



Students attend AAUW Smart Start training through the Women's Leadership and Mentorship Program at Robert Morris University.

Envisioning Workforce Equity

Companion Concept Paper to
**CLOSING PITTSBURGH'S GENDER PAY
GAP 2019-2025**

**GENDER EQUITY COMMISSION
WORKFORCE EQUITY COMMITTEE**

Authored By: Sarah Hansen ♦ Amanda Neatrou ♦ Janet Manuel

August 2020

TABLE OF CONTENTS

Aim of this Concept paper _____	3
GEC Mission and Vision _____	3
Workforce Equity Committee _____	3
Concept Paper Overview _____	3
Commitment to Intentional Pursuit of Intersectional Equity _____	4
What is Workforce Equity? _____	5
3-Pronged Approach to Pay Equity _____	9
1. Empowering Individuals _____	9
2. Engaging Employers _____	9
3. Improving Policy _____	9
Initiative #1: Work Smart Negotiation _____	10
Description _____	10
Key Components _____	11
Partners & Key Roles _____	11
Key Performance Metrics _____	13
Resources Needed for Pilot Year _____	13
Revenue Generation _____	14
Timeline and Milestones - AAUW Work Smart _____	15
Initiative #2: Pittsburgh Workforce Equity Commitment _____	16
Key Components _____	16
A. Pittsburgh Workforce Equity Council _____	16
B. Pittsburgh Workforce Equity Commitment _____	19
Resources Needed _____	27
Key Performance Metrics _____	29
Timeline and Milestones - Pittsburgh Workforce Equity Council _____	30
Appendix I. Proposed AAUW Contract for WorkSmart _____	32

AIM OF THIS CONCEPT PAPER

GEC Mission and Vision

The mission of the Gender Equity Commission is to achieve equity for women and girls in the City of Pittsburgh. Our vision is a future in which everyone in the City of Pittsburgh, regardless of gender identity or expression, is safe in all spaces, empowered to achieve their full potential, and no longer faces structural or institutional barriers to economic, social, and political equality.

Workforce Equity Committee

In March 2019, the GEC voted to create the Workforce Development Working Group as an ad hoc committee. This committee was charged with drafting a work plan for a multi-phase, evidence-based project to close Pittsburgh's gender pay gap. In September 2019, the group presented their proposal, entitled Closing Pittsburgh's Gender Pay Gap 2019-2025. The proposal was unanimously approved by the GEC. With approval from Mayor Peduto, the committee was charged with developing the project. We voted to change the name of the committee to Workforce Equity to reflect the intersectional identities and multiple structural inequities that contribute to pay equity in particular and workforce equity more broadly.

Workforce equity is at the heart of ending white supremacy, and the patriarchal systems that have long overlooked the needs, advancement, opportunities, and equitable pay for women, BIPOC women, trans women, and women with disabilities in the workforce. In Pittsburgh, the pay gap between Black women and white men is greater than the national average so that Black women must work until November 6th, 2020 to make what a white man made in 2019 alone. This committee aims to propose and support initiatives such as those outlined in this paper, to support a more equitable workforce culture in our region.

Concept Paper Overview

The aim of this concept paper is to complement the original proposal and provide further detail and logistics surrounding the design and implementation of the workforce equity initiative. Accordingly, this paper includes 1) key components of the initiative with rationale for their inclusion, 2) listing of needed partners and their roles, 3) timeline and milestones for implementation, and 4) resources needed and a budget/cost proposal.

Commitment to Intentional Pursuit of Intersectional Equity

In light of the COVID-19 pandemic and magnification of long-standing racial violence and police brutality, the GEC released a set of policy recommendations¹ in June 2020. Several recommendations pertain to workforce equity, and collectively they represent community-based work toward creating a “new normal built within an equity framework,” meaning that “people have the resources and opportunities they need in order to be successful,” regardless of intersecting identities such as gender and race (p. 7). This concept paper reaffirms this important work and offers actionable steps to build this equitable new normal within the region’s workforce.

¹ Available at

https://apps.pittsburghpa.gov/redtail/images/10134_Building_an_Equitable_New_Normal_FINAL.pdf

WHAT IS WORKFORCE EQUITY?

In their framing paper, *A Design for Workforce Equity*², the Center for American Progress (2019) provides a history of workforce development in the United States. Author Livia Lam discusses historic emphasis on worker upskilling as the primary emphasis of most career readiness programming. Lam cites a report compiled jointly by the U.S. Departments of Labor, Commerce, Education, and Health and Human Services³ that asserts the most effective program strategies for adult job seekers include “postsecondary education and industry recognized credentials; flexible and innovative skill-building training curricula and strategies; work-based training education; labor market information and guidance; cross-system coordination; and integrated education, training, and work supports” (2019, p. 5). However, Lam also cites several studies that suggest that such job training strategies alone are not sufficient to support individuals with barriers to employment, including dislocated workers and women. These findings lead Lam to conclude that “normative assumptions undergirding the skills mismatch narrative are oversimplified and incomplete,” (p. 9) and that workforce development must also account for individuals’ identities and social circumstances.

Diving deeper into the literature, Lam aggregates a list of several additional, structural-level factors that have substantial influence on job seekers’ employment. These include: labor market and hiring discrimination, changes in market structure, lack of workforce flexibility, unfair wages, lack of access to accurate job information, geography, work-family imbalance and constraints, lack of social networks and social capital, power relations, unfair and bias-based signals of productivity (for example, based on appearance [race, gender], pregnancy, eligibility for and use of public assistance, criminal record), use of recruitment agencies and practices that are biased against certain social identities (e.g. race, age, class, gender, ability), and occupational segregation (particularly by gender and race). These factors also affect the level of investment job seekers put into education, career preparation, and the job search as they attempt to follow the upskilling solution that has been perpetuated in workforce development for so long. Yet such investments often do not yield substantial returns, particularly for individuals whose identities do not conform to the white, heterosexual, male,

² Available at <https://www.americanprogress.org/issues/economy/reports/2019/10/16/475875/design-workforce-equity/>

³ U.S. Department of Labor and others, “What Works In Job Training: A Synthesis of the Evidence” (Washington: 2014), Available at <https://www.dol.gov/asp/evaluation/jdt/jdt.pdf>

able-bodied paradigm (for example, women are attaining education at higher rates than men, yet disparities in leadership and pay persist⁴).

Such work and wage inequalities affect not only the individual worker, but also their families. These inequalities further contribute to a larger problem of wage stagnation across the United States⁵. Moreover, as PolicyLink (2020) emphasizes in their article⁶, “Race, Risk, and Workforce Equity in the Coronavirus Economy,” the current pandemic is only exacerbating these workforce inequalities: every industry is facing economic decline, people of color have been inordinately affected by job loss and will be the most likely to face (discrimination-based) hurdles to re-employment, and while healthcare is the industry facing the smallest decline in employment, it is also the industry with the most-pronounced disparities, not least of which are occupational segregation and coinciding gender and racial wage gaps. Lam (2019) acknowledges that workforce development programs and initiatives built solely on the upskilling narrative will never succeed in addressing the multiple dimensions of inequality that persist in the American workforce. Rather, “equity-centered strategies are necessary to promote mobility,” and “indicators accounting for equity must be sensitive to the structural biases that anchor many institutional systems” (p. 14). In other words, workforce equity is essential to developing and implementing workforce development programs and systems-level employment strategies that work for the good of all and that start to dismantle structural inequality.

