles to guide both their interactions with each other and their consent-based decision making.

Values

- We are peers. Each individual serving on the Operations Group is a peer regardless of title.
- We are inclusive. We seek out and welcome the input and guidance of all employees of our respective organizations.
- We are value focused. Our collective actions are intended to create meaningful, measurable value for our respective executive leadership, HR team, staff, CPB and public broadcasting system.
- We learn. We capture data and key lessons from our work together and our specific projects. We share and apply that learning.
- We innovate. Together we are doing things that we cannot do alone, which means we are experimenting and taking risks.

Principles

- Our decisions and actions advance the stated goals of PMWC and reflect our values.
- Our decisions and actions support and/or add capacity to other efforts aligned with PMWC's goals.
- Each member of the Operations Group shares responsibility for the success of the PMWC.
- No member will be expected to carry an unfair administrative or financial burden to support the PMWC.
- The PMWC Fellow serves the collaborative even though they are employed by one station.
- Our actions will have material relevance to each station.

Value Proposition

PMWC will create four levels of value:

- Value for each organization's CEO/General Manager/Executive Leadership: The diversity, effectiveness and skill of the station staff enables the station to achieve its strategic goals.
- Value for each organization's HR Team: In addition to being recognized for helping the organization achieve its strategic goals, the organization's management team and core culture is such that HR staff creates more organizational value by focusing on advancing station's culture, strategy and staff development.
- Value for employees. Those employees that have direct contact with programming and resources made available by PMWC will have:
 - enhanced skills and capabilities through professional development and mentoring
 - a strong, diverse professional network
 - career advancement opportunities
 - a deep level of engagement at work.
 - Employees recognize and value consistent and supportive management practices. Employees appreciate the increased availability of training and advancement opportunities within the collaborative.
- Value for Corporation for Public Broadcasting: The PMWC achieves the stated grant outcomes, inspires other public media stations to form their own collaboratives and more efforts are made to enhance the staff development, culture and employee experience.

At all levels, the PMWC will also be valued for its innovative approach and its learning culture. Regardless of outcomes, the value will be generated because key learnings will be captured and the innovation will be promoted.

Success

In the near-term, the PMWC will be successful if:

- Management staff, especially middle managers, receive professional development training that improves their effectiveness.
- Staff that participate in peer-to-peer learning and mentoring programs value those opportunities and if their managers see benefits from those opportunities.
- Staff are more engaged because they value the learning, relationships, development and career opportunities made possible by PMWC, even if they haven't directly benefited from them.

Success Factors

Factors that will influence PMWC's ability to achieve near-term success include:

- Executive leadership at each of the partner organizations understand and value the work and outcomes of PMWC so that they continue to provide support and advocate for the PMWC.
- The value generated for human resources staff justifies the additional workload associated with the PMWC.
- Relevant station staff understand and value the learning, relationships, development and career opportunities made possible by PMWC.
- The leaders of the PMWC continue to build trust and sustain their commitment to the operations of the PMWC.

Measurement & Evaluation

The PMWC will establish and track key performance indicators (KPIs) to track its progress toward its purpose of **developing and sustaining a more diverse, prepared, engaged and effective workforce.**

Those indicators will be broken into two categories – the first set will track the overall health of the collaborative and the second set will track the initiatives of the PMWC. It is important to develop and track KPIs in both categories because the overall outcomes of the PMWC will be shaped by how well the partners work together, as well as what they work on together.

Measuring progress related to the health of collaborative can be done immediately. While it may well take months, or even years, to measure progress on the outcomes of some of the initiatives implemented by the PMWC. Measuring the health of the collaborative provides an early and an ongoing indicator of the level of responsibility and accountability that each organization is assuming for PMWC’s outcomes.

To measure the health of the collaborative, the PMWC will consistently track and measure three KPIs:

- level of **participation** by members of the Operations Group
- **commitment** of each organization’s executive team and HR team
- level of **trust** within the Operations Group.

