

The image shows a stage with yellow curtains. A large black text box is centered on the stage, containing the event title and date. The text is in a bold, sans-serif font. The words 'RADICAL IMAGINATION:' and 'PULLING BACK THE CURTAIN ON' are in yellow, while 'PAY TRANSPARENCY' is in orange. The date 'APRIL 11, 2022 @ 6:30PM CST' is in white.

**RADICAL IMAGINATION:
PULLING BACK THE CURTAIN ON
PAY TRANSPARENCY**

APRIL 11, 2022 @ 6:30PM CST

WHAT IS PAY EQUITY?

Pay Equity is compensating workers without discrimination.

WHAT IS PAY TRANSPARENCY?

The practice of sharing, openly and explicitly, information around compensation and/or benefits.

WHAT DOES PAY TRANSPARENCY LOOK LIKE?

- Sharing salaries or stipends on job postings
- Seriously assess hours required for each position per project
- Clearly define - and stick to - expectations (work horse, response time)
- Keep records of previous salaries and stipends
- Sharing benefits on job postings
- Use the “review period,” to go beyond financial compensation and address all benefits
- Clear explanation of how employees get raises
- Creating and sharing a compensation policy
- Clearly communicating rates of pay and work expectations at the time of hiring
- Being radically transparent and letting staff know exactly why and how their pay is the way it is
- Clear pathways to raises
- A pay raise doesn't need to happen during annual reviews only
- Creating policy around tier levels that are easy to see and explain reasoning
- Have a clear policy around negotiation
- Open and frank conversations with funders on their grants/donations
- Making financial documents easy to find on an organization's website
- Share the organizational budget with board/staff/other interested parties
- Closing the gap in pay between union and non-union artists
- Education the board about why “industry standards” may not be what we should adhere to.
- Being up front about all aspects of the budget.
- Sharing the goals of the organization/company in terms of pay and benefits

IN YOUR SMALL GROUP, PLEASE:

- Get settled (~5 min)
 - Introduce yourselves (names, pronouns, one sentence: what brings you to this conversation tonight?)
 - Identify a Shepherd (to guide the conversation) and a Scribe (for the slide!)
- Discuss (~20 min)
 - What about Pay Transparency is empowering?
 - What about Pay Transparency is terrifying?
 - *We encourage you to challenge yourself to think about this from different roles/perspectives (i.e. freelancer, administrator, board member, funder, etc)*
- Distill (~5 min)
 - Identify a spokesperson to shareback with the full group a couple of highlights or ah-ha moments from your conversation.

BREAKOUT GROUP 1

What about Pay Transparency is Empowering?

- Being able to stand by your numbers, hold organizations accountable. Having the ability to stand by a living and moral document.
- It can feel empowering to have the budget and pay equity built from the group from the ground up.
- It makes it easier to understand the growth path for people or organizations, have the ability to map how growth is possible.
- It helps to create a different and healthier space to discuss how we pay our artists, contractors, etc.
- That funders can see the long term effects of increased funding for the arts.

What about Pay Transparency is Terrifying?

- Always having to be prepared with the rationale for pay differences.
- The processes slow down and can lead to stalling organizations.
- How to deal with creating pay transparency without creating feelings of resentment.
- The industry standards [of pay] are way lower than they should be. How do we make systemic change that needs to happen?
- The decisions of pay not only affect who is being paid, but their whole families and those around them.
- Having to fight against the “unknown numbers” of what our values should be. Having to defend that artist’s (admin, contractors, actors, etc.) time and energy has real value.

BREAKOUT GROUP 2

What about Pay Transparency is Empowering?

- Recognizing the relationship between employer/contractor. Respectful of the employee, and the role in the life of the employee.
- You can love your job, but you need to be paid.
- Central to respecting the artists/staff/admin who you are engaging with. Expectations and the return on that expectation.
- What is more empowering (knowing the tiers or equal pay?)
- Radical
- Pay transparency with your audience - easy for ticket prices to “not make the sense” - evaluation. How much it takes to make it possible. Many audiences/patrons do not know that and would care if they would know
- Being stable and predictable with compensation
- Being able to take care and retain artists

What about Pay Transparency is Terrifying?

- Range in a job description - brings the top of the range. Psychology in the announcement of pay
- How are the rates/salary assessed.
- Where it puts people in the organization that is fair. Some fairness is challenging (gender discussions, family). Someone that can't earn a certain rate is pissed that they're not getting that.
- Switching involves friction.
- Main barriers: embarrassed at what they pay people, some competitive people
- How do you know the lives of the people you're employing?
- Making choices that may make a company smaller, or more dependent on volunteer
- Effects longevity in the field between
- Backlash of freelancers/contractors asking for more of their value.
- Expectations of the field to meet seasonal 'metrics'. Takes bravery.

BREAKOUT GROUP 3

What about Pay Transparency is Empowering?

- The way it builds trust at an organization.
- Saves time and energy. If the applicant knows the salary we are planning to offer that is not going to meet their expectations, they do not need to expend their energy to apply.
- Coming to an understanding that we can control how change happens - we are not beholden to how things HAVE been.
- Not having a sense of what is fair/what to expect is challenging. The empowering point is that artists that are coming up have the potential to manage their expectations / advocate / negotiate
- Examining the benefits outside of compensation
- The opportunity to make a case for themselves
- Breaking the imbalance across artists, admins, leadership, boards, and funders. Being transparent about how much we're spending on people.

What about Pay Transparency is Terrifying?

- Not discussing it/silencing pay transparency because it's too hard.
- The fear of salaries posted not being "enough." how can we meet artist empowerment immediately when we started so far behind?
- Challenge about justifying 'overhead' to funders
- Embarrassing that we can't live up to the moment. (Lack of understanding of how the systems work for both ends of the spectrum - from the strains on the budget for people who are applying and from the strains on 'overhead' to funders.)
- If wages are needing to be low, the executive director needs to sit with that. When there is a low salary posted, it sends a message and can exclude people who can not take a lower salary.

What concrete action steps could be taken to move closer to that?

- Share the organizational budget and/or a simplified/narrative version of the budget. The narrative is necessary for educational and development reasons!
- Share the logic/narrative for pay - whether you want it or not, salaries are posted on guidestar so funders have it visible.

WHAT ACTIONS CAN WE TAKE TO CREATE/INCREASE PAY TRANSPARENCY?

- Make sure to have an annual employee review process in place so conversations are had at a minimum of every year
- Include narrative with public posting of budget to give context to the numbers
- Create plan to speak to board and funders about their role in pay equity and transparency
- Use restorative justice practices to engage folks in conversations re: harm
- Understand the cost of equipment, travel, cost of living, softwares for those to complete a job
- Committing to a salary - not a range
- Posting rates for contractors at all levels
- Finding cohorts/groups that hold your same values to talk through hurdles
- Modeling that we can talk about \$\$
- Including compensation as a part of every hiring conversation - up front and at the top
- Engaging more folks in the budgeting process
- Developing contracts that outline expectations on both sides
- Building rationale for outsiders - why our time is valued as such
- “State of the Budget” presentations
- Include non-financial compensation and access information
- Include how artists are valued in all narratives, including compensation and their labor
- Doing the work to figure out how much actual time and labor it takes to complete a job
- Identifying a person that applicants can reach out to if they have questions about compensation/culture before applying
- Tie compensation to mission and values
- Educating artists about the administrative time needed to raise money for their salaries
- Strengthening advocacy for value of artistic labor in all aspects (at city, state, national levels)



THANK YOU!!!