Recognizing the need for a new and intensive solution, the City of Seattle created a Workforce Equity Strategic Plan⁷ using the following definition of *workforce equity*:

“Workforce equity is when the workforce is inclusive of People of Color and other marginalized or underrepresented groups at a rate representative of the greater Seattle area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth.” (2019, p. 5)

⁴ See McKinsey and Company, 2019, “Women in the Workplace” for current data. Available at <https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2019>

⁵ See Thomas A. Kochan and Christine A. Riordan, “Employment Relations and Growing Income Inequality: Causes and Potential Options for its Reversal” (Cambridge, MA: Massachusetts Institute of Technology, 2015), Available at https://iwer.mit.edu/wp-content/uploads/2016/11/Kochan.Riordan_JIR.Inequality.pdf

⁶ Available at <https://www.policylink.org/our-work/economy/national-equity-atlas/COVID-workforce>

⁷ Available at <http://murray.seattle.gov/wp-content/uploads/2016/07/Workforce-Equity-Strategic-Plan-July-2016.pdf> A 2019 report on their progress implementing the plan is available at https://www.seattle.gov/personnel/resources/pubs/2019_WFE_Update_Report_v5_Final.pdf

Multnomah County, Oregon also developed a Workforce Equity Strategic Plan⁸ in 2018. Their report describes the vision behind all of the county’s work as built on three interlocking concepts of “safety, trust and belonging” (p. 5):

- **Safety**
 - Reduce or eliminate harm and danger
 - Protect and promote health (physical, mental, economic, community, institutional)

- **Trust**
 - Be accountable
 - Be responsible
 - Be transparent

- **Belonging**
 - Fit programs and funding to the people, don’t ask people to fit themselves to our programs and funding
 - Eliminate barriers and create opportunity, connection, participation, interaction, movement, experience, knowledge, self-determination, and happiness

In connecting the county’s vision to this workforce equity strategic plan, the authors invoke the concept of targeted universalism, meaning the imperative to “examine the ways that our employees are differently situated in their relationship not simply to our external social environment, but to our internal environment. It means that throughout our strategy development and as we implement practices, we continually have to identify the specific ways that different employees experience the organizational culture, navigate our institutional practices and policies and utilize specific strategies to address the differences in outcomes that we use as baseline measures” (p. 6).

Finally, the county includes the following priorities and objectives toward achieving workforce equity:

- **Organizational Culture:** Intercultural awareness of power and privilege
- **Promotion and Professional Development:** Equitable opportunity and elimination of barriers to promotion and professional development
- **Retention:** Address disparities in retention based on race and non-dominant culture identities
- **Recruitment and Pipeline Programs:** Consistently diverse candidate pools for positions at every level of the organization

⁸ Available at <https://multco.us/file/71178/download>

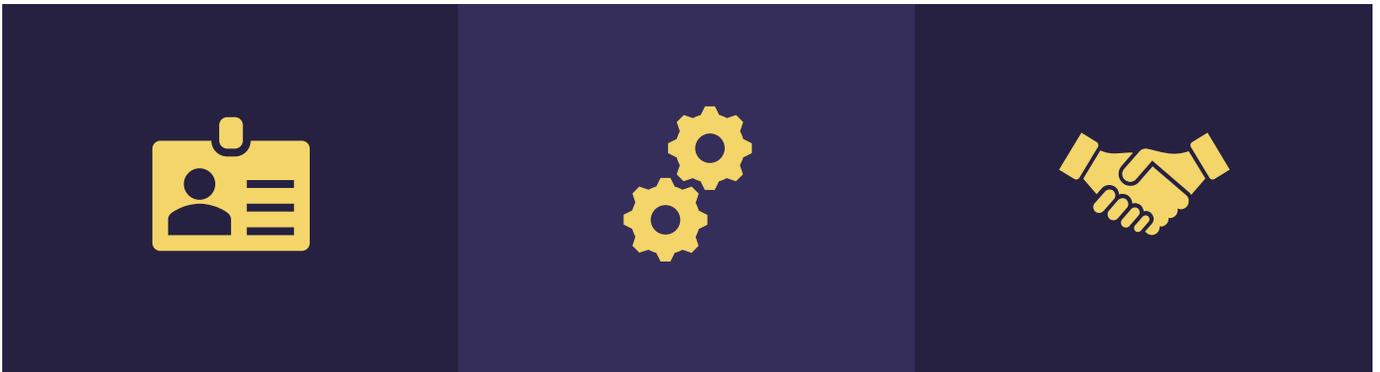
Based on this review of current literature on workforce equity and how municipalities are working to strategically engage with this issue, our Workforce Equity Committee advocates for the following definition of workforce equity to guide both the work of this committee and the proposed Pittsburgh Workforce Equity Council:

Workforce Equity is fair treatment, access, opportunity, and advancement for all people due to the absence of avoidable bias and the presence of person-centered, positive, and generative structural supports that promote valuing difference and intentionally include marginalized and intersectional groups of people.

3-PRONGED APPROACH TO PAY EQUITY

1. Empowering Individuals

- Providing AAUW Work Smart training free of charge within the City of Pittsburgh
- Ensuring that all neighborhoods, particularly those that are socially and geographically isolated from Downtown's center of commerce and exchange, have access to training
- Collaborate with existing City initiatives (such as Financial Empowerment) to supplement workforce development and economic equity efforts; collaborate with local nonprofits and universities to provide in-kind host sites and community engagement.



2. Engaging Employers

- Create a 100% Talent Compact in Pittsburgh
- Employers voluntarily provide wage, compensation and employee demographic data
 - Data is de-identified (cannot be linked to any particular employer)
 - Boston University developed a software solution to encrypt and securely house the data. They disaggregate the data and send it to Boston Women's Workforce Council, a public-private council, for analysis. Every two years, the council creates a report that examines the progress being made to close the gender pay gap. Pittsburgh could also report out by race and other demographics.
 - Over 260 Boston employers have signed the compact over the past 4 years. They also inform and participate in training and events through the council.

3. Improving Policy

- Data from both initiatives will be used to measure not just the progress Pittsburgh is making to close the pay gap, but also key factors that are influencing this progress. This information can be used to inform both employer and government policy.

INITIATIVE #1: WORK SMART NEGOTIATION

Description

The Association for American University Women (AAUW) operates a Salary Negotiation Program, offering in particular a community-based workshop called **Work Smart**. These two-hour workshops cover the following topics:

- How to identify and articulate your personal value
- How to develop an arsenal of persuasive responses and other negotiation strategies, including how to get a raise or promotion
- How to conduct objective market research to benchmark a target salary and benefits
- About the wage gap, including its long-term consequences⁹

As part of AAUW's initiative to close the gender pay gap by 2030, they seek to train 30 million women across the US. They have partnered first with the City of Boston and then the state of Massachusetts, as well as San Francisco and Long Beach, CA, Tempe, AZ, Washington, DC, and the states of Kansas and Missouri to provide large-scale free training to community residents. The AAUW only partners with cities or states to provide Work Smart training; one-off organizations are not eligible for this initiative. When they learned that Pittsburgh had created a Gender Equity Commission, AAUW reached out to see if Pittsburgh would have interest in developing a partnership. Simultaneously, the Pennsylvania branch of AAUW has also been looking to develop a statewide initiative. In 2019, they conducted a small-scale pilot training in the Harrisburg and Wilkes-Barre areas.

Under this project, we propose a plan to provide AAUW Work Smart training to 7,500 Pittsburgh citizens by the end of 2026 (2021 as a pilot year, plus five years).