Multiple variables will be tracked to assess the level of participation, commitment and trust. The Fellow will work with members of the Operations Group to accurately assess, track and report the health of the collaborative. The Operations Group will share a quarterly “stoplight” style dashboard with organization leadership and CPB. Participation, commitment and trust will be reported as either red (unhealthy), yellow (cause for concern) or green (healthy).

Health of Collaborative Measurement Framework					
Participation					
Operations Group	Operations Group Meetings	Activity/Initiative Meetings	Activity Leadership (How many activities are members leading on)	Sharing of Lessons within Org	Sharing of Lessons outside of Org
Cleveland	X out of Y meetings	X out of Y Meetings	↑ ↓	↑ ↓	
Buffalo					
Pittsburgh					
Detroit					
Overall Status					

Commitment					
Executive Team Support	Embedded in performance goals of HR leadership	Promoted/Highlighted with Board	Promoted/Highlighted with staff or others		
Cleveland					
Buffalo					
Pittsburgh					
Detroit					
Overall Status					
HR Team	Activity/Initiative Leadership	Time Invested	Resources invested	Changes in Practice	
Cleveland					
Buffalo					
Pittsburgh					
Detroit					
Overall Status					
Trust					
Operations Group	Self-report & Fellow Observation	Time Invested	Resources Invested	Activity Leadership	Activity Participation
Cleveland					
Buffalo					
Pittsburgh					
Detroit					
Overall Status					

Under the CPB grant, at least four distinct initiatives will be performed by PMWC over the next two years:

- Professional Development
- Human Centered Design
- Public Media Careers Awareness Campaign
- Sharing Lessons from PMWC

The Fellow and Operations Group will develop KPIs and goals for each of the initiatives.

For each initiative, the PMWC will develop data on a baseline of the status quo. For example, a baseline data set for “management training” might include how many managers at each station went through a training program in 2021, the types of training offered and the outcomes of those trainings.

Each activity will have a set of KPIs related to activities and outputs. For example, a key performance indicator for activities related to management training could be the number of managers trained in a year.

Each activity will have a set of KPIs related to outcomes. For example, a key performance indicator for outcomes related to management training could be an assessment of how the manager’s performance improved after the training.

The following chart is illustrative of the types of KPIs that may be used to track activities and outcomes. The KPIs will be developed by the PMWC, with the help of relevant consultants.

Quarterly progress reports will be developed for each initiative.

Initiatives Measurement Framework						
Professional Development						
Peer-to-Peer Development	# of participants	# of groups	Diversity of participants	Participant value (What’s different as a result of participating)	Manager value (Does the participant’s manager report improvement)	Lessons
Management Training	# of participants	Types of training	Diversity of participants	Participant value	Management value	Lessons
Design Thinking						
	Project Progress	Application	Lessons			
Careers Campaign						
	Project Progress	Application	Lessons			
Sharing PMWC’s Learning						
	Activities	# of People Reached	Lessons Shared	Lessons Applied		

In addition to measuring the progress on specific initiatives, long-term the PMWC wants to measure overall progress toward its objective of **developing and sustaining a more diverse, prepared,**

engaged and effective workforce. This longer-term, outcomes measurement will help the PMWC track its progress on delivering on the value propositions described above.

Appendix B

Internal report on themes from media-related affinity group interviews

During the winter of early 2022, the Public Media Workforce Collaborative (PMWC) set about interviewing experts on diversity from various affinity groups in the Cleveland, Detroit, Pittsburgh, and Buffalo metro areas. After completing these interviews, the information collected was analyzed to find common themes across all of the groups interviewed. The collaborative was fortunate enough to meet with representatives of the Black Community, the Asian American and Pacific Islander community, the Hispanic and Latino community, the Disabled community, and the Military Veteran community all of whom had common experiences and advice when it came to discrimination in hiring.

