

Racial Equity Playbook 2.0

If you're reviewing our Playbook 2.0, you will have already made a concentrated effort in diversity and inclusion. You have probably experienced some solid wins. However, you may now be realizing the level of effort needed to achieve real success. At this point, most organizations will likely bring in a well-informed and skilled resource (either an employee or a consultant) to lead this work. While each professional in this area will have a different perspective, they should still be addressing the key components we discuss: commitment, accountability and action towards diversity, inclusion and equity. Consider these tactics as guidance, not a prescription.

Affirm Your Commitment - During 1.0, we recommended some reading to get you motivated. Now we are asking for stronger action. Most organizations find progress is very slow until there is diversity in leadership. If you do not already have diversity in your leadership, make progress by directly addressing leadership in one of the following ways:

- Achieve at least 20% non-white male composition of the Board (including at least one Black board member). Expand the board if necessary.
- Achieve at least 20% non-white male composition of the Executive Team (including at least one Black member)
- For bigger companies, hire a Chief DE&I officer who reports to the CEO. Give them both a budget and the authority to make organizational changes.

Hold the Organization Accountable - During Playbook 1.0, we asked you to create metrics and add D&I to your strategic plan. For Playbook 2.0, we ask you the following:

- Review diversity metrics, and include metrics on retention and promotion, if not already included. Also include interns and part time employees.
- Use results in achieving DE&I goals as a criteria for promotion

Take Action

There are a number of tactics described below to improve outcomes. However, the implementation of these changes will likely rely on a number of different people throughout your organization. A good first step is to identify who is responsible for the different areas touched. If you are deep in the organization, we recommend that you review our [Large Company Guide](#).

Diversity - bring diverse people into the organization at all levels

- Evaluate Language in job descriptions. For example, superlatives like “killer” or “rock star” can be off putting to women. Keep the job description as factual as possible. Use a consultant or [computer-based program](#) to review your job descriptions and review forms to omit biased language. [Learn more here](#).

- Require a diverse candidate slate for every hire and promotion. A diverse slate should be less than half white male. Having only one diverse candidate comes across as "tokenism", and that candidate is statistically almost never hired.
- Hire diverse candidates at all levels, not just entry level, and including part-time and interns.
- Require a diverse interview panel for all hires.

Inclusion - make the organization comfortable for all employees, so that they can thrive and you can retain them.

- Survey your employees on inclusion metrics. This will allow you to measure inclusion over time. To measure inclusion, evaluate how different demographic groups respond to your surveys, particularly on questions addressing engagement. You are striving for your black female employees to have the same experience as your white male employees. Here are three survey options, [1](#), [2](#), [3](#).
 - Debias performance evaluations. 10 point scales tend to be biased. Make sure language and standards are consistent. Review personality-based feedback - this is not equally applied across racial and gender groups. Some tips are [here](#).
- **Equity** - Promote and pay all employees equally.
 - Debias the promotion process. As above, debias your job descriptions. Allow internal candidates to move up in the organization, across departments. Here are some ideas on [Bias Interrupters](#).
 - Ensure that comparable employees have equal access to high profile assignments that will prepare them for promotions. Don't make assumptions about which employees can travel or which want development opportunities.
 - Work towards pay equity. When new hires are made, ensure pay and grading are applied consistently for current employees in similar or related roles.
 - Measure promotions. Check that your measures evaluate promotions as well as numbers at a point in time.

About the Racial Equity Playbook: The Racial Equity Playbook is a 100% volunteer effort from the Stanford GSB Class of 1994 Organization team, formed after the death of George Floyd. The Playbook is intended to help executives and managers wanting guidance on how to improve diversity within their organizations. For more information, **visit** racialequityplaybook.org