Why 7,500? According to the *American Community Survey 2013-2017 5-Year Estimates*, 73,238 (74.7%) Pittsburgh women ages 20 to 64 participate in the labor force. If we set a target to train 10% of these women over the next 5 years, that would be just under 7,500 women.

⁹ These topics are taken from AAUW's website: <https://salary.aauw.org/work-smart/>

Key Components

- Work Smart training is most typically provided as an in-person workshop; however, in 2018, AAUW launched a free online version. Residents would have free access to both options.
- Since the COVID-19 Global Pandemic, and the concerns around in person training opportunities, AAUW is exploring facilitated online training in addition to the self-paced online training for those who still desire the “person to person” experience.
- While the workshops are geared towards individuals identifying as women or female, no one would be excluded from participating.
- Ensuring equitable access to workshop participation is critical. Time should be given upfront to a community engagement and participant recruitment strategy that moves beyond Pittsburgh’s downtown center of commerce and exchange.

Recommendation: In the pilot year (to begin on an agreed date), identify a starting number of neighborhoods to be targeted for workshops (e.g. 4-5), with the aim that at least 50% of workshops will be hosted in non-Downtown neighborhoods.

- Work Smart as one piece of a larger continuum of economic equity services. Neighborhood Allies shared that many workforce development agencies in Pittsburgh are seeking broader solutions and services to support their clients in accessing opportunity and building assets. Negotiation training is a simply-structured and effective value add.

Partners & Key Roles

Five levels of partnership:

- Memorandum of Understanding with AAUW National
 - Contract may be for 12 or 15 months and is renewed each year of project implementation. 90 days out from contract expiration, AAUW and the GEC will evaluate year one performance and determine if we agree to proceed with a two-year extension. Future extensions are typically in 2-year increments.
 - Provides facilitator training (typically accessed online)
 - Creates EventBrite pages for each workshop and will post on them on their website
 - Creates and manages Zoom registration forms and links for Virtual Facilitated Workshops

- Collects demographic data as well as pre-/post-tests from participants; these will be sent to the Pittsburgh team. Email addresses are also sent to the team.¹⁰ The City of Boston contracted a university team to provide a formal evaluation in the second year of implementing Work Smart. We recommend considering a similar process in which much of our initial and internal evaluation relies on the data AAUW collects. Then once the program is fully established, we look to contract with an external evaluator.
- Co-creates and approves promotional materials - This process occurs collaboratively in the weeks leading up to the project launch and typically requires little or no further approval. Any new press releases or announcements require review by AAUW communications team. Data use is largely for internal purposes only; public dissemination of data (e.g. in reports) must be first approved by AAUW.
- Collaborative Supporters
 - AAUW Pennsylvania has conducted a statewide initiative with the support of the Governor's Commission for Women. We have engaged with the Pennsylvania Chapter President Ann Pehle, who is excited to work alongside us to align both initiatives and assist us with our work in Pittsburgh.
 - City of Boston Office for Women's Advancement - sharing best practices around workshop coordination, logistics, and community engagement
 - Boston Women's Workforce Council - sharing best practices particularly around effective employer engagement
- Marketing Supporters
 - Affiliate or host organizations will assist with marketing training opportunities.
 - Partners help promote the trainings and engage local residents to register
- Hosting Supporters
 - Employers, libraries, colleges/universities, and nonprofits donate in-kind space to host the workshops.
 - Neighborhood Allies and Henry Horn-Pyatt discussed how we could work to provide Work Smart near to or at the partners who host the FECs and FOCs to promote cross-referrals and support the larger system of economic equity

¹⁰ Participants give permission for AAUW and the Pittsburgh WorkSmart team to use their email addresses for program-related communication purposes only.

- Facilitators
 - Volunteers who complete online training through AAUW to become certified Work Smart facilitators
 - Coordinator will routinely engage with facilitators to schedule WorkSmart workshops and conduct follow up

Key Performance Metrics

- Total number of participants
- Participants representing key demographics (gender, race, neighborhood, etc.)
- Participants' access to/engagement with FECs, FOCs, and other workforce development partners
- Changes in participants' employment and compensation outcomes
- Participants' reported application of lessons learned post-workshop
- Changes in participants' perception of economic opportunity, and advancement

Resources Needed for Pilot Year

- Host sites - **In-kind**
- Work Smart Workshop facilitators - **In-kind (trained volunteers)**
- Staff person (ideally 1 FTE): Work Smart Administrator (estimated salary @ \$35-45,000, plus benefits = \$45,500 - 58,500)
 - Schedule facilitators
 - Organize locations and prepare sites
 - Coordinate logistics
 - Liaise with AAUW for data collection, marketing, enrollment, etc.
 - Point of contact for program inquiries, participants, facilitators, and host sites
- Communication and promotion (ideally through City of Pittsburgh)
- Staff or contractor to conduct annual data and evaluation activities (For at least the first year, this could be the same person as the Work Smart Administrator, as some data collection is already included in the program. AAUW has pre- and post-surveys that participants complete, and they collect demographics of registrants. After the pilot year, we could plan for a more formal evaluation process.)
- AAUW costs (for 2020-2021): \$34,871 (12 months) or \$39,959 (15 months)
 - Please see Appendix I for the proposed contract and cost breakdown
- Estimated total first-year costs to pilot 10 workshops = \$80,371-98,459

Revenue Generation

- Employers, especially those who are also Commitment signers (see Initiative #2), may be willing to support the workshops¹¹. Boston found that employers appreciated hosting workshops for their employees, particularly through Employee Resource Groups, on the basis that the employees became better work advocates and leaders
- Foundations and government entities like Partner4Work: we think this is a highly fundable initiative. It complements existing workforce development and economic opportunity work, it relies on and reinforces multi-agency collaboration, and it is a simple yet effective way to support individual job-seekers.
- The City of Pittsburgh has pledged to contribute some level of support to both initiatives, particularly from a launch perspective. We want to situate both initiatives within the city as supporting the goals of One PGH and city resiliency and contributing to the UN's Sustainable Development Goals, with emphasis on #5 Gender Equality and #8 Decent Work and Economic Growth.

¹¹ It is also possible to obtain support from local employers who currently support the PA Commission for Women.

Timeline and Milestones – AAUW Work Smart

Timeframe	Activities
August 2020	GEC receives and reviews concept paper from the Workforce Equity Committee; GEC votes to approve triggering 6 month ramp up to launch.
September 2020	Committee, GEC, and Office of Equity collaborate to build a list of potential host partners/sites and facilitators.
October 2020	Outreach and establishment of partnerships and involvement from partner organizations and host sites.
November 2020	Announce roll out of Work Smart intuitive during Pay Equity Month, begin taking applications or identifying facilitators.
December 2020	Post position for Work Smart Administrator; hire and onboard Administrator. Train facilitators.
January 2021	Set up and establish calendar of training and assign facilitators and venues. Collaborate with AAUW and City of Pittsburgh to create and disseminate promotional materials.
February 2021	Begin training.
April 2021	First quarterly review.
July 2021	Second quarterly review.
October - December 2021	Third quarterly review. Begin to set up training for first full year - beyond pilot program.
December 2021	Internal review of the pilot year data with Workforce Equity Committee, with follow up data meeting with Workforce Equity Council. Final committee review to prepare for full Commission review/discussion.
January 2022	Full review of pilot program. Work with full GEC and Office of Equity, and workshop host sites to prepare set up and details for first full year of training.