By examining these themes, we (the PMWC) hope to discover how to more effectively diversify our hiring practices and better embrace diversity at our respective stations so that our staff will be more reflective of the communities that we serve. Historically public media has been overwhelmingly white and male and the effects of building a system with only those perspectives as guidance are felt more and more strongly as our society progresses to one of inclusivity and equality. The members of the PMWC want their stations to reflect this societal change.

Our findings have been broken up into two major themes with subcategories or subthemes that will serve to help us further explore these concepts. First, we will discuss cultural competence and why it is the key to workplace diversification, and then, second, we will discuss why organizational transparency is critical to successful diversification efforts.

Cultural competence

Cultural competence was referenced during these interviews far more than any other theme. Each representative discussed in great detail that the lack of knowledge and acceptance surrounding marginalized groups leads to their continual exclusion from professional success. Most commonly cultural competence was described as having the cognitive and emotional skills necessary to successfully cooperate with individuals or groups of cultural backgrounds that differ from our own. Understanding that embracing different lived experiences is not only a necessary element of inclusive management but the only way to maintain company growth and success moving forward are vital elements of effective leadership. Therefore, embracing non-traditional skill-sets and professional or educational backgrounds will be an increasing necessity in the workplace of the future.

Embracing unconventionality

Certain subthemes were repeated that represented different elements of cultural competency. The first is that individuals from different groups are often undervalued or overlooked because they have specific skills sets derived from their experiences with marginalization or non-traditional training. When speaking with Russell Midori of Military Veterans in Journalism he noted that veterans are often overlooked due to their highly specified skills gained from military training. Hiring managers without knowledge of the structure of the military or military training may not register that veterans without

classical educational training can be and often are as qualified as individuals that have taken a more traditional route to join the workforce. This aligns with a similar sentiment expressed by Dr. Sheldon Wrice, President of the Office of Inclusion and Diversity at the University of Akron. He noted that many overlooked job candidates offer the same level of skill as their more polished peers and shouldn't be dismissed on the grounds of a lack of finesse. When considering the potential of prospective employees, Dr. Wrice notes that professional development does not have to be limited in its approach. Opportunities to provide further refinement of skills gained during classical higher education training are important. However, educating employees that have taken more non-traditional paths on the nuances of professionalism is just as worthwhile an endeavor if it leads to investing in groups and communities that are traditionally overlooked because of a lack of access to conventional education and mentorship. If the employer invests in their staff via professional growth and development opportunities these opportunities should not be singular in their benefit or their intent, rather they should meet all employees where they are. This allows for more open hiring practices that do not focus solely on the candidate's presentation of their skills.

With regard to public media specifically, our interviewees proposed that having employees of non-traditional backgrounds would bring about sought-after change in how information is reported. By allowing for members of disenfranchised communities to have a significant amount of input in what is explored within those communities', bias in media against these groups can be addressed over time. Brian Cook of the Pittsburgh Black Media Federation noted that, for example, a large part of the continual negativity and lack of understanding surrounding the Black community stems from its portrayal in media. He goes on to say that in an effort to diversify newsrooms Black reporters are often brought on and tasked with continuously shining a light on negative stories about their community in an effort to address the optics of white reporters telling such stories. This process insidiously reinforces negative stereotypes about the Black community by implying tacit approval of the negative presentations of the Black community by Black journalists. This concept extends further into the hiring process because those negative assumptions can be unconsciously held by hiring staff and shift the way that they view Black job candidates. Qualified and articulate Black candidates may be seen as the exception, not the rule and this way of thinking can reinforce stigmas held about the Black community which can be unconsciously expressed during the production of media.

Cara Reedy of the Disability Media Alliance Project expands on this topic stating that companies cannot seek out employees from marginalized groups in order to use them to reinforce long-held stereotypes about marginalized groups. Because there are bad actors within all marginalized communities that seek to continually reinforce long-held, negative core beliefs about their communities, it is important that candidates chosen from those groups demonstrate their own level of cultural competency and that they are qualified for the position. However, those qualifications do not need to be traditional in how they have been obtained or their presentation. By having a nuanced understanding of underrepresented communities and the negative core beliefs surrounding them we can address elements of confirmation bias in both our evaluation of job candidates and how we utilize the skills of minority employees.

