Sounding the Alarm on Recruitment and Retention!

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Deanna Mackey, Executive Director, PTMMG / Founder Public Media Women in Leadership
Juan Sepulveda, Senior VP for Station Services, PBS
Doug Mitchell, Founder/Director Next Generation Radio, NPR
We’re on Twitter! #PubMRR

• Andrew Ramsammy, UP Strategies
  @ramsammy

• Doug Mitchell, NPR
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• Deanna Mackey, PTMMG
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• Juan Sepulveda
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The Public Media Village

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JOC in Pubmedia 6-2016
Name datacards grouped by City

City
- Washington D.C.: 19.9%
- New York City: 6.1%
- Los Angeles: 6.9%
- San Francisco: 6.9%
- Boston: 6.9%
- (63 other)
Name datacards grouped by Station/Place

- NPR: 18.4%
- Independent: 8.3%
- WNYC: 5.8%
- KPCC: 5.5%
- KQED: 3.5%
- Other: 60.6%
Number of Name datacards grouped by Race/Ethnicity

- Black: 35.7%
- Asian: 22.2%
- Latina: 18.7%
- Indian: 12%
- Latino: 10.4%
- (other): 7.5%
- Other: 6.4%
Number of Race/Ethnicity datacards grouped by Job Title

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporter</td>
<td>121</td>
</tr>
<tr>
<td>Producer</td>
<td>102</td>
</tr>
<tr>
<td>Host</td>
<td>21</td>
</tr>
<tr>
<td>Senior Producer</td>
<td>18</td>
</tr>
<tr>
<td>Editor</td>
<td>16</td>
</tr>
<tr>
<td>Digital Producer</td>
<td>13</td>
</tr>
<tr>
<td>Digital Editor</td>
<td>9</td>
</tr>
<tr>
<td>Senior Editor</td>
<td>7</td>
</tr>
<tr>
<td>News Director</td>
<td>5</td>
</tr>
<tr>
<td>Digital Reporter</td>
<td>4</td>
</tr>
<tr>
<td>Managing Editor</td>
<td>4</td>
</tr>
<tr>
<td>Senior Reporter</td>
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</tbody>
</table>
The Collective Goal

Public Media needs to start approaching staff recruitment and retention like we serve our audience and members.
Questions to focus on

• Who are we trying to reach?
• How do we keep them in the fold?
• How do we keep them engaged with us?
Consider this

In a 2014 Career Builder survey of more than 3,000 workers, of those who were planning on leaving their jobs that year, 65% cited not feeling valued as the reason they were leaving.
"Employees want to feel valued," Rosemary Haefner, VP of Human Resources at Career Builder, says. "They want to be compensated well; they want to be challenged; they want to contribute to something meaningful; and they want to have a good work-life balance."
Public Media Women in Leadership

Founded January 2015 by Deanna Mackey & Jeannie Ericson to respond to dearth of women in C-level jobs in public media.

Mentorship program (pilot) ran spring of 2015-spring of 2016 with 5 mentors/mentees. Partnerships tracked via monthly meeting reports to provide data on what future women leaders need to succeed.

Webinars and awareness: monthly webinars on what emerging leaders in public media need to know. Past topics -- Public Media Finances for Leaders, Women GMs Roundtable, Speaking While Female.

Community: Facebook Page has more than 1,200 members actively sharing personal stories, articles about women in leadership and advice on best practices. We’ve hosted receptions at major conferences to provide fellowship for our community.
“It literally changed my life and career by giving me the additional support, information, connections, and one-on-one attention I needed to make change in my individual job and to expand my thinking in larger ways. Before I applied to be a mentee..... I felt very negative about my ability to make positive change and grow to my full potential. I was literally inches away from quitting the field... Instead, I have been able to expand my connections, build additional confidence, and take steps to create a more fulfilling career. I have tried to give back while being part of the pilot program by informing others about the FB group and the webinars and saying “yes” to any woman’s request for guidance.”
"From its beginning, the Public Media Women in Leadership (PWIL) program has illuminated the lack of female representation in public media leadership and the challenges facing women as they seek to advance their careers in public media....PWIL has also opened a space for honest dialogue and camaraderie between women across the country who believe in the system and believe in their ability to lead it.... I feel more aware of what makes a good teammate and leader – not just “the things I’m good at”, but the interpersonal skills and traits I exemplify best and that can help me succeed in any situation. As such, I feel more confident in my ability to lead at my station, in the system, and most importantly, in my community.”
Why does this matter?

"Increasing diversity and inclusion in organizations is not about 'doing the right thing'— it is essential to the success of organizations."

*Catalyst*
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Speaking While Female.
  ○ Host sessions at industry conferences on women’s roles in public media.

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Show me the money!

New research makes it increasingly clear that companies with more diverse workforces perform better financially.

- Companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians.

- Companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians.