INITIATIVE #2: PITTSBURGH WORKFORCE EQUITY COMMITMENT

Key Components

A. Pittsburgh Workforce Equity Council

Council Purpose

We envision this council as a *strategic alliance* between City government (including the Mayor's Office, the Office of Equity, the Gender Equity Commission, and the Commission on Human Relations), regional employers, educators, human rights activists, community-based organizations (such as workforce development agencies, human service agencies, and conveners like Partner4Work and the Allegheny Conference on Community Development), and any resident of the region who is within or affected by the labor market.

This Council would liaise directly with the Gender Equity Commission and the Workforce Equity Committee. This partnership will serve as a critical connection between the GEC and key stakeholders involved in workforce operations and workforce development. In addition to collaborating on special projects (such as the Pittsburgh Workforce Equity Commitment and potentially also WorkSmart), inclusive workforce practices, and curated resources, this Council could also provide insights toward workforce equity-related policy recommendations the GEC could develop and present to the Mayor and City Council.

While we recommend that the council create its own mission and vision statements upon establishment, the Workforce Equity Council should be responsible for:

- Creating a workforce equity agenda—for the 1-3 years, this agenda should focus around closing the gender/race pay gap. Examples of potential action areas include compensation, benefits, workplace supports, organizational environment, and hiring

- Establishing, maintaining, and measuring progress on an annual work plan with goals and actions based on the workforce equity agenda
- Meeting quarterly to share ideas, develop practices, and monitor progress
- Overseeing implementation of the Pittsburgh Workforce Equity Commitment
- Liaising with the Gender Equity Commission on workforce equity policy recommendations
- Coordinating an annual best practices conference

Council Name

The Pittsburgh Workforce Equity Council does not need to be the final name of this council. Currently, it represents the council's location and focus. An initial agenda item for the council could be to vote to change the name alongside determining the mission and vision.

Council Host

Importantly, the Pittsburgh Workforce Equity Council should *not* be a government entity though it should have government support; therefore it either needs to be a standalone entity (which would be challenging to create) or hosted/co-hosted by a non-government entity(ies). Ideally, this host will have a demonstrated commitment to workforce equity and social justice, as well as staff resources to support the Council, its activities/events, and implementation of the Pittsburgh Workforce Equity Commitment (including data analysis and reporting).

Council Composition

The council should be comprised of 20-30 members, including at least one liaison with the GEC (including with the Workforce Equity Committee) and Mayor's Office. It should also include thought leaders, educators, and employers committed to closing the gender/race wage gap and achieving economic equity. Members should also be able to represent the needs of city residents, with emphasis on the inclusion of intersectional and historically-marginalized groups. Membership should minimally include representation from:

- Local employers and professional associations
- Experts in diversity, equity, and inclusion around labor and the workplace
- Workforce development agencies and related nonprofits
- Educators, with emphasis on post-secondary/career education
- Community leaders

Council Member Onboarding

Potential members will receive an invitation to participate that includes the context, foundation, and purpose for the Workforce Equity Council, addressing the need for workforce equity specifically in Pittsburgh and why this Council is an important step to take toward creating an equitable new normal. In addition to this documentation, we recommend that members receive a letter and/or certificate from the Mayor, honoring and affirming their commitment to and participation in the efforts of the Workforce Equity Council.

Of note, Council members are *not* expected to pay dues, but Commitment Signers are (Thus, a Council member might represent a company that has signed the Commitment, in which case that company has likely paid dues. No individual will be asked or expected to make a financial contribution.).

Promising Practice for Future Consideration: Advisory Groups

In 2019, the Boston Women’s Workforce Council piloted an Advisory Group focused on Human Resources. The group is comprised of Council members as well as other professionals who have extensive knowledge about HR and DEI practices. The Group gives advice both to the Council and to Talent Compact signers (what we are calling Commitment signers) who have specific HR- and DEI-related questions. The Advisory Group meets more frequently than the Council (6-12 times per year). They are more hands on, functioning as a working group. In addition to answering employer questions, they also judged the BWWC’s first innovation competition in which employers “competed” for recognition of “outstanding contributions and achievements for effective practices and innovative initiatives to either closing the gender pay gap and/or creating new opportunities for women within the company.” Benefits to Advisory Groups include promoting group ownership and ways to involve member organizations more directly in the work. Moreover, insights shared from Advisory Groups have the potential to represent many facets of the community, adding value to the Council. While it is likely too soon to create Advisory Groups simultaneously to establishing the Workforce Equity Council, this promising practice is worthy of future consideration.

Council Collaborations and Partnerships

Equally important to defining the Council’s purpose is to define what the council is *not*. It is not designed to be the be-all, end-all solution to workforce equity. It is not designed to compete with related groups and organizations, such as the Corporate Equity and Inclusion Roundtable. It is not designed to provide specific workforce services (beyond resources, topical convenings, and the employer Commitment) nor to create government policy. It *is*

meant to intentionally emphasize and promote intersectional equity, with priority given to gender and race as a launching point. Advancing economic opportunity and workforce development requires a wide range of partnerships, especially as this Council is oriented to systems-level change within employers and government. Accordingly, collaboration with a wide variety of partners—including service providers and policymakers—will be essential.

B. Pittsburgh Workforce Equity Commitment

Context: Lessons Learned from Boston

The Boston Women’s Workforce Council developed the 100% Talent Compact in 2013. It is the signature initiative of this council. As of 2019, BWWC has collected and reported on employer data three times¹², each time with more participating organizations (thereby making the sample increasingly representative).

In the case of Boston, they started with **five anchor employers** (mainly financial and insurance institutions). These anchor employers paid extensive dues and were heavily supportive of the initiative. From there, the council focused on securing ~50 core employers. Currently, over 260 employers have signed on, and they engage a new compact signer every week. Employers are motivated to make their company look like a great place to work, to publicly support equity and inclusivity, and to amplify their corporate social responsibility.

What’s in a Name?

In discussions among our committee, the concern was raised that 100% Talent Compact overemphasizes employment and workforce equity as entirely a talent management issue, rather than balancing both human rights/social justice *and* employer/business-driven concerns. As a result, the committee agreed that we should adapt Boston’s model rather than replicate it outright, and part of that adaptation includes a name change.

As we considered how to change the name, we agreed on some key elements:

1. The name should directly tie to the Workforce Equity initiative.
2. The public should understand the meaning of the initiative from its name.
3. The name should also reflect our specific context: Pittsburgh!

¹² These reports are available at <https://thebwwc.org/data-reports>

Two words continuously came up in our committee discussions: Movement and Commitment. Movement is important because it emphasizes that workforce equity is part of the larger movements around social justice (e.g. #BlackLivesMatter, #SayHerName, #MeToo). We also thought it conjures key images around motion, progress, positive change, forward momentum, and something that all people can join, be a part of/belong to, and rally around.

Similarly, Commitment reflects a shared undertaking, shared responsibility, and a pledge or oath. It signals that folks who sign on are invested in long-term change and improvement. Moreover, Commitment is a practical term that easily opens the door to a conversation: “Here is what you are committing to do...”

Based on this discussion, the committee recommends the name **Pittsburgh Workforce Equity Commitment**. We also recommend clearly tying this commitment and its roots to the larger civil rights and social justice movements happening in Pittsburgh and across the nation in this historic moment. As effective branding is part of any change initiative, we can also envision a tagline that emphasizes this tie to movement, e.g.: Join the movement! Commitment = Change; City of Equity Champions. While there is some humor involved, particularly in the last idea, the overall thought behind these names and taglines is that Pittsburgh has an opportunity be a thought leader for intersectional workforce equity. Very few cities have made consistent, clear strides in the areas of racial justice and gender equality as individual initiatives. Even fewer have intentionally combined these social identities into an actionable initiative in strategic alliance across government, business and industry, educators, and community-based organizations/actors. Such an alliance must both appeal to and be accountable to the public, the residents of the City of Pittsburgh, workers from the surrounding area, and employers who chose to invest in this region. Thus, this commitment must—in name, documentation, spirit, and action—reflect the diverse needs of this community, generating buy-in and support across all levels of our economic and social systems.