Conversely, it is also important to avoid singling out minority employees with an expectation of consistent excellence or a proclivity towards failure. Winnie Li of MotvAsians Cleveland noted that members of various Asian American communities and indeed all minority communities often have their job performances judged more harshly due to either a perceived inherent cultural or intellectual advantage or, contrarily, a perceived inherent cultural or intellectual disadvantage and therefore must work harder to achieve the same level of veneration as their peers. She goes on to say that current systems of hiring were built with these negative core beliefs about these groups and they must be addressed systemically by making an effort to embrace and understand the individual offerings of members of different cultural groups. By working to have a more complex understanding of those with different backgrounds we can learn to be more accepting of the non-traditional. This greater level of cultural competency in hiring can only be a benefit to companies looking to improve upon systematic discrimination both during the hiring process and in the treatment of their employees. Appreciation for the differences among different cultural groups can lead to a more diversely talented workforce overall.

Equality

It goes without saying that workers want decent wages, good benefits, and a safe and healthy work environment. Often addressed as the first touchpoints of achieving equality, these factors are highly important and were referenced by all of our interviewees. However, some of our experts went a bit further into what it truly looks like for a company to value equality and work to achieve it. Mona Iskander of The Arab and Middle Eastern Journalists Association noted that it is important for companies to encourage open dialogue from new and established employees to see if these conditions are being met. A work environment must be hospitable and there must be an effort to engage with the experiences that marginalized employees bring. Dr. Wrice further argues that if a workplace truly values equity and inclusivity it will be apparent in the decisions and actions of leadership and how the staff treats one another. Are companies working to not only bring diverse employees into their spaces but to also foster their growth within the company and provide a safe and equal environment?

Shawnte Knox of the Jewish Family Community Center in Pittsburgh, PA furthered this idea by stating that a “good employee” does not always look the same. An individual with formal training from the military may not possess the same level of polish as a college graduate but their skill level can still be comparable to that of their colleagues and should be treated as such. Just as we should not assume that minorities are more naturally inclined to excel in certain areas, we also cannot assume a deficit in their abilities simply because of someone’s background. We must recognize all employees as equal contributors to the advancement of a company’s mission. Part of integrating this mindset is having long-term members of a company represent various marginalized communities and allowing them to serve as a source of guidance on applicable matters. The hope is that when employees feel that their lived experiences and cultural knowledge are valued equally to that of their conventional colleagues, they will be more likely to stay with an employer long term and help to further diversify a company over time.

Diversity in leadership

A common belief that I came across during these interviews was the idea that preconceived notions about various marginalized groups often go unchallenged in the workplace. This can be due to a number of factors such as little to no minority representation company-wide or misunderstandings

about nuances when comparing an individual's actions to the perceived standards of the cultural group they are a part of. Our interviewees contended that these issues can and will be addressed as long as marginalized employee input is heard and acted upon. However, in order to enact real change, we cannot necessarily keep marginalized members in positions where they are heard but still disempowered. If we are to effect real change, we must relinquish real power to members of these groups in the workplace so that complex problems that go beyond the scope of just learning or listening can be addressed effectively. Brian Cook argued that Black people, for example, are looking for opportunities to work with people with backgrounds similar to their own, with those that understand their experiences more deeply. The hope is that not only can one find solace and fellowship with colleagues that have lived experiences similar to their own but the more senior colleagues from the disenfranchised group can use their positions and deeply nuanced cultural understanding to help encourage growth in minorities newer to their field or workplace.

Cara Reedy noted during her interview that having teams of disabled people, as well as disabled people in leadership, will over time lead to the success of individual disabled employees. The workplace will become more accessible by necessity and prior push back to changes in workplace policy that would make working more equitable for disabled employees will be more readily adopted. With accommodations made to encourage the success of all employees in equal regard, those with high skill levels can become thought leaders and eventual people leaders at these organizations.