Signing the Commitment

Any lasting change effort requires addressing at least one key question for all stakeholders involved: WIIFM? *What's in it for me?*

The Boston Women’s Workforce Council generously shared their answer to this question, specifically outlining the key benefits and expectations of signing the commitment. Our

committee reviewed and adapted these items, thinking through feasibility and what is actionable in the City of Pittsburgh, as well as what has been learned through the GEC's gender analysis work over the past two years. With these considerations in mind, the committee recommends the following language be included in the Pittsburgh Workforce Equity Commitment signing documents.

Employers who sign the Commitment **agree to**:

1. Commit to workforce equity (following the definition provided on page 7 above)
2. Learn about current Workforce Equity promising and best practices
3. Examine, revise, and improve upon their own data and practices based on these promising and best practices
 - a. **Note:** With this item in particular, the committee discussed the use of strong language that allows companies to join and be involved at different levels. We want this language to reflect the importance of this commitment and that it is not entered into lightly. We also considered offering a menu of suggestions, perhaps not in the initial signing documentation but intentionally within the annual conference, Council meetings, employer resources, and other spaces where Commitment signers will see them. Potential suggestions include:
 - i. Pay transparency
 - ii. Raising the minimum wage
 - iii. Banning the salary history question
 - iv. Workplace policies that facilitate flexibility for personal/family care
4. Implement the Rooney Rule with Results
 - a. **Note:** Our committee debated whether to include any specific practices in the commitment or to keep them as recommended practices as listed under 3.a. above. We are tentatively recommending that the Rooney Rule with Results be explicitly listed in the commitment for three key reasons:
 - i. It raises the stakes of the commitment and encourages signers to act
 - ii. It is specifically endorsed by local workforce equity advocates, notably including the Corporate Equity and Inclusion Roundtable
 - iii. The concept originated in Pittsburgh through one of our beloved champion sports teams; thus, it has deeply local and positive associations that might help to support and promote its adoption.
5. Anonymously contribute wage data to the Workforce Equity Council
6. Participate in twice-a-year briefing sessions and annual Effective Practices conference
 - a. **Note:** The effective practices conference is modeled on the BWWC's conference of the same name and purpose. The BWWC found that this conference is an important convening that helps unify signers, disseminate new information, and promote shared practice. The event also affords an opportunity to university and employer partners to host/sponsor the conference. Given the current pandemic and the resources needed to start this new initiative, the

committee recommends that we consider starting the conference in the second year of implementation (with an explanatory note for first-year signers).

Employers who sign the Commitment **benefit from:**

1. Joining network of the area's largest and most innovative employers
2. Annual discussion with the Mayor concerning employer's experiences fighting for intersectional equity, with emphasis on gender and race equity
 - a. **Note #1:** This item will be dependent upon the Mayor's agreement. The BWWC found that having the Mayor's written endorsement along with the opportunity to meet with the Mayor was a major incentive for employer involvement. This incentive could also be expanded into some form of additional recognition, such as badging or certifying. For example, the Council could build partnerships with organizations like Vibrant Pittsburgh, Pennsylvania Human Resources Association, and *Pittsburgh Business Times* to recognize this badge toward "Best of Employers" lists, especially those emphasizing DEI.
 - b. **Note #2:** Our committee has also witnessed several workforce development events where community members and residents have asked variations on these two questions: "What is the Mayor's position on this workforce equity issue? Where is the Mayor?" Thus, it would also be interesting to integrate community voices and representatives into this annual meeting.
3. Gaining insights from a data report every two years
4. Generating valuable data for decision-making
5. Engaging with other signers on effective practices to reduce the gender wage gap and advance workforce equity
6. Being a leader of workforce equity within the Greater Pittsburgh business community
7. Increased ability to attract and retain diverse candidates through demonstrated commitment to DEI and social responsibility
8. Engage in networking, learning, and innovation through an ever-growing community of professional practice

Commitment Dues

Commitment signers also agree to pay dues to the host organization (BWWC in Boston). These dues support staff compensation and annual event expenses. Dues are on a sliding scale by company size. The BWWC implements the following dues scale:

- 1-24 employees = \$500 annually
- 25-99 = \$1,000
- 100-499 = \$2,500
- 500-999 = \$5,000
- 1000+ = \$10,000
- Exceptions can be made for small companies and nonprofits.

Notably, the five (5) anchor companies committed to contribute \$25,000 per year. A key rationale behind this greater contribution is that it allows smaller companies to participate; in this way, the larger corporations are further demonstrating their commitment to equity and inclusion.

Three Pieces to How the Data Collection Works:

1. *Critical Mass of Participating Companies:* The first and perhaps most vital element is to have a critical mass of companies who are on board. This piece is the most intensive and takes the most time. In the fall of 2019, 123 employers submitted data to BWWC for analysis, representing approximately 13% of the Greater Boston workforce (Boston chose to include any company within their metropolitan area). Notably, the data has not shown much change in the gender pay gap over time, with women on average making 70 cents to men's dollar. While more corporations sign the 100% Talent Compact each year, not all submit their data (123 participants out of 260 signers in 2019, for example). However, when we first engaged with BWWC in June 2019 (before data collection began), they shared with us their informed anticipation that 2021 would be the year they would begin to see movement toward closing the gender gap reflected in the data. In other words, systems-level change takes time. Such findings emphasize that effective corporate engagement will require, as we often discuss in the GEC, "moving at the pace of trust." Personnel time must be dedicated to developing relationships with decision-makers with frequent opportunities to educate them on the data collection process and encourage their participation. It will likely take a few years, and likely a few rounds of data collection, to develop consistent processes for corporate engagement and consistent participation in data gathering. Of note, the BWWC ran an alpha-pilot and beta-pilot of the data collection process prior to the three times for which they produced official reports. Furthermore, no employers who have participated in the data collection have complained about the process to the BWWC, nor have they asked for adjustments to the process.

Developing trust and consistent engagement with employers can be furthered through related meetings, events, and communication throughout the year. For example, the BWWC found that employer participation in their first Annual Innovative Initiatives Competition in 2019 yielded several promising new practices and case studies for implementing DEI efforts within corporations. DEI experts were also brought in as speakers on topics that council members

and compact signers had requested. The council planned to dedicate 2020 to continue building on this momentum and supporting employers' adoption of promising DEI practices.

Trust can also be developed through the assurance of data privacy and protection. A first step to ensuring such privacy is to only analyze data once the sample size is large enough that companies will not be identifiable based on select characteristics or data findings (such as organizing data by industry or demographic). For example, Boston set a target of 5-10 very large organizations (think UPMC and PNC-sized), and a total minimum sample size of 50 organizations. Measurement categories could also be omitted or combined if small samples could cause privacy concerns (for example, creating a "gender non-binary/gender non-conforming" category instead of reporting on each response option that falls within that category). A second step to ensuring privacy is how the data is stored and analyzed. Boston University developed a secure Multi-Party Computation (MPC) solution¹³ in which the data is housed and de-identified through a third party (originally Boston University's Hariri Institute for Computing), and the de-identified data is sent to BWWC for analysis and reporting. The data is housed on a single server that is encrypted, and even the researchers cannot access the information directly. The data recipient (e.g., BWWC) downloads a private key that is used to monitor participation by count of organizations and then download the aggregated data. This process ensures that no one at BWWC sees any corporation- or personally-identifiable information¹⁴. Former BWWC Executive Director Shereen Shermak and the team at Boston University recently created their own company called Nth Party to provide this solution to organizations across the United States. They have offered to partner with the GEC to create and implement the data solution for the Pittsburgh Workforce Equity Commitment.