As Dr. Wrice mentioned, some candidates can be highly skilled but lack polish. Elders of these communities that are in positions of leadership at these companies can provide the needed guidance and mentorship that a new employee would not otherwise get. Therefore, companies must demonstrate that they are not only willing to hire diverse candidates and invest in them but that they are also willing to promote minority employees into leadership. Having pathways to provide practical guidance and mentorship for new employees of diverse backgrounds is the message that companies should be sending to candidates during the interview process.

Tokenism

A common problem faced by minorities in workplaces trying to diversify their staff is tokenism. Tokenism was described by our interviewees as making superficial efforts to be inclusive of minorities. In the case of the workplace, it would look like hiring a single member of a marginalized group without any real effort to improve upon hiring policies to make them more equitable or to make the workplace more welcoming to marginalized people. Brian Cook noted that tokenism can, at times, be used as a weapon against real diversity and equity initiatives. Only recruiting one or two members from a marginalized group to your company does not bring the diversity of thought that will come with truly diversifying your workforce. Hiring an individual as a token member of a group can also have consequences when confronting one's own inherent bias towards a marginalized group. Brian Cook goes on to give an example of a media company hiring a single black reporter onto their staff who is grossly underqualified at their job. This action can consciously or unconsciously act as a way to dismiss the abilities of other potential black employees based on the abilities of one, giving companies an excuse to pause diversification efforts. Substantive equality must be reached by treating individuals as independent members of a larger community with an identifying common factor that has historically

been used to marginalize that group. Beyond these common factors, no two individuals from any marginalized group are exactly alike, therefore one does not represent the diversity of the whole, entire groups must be embraced because of their diversity.

Transparency about DEI

During our interviews, another theme that was prevalent was the growing importance of being open and honest about the state of diversity, equity, and inclusion as it stands at your company. It is important that hiring managers be direct about where their problems lie and what they are doing to correct them. Brian Cook noted during his interview that, as a community leader, he is often an outlet that members of his community go to to vent their frustrations. Commonly people would complain to him that the company they recently started to work at was not completely upfront about their DEI status or lack thereof during the interview process. As mentioned earlier in this report, a common consensus across all of our interviewees was the idea that people generally want to work in an environment that values creating a space where any and all cultures will be accepted and embraced. Because marginalized candidates may not be attracted to a less diverse workplace, it is important to be upfront about your company's DEI goals and its history with DEI. With this information, a job candidate can make a more informed decision about joining your team and the challenges they might face in doing so.

In the second section of this report, we will discuss the practical changes to the workplace that our interviewees noted can help advance cultural competency and create safe spaces for marginalized people.

Workplace Development

Our interviewees went into some detail about what steps can be taken to actively work on improving inclusivity and equity now while companies work to diversify for the future. Roselyn Muniz of the Greater Cleveland National Association of Hispanic Journalists (NAHJ) noted that active steps like creating a bilingual news platform that caters to minorities in your community is one effective tool for bringing awareness of your organization to those communities. Winnie Li built on this idea by asking organizations if they have products designed to be inclusive of other cultures such as dedicated web pages for different minority groups with foreign language translations available. Cara Reedy also built upon this concept by encouraging companies to ask if disabled employees requested accommodations are actually being met. Ensuring that your company is meeting the individual needs of your disabled employees is a way to not only build a culture of inclusivity into the fabric of your institution, it also creates a trustworthy environment for potential disabled employees. Many of these changes would need to be introduced in a top-down approach. Shawnte Knox notes that we must not force our minority employees to shoulder the burden of inclusion and equity work because of their status. Leadership must take an active role in improving conditions for the company and change will follow.

Effective Management

Dr. Sheldon Wrice noted that it is of vital importance that a conscious effort is made to treat marginalized employees with fairness, especially across intersections of marginalization. This is a part of what makes a work atmosphere safe and this responsibility falls primarily on company leadership.