Another potential area of resistance to employers' involvement with this commitment is the amount of resources needed to submit data. BWWC found that it took the typical HR employee 2-3 days to gather and submit their company's data. For this reason, BWWC has chosen to largely mirror EEO-1 data, since most companies are already required to gather and submit this information. This finding does not mean that the GEC should not include expanded questions (For example: including more response options for gender beyond "male" and "female"); it does mean that we should be intentionally strategic about the amount

¹³ Read more about this solution here: <https://thebwwc.org/mpc>

¹⁴ Of note, this de-identification of data also allows employers "plausible deniability" for whether they supplied their data.

and type of questions that are included in the final form. As you will see in the timeline below, the Workforce Equity Committee recommends planning for the first data collection process to occur in mid-2021. This will allow us ample time to both engage/recruit commitment signers and take the time needed to develop a form that balances the need for inclusive data measures that get to the heart of workforce inequities with attentiveness to the time and resources that employers will need to submit this data. We heartily welcome volunteers to assist us in developing the data collection instrument and process!

A final potential area of resistance that BWWC shared with us is the tendency for some companies to disassociate from the Commitment because they feel their data might “skew” the results. This most frequently occurred in Boston among employers who claimed that their DEI initiatives were “better than average” and thus would inaccurately slant the data in a positive direction. This finding suggests the importance of developing clear and consistent messaging to employers regarding the value of their participation, regardless of how “well” or “badly” they think their company is performing around gender and race equality.

2. *Educating Commitment Signers on How the Measurement will Happen.* As mentioned above, educating employers is a critical component to ensuring their buy-in and participation in the data collection process. Less formal educational activities may occur throughout the year, particularly as employers may sign-on at any time; however, formal activities occur in the quarter prior to starting data collection. In a given year, for example, Nth Party conducts 6-7 trainings of 8-10 companies per training around the City of Boston, including beyond the city limits. Pre-COVID-19, companies appreciated trainings that occurred at or near to their location. This preference may be worth considering in the post-COVID world; until then, Zoom trainings are a feasible alternative. As part of partnering with us, Nth Party would include their training materials (with logo, colors, etc. updated to reflect our branding) and assist us (and/or the Workforce Equity Commitment host organization) with training preparation. Logistics coordination and prep to deliver this training takes about two weeks.

Of note, the BWWC typically invites the Mayor to these educational events. This has the effect of substantially increasing participation rates, though not necessarily of the people who will be collecting or using the data (often becomes a photo opportunity for executives). Still, Boston finds that Mayoral support is a huge boost to the project, asserting that even if a CEO

shows up rather than HR/data folks, the event could generate that leader's buy-in to participate and submit company data.

3. *Enacting the Measurement Process.* As mentioned above, we seek to develop a data form that balances the need for inclusive data measures that get to the heart of workforce inequities with attentiveness to the time and resources that employers will need to submit this data. We must decide what are the most interesting intersections to include. The founding of the Gender Equity Commission, along with our commissioned report, "Pittsburgh's Inequalities Across Gender and Race," have consistently reinforced the need for data that is disaggregated by race and gender. For this reason, our committee recommends starting with the BWWC's form (built on EEO-1 data requirements; see **Appendix 1**) and adding select measures based on priority and feasibility. Our current plan is to adapt some questions from the Bloomberg Gender Equality Index¹⁵, and we welcome additional input from Commissioners as we develop the final data collection instrument.

We recommend continuously engaging with companies as we build and pilot this instrument. Options for doing so include: 1) incorporating the new measures early on in the education process, emphasizing to companies that they will largely be able to use their existing data and convert it to our format; 2) including the new measures but informing companies that if we do not obtain enough data for a particular measure, it will not be formally reported; 3) building the form with two tracks: one for the external report and one for internal use only. The internal-use only track would be used to pilot new or expanded questions. We could also include a follow-up question around the company's ability/capacity to provide data around these questions. For example, if we included in an internal use-only track gender-inclusive response options, we could ask: "Does your company have a way to collect gender non-binary data?" or "Given these response options, could you have answered this question this year?"

As we prepare the data collection instrument, we must also determine the window for data collection; that is, the time during which the survey form will be open and available to collect responses. The BWWC found that opening windows for data collection immediately after trainings did not work well. Rather, it seemed more effective to provide the training, allow

¹⁵ Available at <https://www.bloomberg.com/gei/about/>

some space for folks to consider what they had learned, and dedicate at least a month or more to greatly publicizing the upcoming window for data submission. The survey form is web-based, accessible through an Internet browser. Thus, a reasonable data collection process could be intensive publicizing of the pending window the week prior to it opening, opening the window for two-plus weeks (allowing time for late submissions), and then closing the window. Wait a week or so, then repeat the process again. In total, the BWWC typically offers about five windows of data collection over a 3-4-month period. Accordingly, intensive educational activities could occur in early-mid spring with data collection occurring over the summer.

The final step of the measurement process is data analysis. This process typically takes Boston about a week to complete. BWWC shared the Excel spreadsheet they use to organize the data. The spreadsheet generates roughly a dozen graphs based on data input. Historically, the BWWC Executive Director and a Research Fellow would each conduct the analysis and then cross-check their results for accuracy. The results are then incorporated into a final report. The addition of items to the form will require some additional thought around analysis and reporting. We anticipate including this step when we finalize the data collection instrument.

Resources Needed

- Staff - Currently, the BWWC staff includes Executive Director, Community Coordinator, Marketing Intern, and Research Fellow(s). Staff are charged with coordinating the 100% Talent Compact recruitment, education, data collection, and analysis. They also coordinate multiple BWWC events per year and provide administrative support to BWWC Council and Advisory Group meetings. Staff also prepare and present the Talent Compact annual report to the Council for ideas and feedback. Notably, the BWWC shared, event planning and coordination (data collection education, annual event, and—when the Council feels ready—smaller events that respond to employer requests like panels and speaker events—take half of personnel time. In summary, personnel responsibilities include:
 - Organizing and facilitating council membership, agenda, start-up documentation, and meetings
 - Promoting and engaging with Workforce Equity Commitment signees
 - Coordinating marketing, trainings and events with local employers on at least a quarterly basis

- Overseeing the annual reporting and biennial data analysis process
- Collaborating with the GEC to implement events and share information that can be built into policy recommendations

For our Pittsburgh Workforce Equity Council, we recommend two full-time equivalent (2 FTE) staff members to handle these responsibilities from the outset, including the responsibility to routinely engage with the GEC liaison(s) and update the full GEC. It is possible that the Host Organization might already have positions that could be leveraged to perform some of this work. Coro Fellows, Pulse Fellows, and interns might also be able to support the community engagement, marketing, and data/research efforts. For example, one full-time program manager/director and part-time interns would likely be sufficient to start the project.

Importantly, Boston Women's Workforce Council operates with three staff members and over 30 council members. Their staff and operations are 100% supported by membership dues paid by Talent Compact signees. While Pittsburgh's council would likely need some startup support from the City and/or local foundations, the long-term goal would be to become fully sustainable through membership dues.