Managers must do the work to observe their teams and be vigilant of “hidden signals” and exclusion. Such “hidden signals” can be slight discrepancies in attitude towards certain colleagues with minorities facing the burden of negativity or they can be stereotyping the appearance or characteristics of an employee based on their marginalized status. Dr. Wrice went on to note that in his experience, as an example, white members of the LGBTQ+ community face lower levels of discrimination than Black or Latino employees. The only difference between these employees was the color of their skin. Who is chosen to do different activities is another indirect way of communicating the status of a member of a team. If there is an atmosphere of exclusion from decision-making or fellowship targeted toward any employee, their manager must be equipped to manage it. By educating managers in cultural competency they can more readily notice and investigate these “hidden signals.” From there they can work to eliminate these behaviors from their teams gradually by confronting and educating their staff on how to be tolerant of cultural differences. Dr. Wrice goes on to note that we cannot demonize employees that do not fall under long-standing societal archetypes. For example, a woman that is perceived to behave in a more stereotypical masculine way should not be admonished or overlooked for promotion if that same behavior would not be seen as problematic in a man. In order to achieve equality employees must be primarily evaluated on their skills. A company’s goal should be to foster an environment where people of any background can succeed so long as they are given the correct tools. These tools can be developed by investing in educating your leadership on how to be culturally competent and how to use that knowledge to mentor other employees.

Receptiveness to employee feedback

Part of being an effective manager is being receptive to feedback from your employees. The feedback can range from the manager’s performance, to how the employee feels as a part of their team, or how they feel they fit into your company at large. Winnie Li noted that it is important that companies seek out employee feedback on diversity issues with a genuine intent to utilize the information collected. She goes on further to say that obtaining this feedback should be quite focused and it should make employees feel like any concerns they have relating to their community specifically are taken seriously. Mona Iskander notes that overlooking community-specific complaints can lead to a culture where companies can default to stereotypes about these groups further entrenching workplace division. When feedback is solicited it must be earnest and a review of that feedback must be considered. Dr. Wrice builds on this concept by noting that organizations cannot ask for employee feedback for the sake of saying it was done or in a halfhearted attempt to obtain DEI funding or recognition. He further notes that organizations must be wary of the intentions of those seeking to work on DEI at their company to ensure that there is a genuine effort being made. He goes on to reiterate how important it is to have diversity at the leadership level as a barrier to dishonest attempts at DEI.

Utilizing the unique skills of diverse employees

As mentioned before, minority candidates often come with different sets of experience and practices. This premise is partially the reason why it is so important to have diverse voices help shape the workplaces of the future. Russell Midori noted that veterans, for example, are a virtual treasure trove of people with unique professional experiences. Specifically, he spoke of veterans and how they derive a sense of purpose greater than themselves when serving in the military and they find that transitioning to civilian life and jobs often robs them of this sense of purpose. It can only be to an organization’s

advantage to recruit people with such perspectives to be directed at your company's mission. If companies make room for people of different backgrounds and perspectives they will find that they have opened themselves to a new world of highly talented and driven people that want to effect positive change. Not only will these people have unique abilities and ways of interacting with their colleagues that will be beneficial to a work environment overall, but they will also be able to help pave the way for future groups of diverse people to be included. The starting point is to allow diverse people to start to forge their own professional paths even if they are non-traditional. Companies must learn to value these unique skill sets as much as they value traditional ones and they must learn to be open to different presentations of those skills.

Conclusion

The collaborative members were particularly struck by a feeling that Dr. Sheldon Wrice expressed a few times during his interview. People know when they are not valued and when they are not wanted. Even if an organization creates policies designed to be inclusive and equitable and, on paper, they're doing everything right, if there is a spirit of exclusion it will be apparent in diverse employees' experiences. At their core, companies must evolve to genuinely value and desire the unique skills, backgrounds, and perspectives that diverse employees bring.

Appendix C

[Follow this link to see the official PMWC Onboarding Toolkit.](#)