- Council members (Volunteers - as a comparison, the BWWC has 2 co-chairs and 30 members representing universities, foundations, nonprofits, and businesses)
- Purchase Nth Party's data reporting system - est. \$10,000
- Boston team hosted in Pittsburgh to train personnel on recruiting compact signees and using data reporting system - \$5,000
- 1 FTE Director (or at least Project Manager) - \$80,000-90,000
- P/T support staff and/or interns/fellows - \$15,000-25,000
- Host quarterly briefings/events - \$8,000
- Total Year 1 budget = \$118,000 - 138,000 (again, this may vary depending on the resources that the Host Organization contributes)

Key Performance Metrics

- Establishment of a working council
- Total number of compact signees
- Establish benchmarking levels for wage and compensation data by gender and race¹⁶ by end of first or second year (once the sample of signees is large enough)
- Change over time - measurement of wage/compensation data by gender and race every two years → goal to see gender wage gap decrease
 - Secondary goal would be to measure decrease in occupational and upper-level position segregation by gender/race
- Number and type of events and trainings
- Number of and type of employers participating in events and trainings
- Qualitative measures (storytelling, case studies, etc.) of innovation, policy change, and attitude changes among employers—reduction in bias, increase in equitable policies and hiring/advancement practices

¹⁶ To promote intersectional analysis, we plan to explore the feasibility of including additional demographic factors such as age, disability, familial status, sexual orientation, and Veteran's status, as well as ensuring that the gender category includes non-binary and trans* identities.

Timeline and Milestones – Pittsburgh Workforce Equity Council

Timeframe	Activities
August 2020	GEC receives and reviews concept paper from the Workforce Equity Committee; GEC votes to approve timeline and activities, GEC will consider approval of additional project components in September
August - September 2020	Committee and GEC collaborate to build a list of potential partners and stakeholders for the Workforce Equity Council GEC reviews and votes to approve additional project components at September meeting
September 2020	Engage with the Mayor's Office to seek approval for Mayor's involvement with the Pittsburgh Workforce Equity Council and Commitment (signing of letters, participation in annual meeting, appearance at educational events)
September - November 2020	Engage with partners and stakeholders to 1) identify a host organization for the Workforce Equity Council and Commitment, 2) identify a minimum of four (4) anchor companies for the Workforce Equity Commitment, and 3) Collaborate with Mayor's Office, City Council, and City departments to manage and implement the proclamation, promotion, and associated events naming November Pittsburgh Pay Equity Month
October 2020	Pittsburgh Workforce Equity Council host organization identified; statement of agreement with GEC and host organization established (This agreement will also support the finalizing of the personnel and resources that the host will contribute to the organization as well as the cost proposal for additional personnel and resources needed to support this project)
October - November 2020	Collaborate with host organization on: 1) invitations/documentation to potential Council members, 2) invitations/documentation to potential Commitment signers (employers), and certification/badge (recognition) given to members and signers Ideally, launch the initiative as part of promoting Pittsburgh Pay Equity Month in November. If possible, promote early signers of the Commitment (anchor companies) and announce Council membership. Organize group to develop questions for data collection process; formalize partnership with third-party data management provider (Nth Party?)
December 2020 - January 2021	GEC and host organization create joint agenda for Council, including first meeting data and agenda; continue to engage Council membership as needed Continue to promote Workforce Equity Commitment and engage signers; begin planning for trainings on data collection process

<p>January - February 2021</p>	<p>Finalize data collection instrument and process</p> <p>Finalize logistics, prepare for, and promote trainings on data collection process. NOTE: Finalizing the training schedule will likely be dependent upon securing 50 Commitment signers. If this has not occurred by this point in time, training may be delayed and emphasis placed instead on continuing to promote signing of the Commitment.</p>
<p>February - April 2021</p>	<p>Continue to promote Workforce Equity Commitment and engage signers</p> <p>First Council meeting held by end of first quarter 2021; Council establishes a set of goals/objectives to accomplish for first year. Host organization and GEC liaison(s) share updates with GEC during monthly meetings.</p> <p>If possible, provide trainings on data collection process. If not yet feasible, plan to provide and complete this training approximately 2 months prior to starting the data collection process.</p>
<p>April 2021 -onward</p>	<p>Quarterly meetings of the Workforce Equity Council continue; host organization and GEC liaison(s) share updates with GEC during monthly meetings.</p> <p>Continue to promote Workforce Equity Commitment and engage signers</p> <p>Once at least 50 signers have committed, provide data collection training, and then open the data collection window. Goal to provide multiple windows for data collection and analysis by end of 2021 (in attempt to include all Commitment signers).</p>
<p>Summer - Fall 2021</p>	<p>Consider planning first annual event for November 2021 to honor, demonstrate accountability, and promote movement around Pittsburgh Pay Equity Month. If data collection has occurred, aim for analysis to be complete and report/findings shared during annual event.</p> <p>Consider also planning for process evaluation, likely to begin in the second or third year of implementation</p>

Appendix I. Proposed AAUW Contract for WorkSmart



AAUW Work Smart Licensing Agreement

This agreement (“Agreement”) is made by and between the City of Pittsburgh, (the “Partner Organization”), and the American Association of University Women, Inc., a District of Columbia 501(c)(3) nonprofit corporation having a principal place of business located at 1310 L Street NW, Suite 1000, Washington, DC 20005 (“AAUW”), (collectively the “Parties”). This Agreement expresses the mutual intention of the Parties to enter into a collaboration for implementation of a pilot AAUW Work Smart program in Pittsburgh, PA, held over a one-year period beginning *[Insert Start Date]*. The program is intended to empower women in Pittsburgh to be educated about the gender pay gap, know their professional market worth, learn the tools and techniques to advocate for fair pay, and strengthen their confidence to negotiate effectively for a fair salary and benefits (hereinafter known as the “Program”). This Agreement establishes the terms by which AAUW licenses the Partner Organization to utilize the AAUW name, content and materials, including but not limited to the digital participant workbook and PowerPoint slides, provided by AAUW (collectively, “Licensed Materials”) in conjunction with the implementation of the Program.

The Parties, intending to be legally bound, agree as follows:

1. **Collaboration:** Both parties agree to participate in designated planning calls and meetings for the duration of this Agreement, focusing on developing and implementing plans as identified in Appendix A.
2. **Term:** The Agreement shall be in force *[Length of contract term will be entered based on GEC vote]*. Such term may be extended by mutual agreement taking place at least ninety (90) days prior to the expiration of this Agreement.
3. **Program Costs:** The Partner Organization agrees to license AAUW's salary negotiation program as detailed in the program budget in Appendix B.
4. **Payment Plan:** Payments will be made in response to a properly submitted invoice in accordance with the implementation of the Program. Payment is due upon full execution of this Agreement.
5. **Press/Marketing/Publication:** Any public announcements through press releases, media advisories or similar means regarding this Agreement or the Program shall require the prior written approval of both Parties. Neither Party will release any data related to the Program to be presented to the public without gaining such approval of the other Party in advance of its release. Approved publications must give proper credit to both Parties noting their respective roles and results.
6. **Copyright and Related Matters:** The Partner Organization acknowledges that copyright, trademark and all rights in the AAUW Work Smart Licensed Materials are the property of AAUW and that AAUW is hereby authorizing the Partner Organization to use the Licensed

Materials in hosting the AAUW Work Smart Negotiation Workshop. The Licensed Materials may not be revised, altered or adapted, or any derivatives made, without prior written approval by an authorized representative of AAUW of any and all proposed changes or modifications, specified or implied.

7. **Evaluation:** AAUW will conduct ongoing evaluation of the Program, including electronic dissemination of pre- and post-workshop surveys and other longitudinal measurement tools in order to assess the success of the Program and its usage by Program participants.

8. **Privacy/Ownership of Data:** The Parties agree that ownership of the curriculum, project data, and all related documents, research, trademarks, web content, designed pieces and collateral material of any kind shall remain with AAUW, with access granted to the Partner Organization

9. **Termination:** Either Party may terminate this Agreement if another Party fails to perform its obligations hereunder and such failure to perform is not cured within thirty (30) days following written notice from the complaining party of such failure to perform.

10. **Arbitration.** Any controversy or claim arising out of, or relating to, this contract or breach thereof, shall be settled by arbitration in the District of Columbia in accordance with the Commercial Arbitration Rules of the American Arbitration Association, and judgement upon award rendered by the Arbitrator(s) may be entered in any court having jurisdiction thereof.

11. **No Discrimination:** Both Parties agree to prohibit discrimination because of race, color, religion, ancestry, national origin, place of birth, sex, sexual orientation, gender identity, gender expression, familial status, age, nonjob-related handicap, or disability in employment, not discriminate in their hiring, nor allow any of their employees, agents and contractors to discriminate in its activities and work under this Agreement.

12. **Entire Agreement:** This Agreement constitutes the entire understanding of the Parties with respect to their individual and collective roles and responsibilities in carrying out the terms of this Agreement and supersedes any prior or contemporaneous Agreements or understandings. No representation, promise, inducement or statement of intention not set forth in this Agreement has been made by or on behalf of any Parties hereto. This Agreement may only be amended in writing signed by both Parties.

13. **Severability:** In the event that any of the provisions of this Agreement are held to be unenforceable by a court, the remaining provisions of this Agreement will remain in full force and effect. This provision will be interpreted and enforced to give effect to the original written intent of the Parties prior to the determination of such invalidity or unenforceability.

14. **Notices:** Whenever, by the terms of this Agreement, notices may or are to be given to the Parties, such notices shall be in writing and either via secure electronic signature and delivery delivered by hand, by overnight delivery service or by registered mail, return receipt requested, to: *[Insert location]*

The Parties hereby agree to the terms and conditions expressed above:

The City of Pittsburgh *{Names and contact info inserted here}*

By: _____ Title: _____

Signature: _____ Date: _____

American Association of University Women, Inc.
1310 L Street, N.W. Suite 1000
Washington, DC 20005

Kimberly Churches, CEO

Signature: _____ Date: _____

Appendix A Implementation Framework

Upon the Effective Date of the Agreement, Parties agree on roles and responsibilities in the following areas:

1. **In-Person & Virtual Facilitated Workshops** containing responsibilities for managing participant registration; creating live video link for virtual delivery; recruiting, training, and assigning AAUW staff and volunteer facilitators; securing suitable host sites; distributing digital participant workbooks; managing participant-related communication; and collecting attendance information, marketing, promotion, and evaluation.
2. **AAUW Work Smart Online eLearning Course:** Marketing and promotion to facilitate outreach to an expanded and inclusive community of Pittsburgh participants.

AAUW Responsibilities:

- Provide Partner Organization access to the Licensed AAUW Work Smart Materials
- Provide Partner Organization with the AAUW Work Smart logo and sample promotional materials
- Provide Partner- branded workshop materials
- Train Partner Organization-affiliated individuals to become certified AAUW salary negotiation volunteer facilitators (“Volunteer Facilitator”) and oversee Volunteer Facilitator onboarding and development
- Provide Partner Organization with list of local certified AAUW Volunteer Facilitators monthly
- Upon delivery of scheduled Workshop date/s and location/s, AAUW to create custom workshop registration links for each Workshop within 3 weeks from time of delivery
- Share Eventbrite admin access with Partner and manage and maintain Workshop registration pages
- Create and manage Zoom registration forms and links for Virtual Facilitated Workshops
- Provide or approve AAUW Staff or Volunteer Facilitator for all Virtual Facilitated Workshops
- Provide Partner Organization with regular consulting hours to develop and launch a local promotional and operational strategy. Available AAUW consulting hours consistent with outlined program budget
- Provide analysis of evaluation results from Workshop/s at the 6-month and 12-month program milestones for in-person and online course
- Provide quarterly enrollment and demographic data for AAUW Work Smart Online

Partner Organization (GEC) Responsibilities:

- Establish a main point of contact that represents the Partner Organization and other partnering entities to AAUW staff and Volunteer Facilitators
- Secure locations for Workshops with all necessary equipment for the presentation, including: (a) a computer with access to the internet; (b) connected projector and screen; (c) sufficient seating capacity for all participants; (d) microphone
- Establish a workshop calendar 3 to 6 months at a time, notifying AAUW staff at least 6 weeks in advance;
- Inform AAUW staff of scheduled date/s and location details of Workshop/s for creation of custom workshop registration links, anticipating up to 3 weeks turnaround time for publishing

- Provide AAUW with proposed dates for Virtual Facilitated Workshop(s) 2 weeks in advance to provide accommodations for scheduling and access
- Obtain written AAUW approval for workshops expected to exceed 100 participants
- Manage local Volunteer Facilitator engagement and Workshop scheduling, utilizing an AAUW-certified Volunteer Facilitator to lead all Workshops
- Coordinate with AAUW to assign an AAUW Staff Facilitator or approved Volunteer Facilitator for all Virtual Facilitated Workshops
- Lead ongoing Volunteer Facilitator recruitment efforts
- Manage partnership development to establish local coalition to support with promotion
- Lead local promotional efforts with the support of AAUW staff
- Include the full workshop name “AAUW Work Smart” and the AAUW Work Smart logo prominently in all publications, videos, or other materials produced for the purpose of promoting and hosting a Workshop;
- Manage on the ground day of execution of Workshops
- Ensure all attending participants receive copy of workbook (printed and/or digital), if desired;
- Have participants complete the pre and post workshop surveys, accessible via the weblink given in the workshop slideshow at each event
- Report the total number of workshop participants to AAUW within two weeks following the completion of each workshop by emailing salary@aauw.org
- Provide payment contact information and other required documents sufficient to ensure accurate and timely invoicing
- Provide full list of local zip codes within 30 days of contract execution for AAUW Work Smart Online reporting

Appendix B Budget

This budget is reflective of funding for a pilot program, held over a one-year period beginning *[insert approved date here]*. Additional in-person workshops may be added for an additional fee of \$500 per workshop.

	Unit Cost	Total
10 In- Person Workshops	\$500	\$5,000
Creation of Co-Branded Workshop Materials & website (Flat Rate); eLearning platform reporting	\$1,500	\$1,500
AAUW Staff Consulting & Program Management	Director and Program Manager Oversight	\$20,350
Staff Travel (Three r/t trips by AAUW staff to Pittsburgh)	\$500/trip	\$1,500
Sub Total		\$28,350
Overhead		\$6,521
Total		\$34,871

Note: If the GEC proceeds with 15-month terms, the AAUW Staff Consulting & Program Management budget line item will increase by 25% (to about \$25,438).

Payment Contact Information

To complete fee payment for AAUW Work Smart License, please provide the contact information or organization for invoicing. AAUW cannot split payments between offices, departments, or organizations.

Contact Name:

Contact's Department:

Partner Organization Name:

Address:

Email:

Phone:

Indicate if the Partner Organization requires additional paperwork beyond this Agreement:

Y N

If Y, please transmit the additional paperwork (e.g., vendor/supplier forms, etc.).

Please email salary@aauw.org with questions.