McKinsey & Company
January 2015
Solutions

- Mentor programs
- Job shadow programs for building career paths
- Budget committees/cross-departmental teams
- Staff presentations/board presentations by mid-level staff
- Succession planning: Trade out succession planning consult, ask for board help or ask another station to come in and assist
- Station Management Center – training modules in employee development area
- KQED sessions on PMBA site
Diversity and Inclusion Audit

Juan Sepúlveda PBS
U.S. Population Estimates 2013

U.S. Population Gender Diversity
- Male; 49%
- Female; 51%
Based on US Census Figures

U.S. Labor Force Racial and Ethnic Diversity
- White, 64%
- Black, 12%
- Hispanic, 16%
- Two or More Races, 2%
- Asian; 5%
- Hawaiian/Pacific Islander; <1%
- American Indian; 1%
Based on US Census Figures
Station Staff – Gender Diversity

U.S. Population Gender Diversity

- Male: 49%
- Female: 51%

Based on US Census Figures

Station Staff Gender Diversity

- Male: 53%
- Female: 47%

Source: SAS; January 2014

Station Staff Gender Diversity

- Male: 53%
- Female: 47%

Source: SAS; January 2015
Station Staff – Ethnic Diversity

U.S. Labor Force Racial and Ethnic Diversity
- White: 64%
- Black: 12%
- Hispanic: 15%
- Asian: 5%
- American Indian: 1%
- Two or More Races: 3%
- Hawaiian/Pacific Islander: <1%

Based on US Census Figures

Station Staff Ethnic Diversity
- White: 79%
- Hispanic: 7%
- Black: 9%
- Asian: 4%
- Other Minority: 0%

Source: SAS; January 2014

Station Staff Ethnic Diversity
- White: 79%
- Hispanic: 7%
- Asian: 4%
- Other Minority: 1%

Source: SAS; January 2015
PBS GMs – Gender Diversity

U.S. Population Gender Diversity
- Male: 49%
- Female: 51%
Based on US Census Figures

PBS General Managers Gender Diversity
- Male: 75%
- Female: 25%
Jan. 2014 Internal PBS Tracking by Thomas Crockett

PBS General Managers Gender Diversity
- Male: 74%
- Female: 26%
Sept. 2015 Internal PBS Tracking by Thomas Crockett
Station Boards – Gender Diversity

U.S. Population Gender Diversity

- Male: 49%
- Female: 51%

Based on US Census Figures

Station Board Gender Diversity

- Male: 63%
- Female: 37%

Source: SAS; January 2014

PTV Board Members Overall Gender

- Male: 62%
- Female: 38%

Source: SAS; January 2015
Station Programming Decision Makers
Gender Diversity

U.S. Population Gender Diversity
- Male: 49%
- Female: 51%
Based on US Census Figures

Station Programming Decision Makers Gender Diversity
- Male: 56%
- Female: 44%
Source: SAS; January 2014

PTV Major Programming Decision Makers - Gender Ratio
- Male: 58%
- Female: 42%
Source: SAS; January 2015
Station Programming Decision Makers
Ethnic Diversity

U.S. Labor Force Racial and Ethnic Diversity
- White: 64%
- Hispanic: 10%
- Black: 12%
- Asian: 5%
- More Rattan: 2%
- Native: 1%
- Hawaiian/Pacific Islanders: ≤1%

Based on US Census Figures

Station Programming Decision Makers Ethnic Diversity
- White: 83%
- Hispanic: 8%
- Asian: 6%
- Black: 7%
- Other Minority: 2%

Source: SAS; January 2014

PTV Major Programming Decision Makers - Ethnicity Ratio
- White: 83%
- Native: 1%
- Asian: 8%
- Black: 6%
- Hispanic: 7%

Source: SAS; January 2015
## Stations by Type – Gender and Ethnic Diversity 2015

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>Comm.</th>
<th>Univ.</th>
<th>State</th>
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<td>87</td>
<td>51</td>
<td>19</td>
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<tr>
<td>Male</td>
<td>119</td>
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<tr>
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<td>1</td>
<td>1</td>
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</tr>
</tbody>
</table>

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PTV Diversity: Hiring Trends in FY 2014

PTV hired more women in FY 2014. However, only 24% of total staff hired were minorities.
WVSU and WVPB Create New Media Diversity Fellowship

The Fellowship enables minority WVSU students to work alongside experienced, award-winning reporters, producers and other media professionals to “tell West Virginia’s story,” including the state’s rich and diverse ethnic history.

Top 10 Strategies and Best Practices for Local PBS Stations

1. GET TOP LEADERSHIP COMMITMENT

2. CREATE YOUR DIVERSITY AND INCLUSION VISION, STRATEGY, AND BUSINESS CASE AND TIE THESE TO THE STATION’S VISION AND STRATEGY

3. NAME SOMEONE (STAFF PERSON) OR SOME GROUP RESPONSIBLE FOR YOUR DIVERSITY AND INCLUSION EFFORTS
Top 10 Strategies and Best Practices for Local PBS Stations

4. MAKE SURE THERE IS THE RIGHT SUPPORT AND INFRASTRUCTURE GIVEN FOR EFFECTIVE IMPLEMENTATION OF YOUR DIVERSITY AND INCLUSION WORK

5. DO A DIVERSITY AUDIT – FIND OUT WHERE YOUR STATION STANDS TODAY

6. SET DIVERSITY AND INCLUSION GOALS AND HOLD YOUR STATION AND LEADERSHIP ACCOUNTABLE
Top 10 Strategies and Best Practices for Local PBS Stations

6. SET DIVERSITY AND INCLUSION GOALS AND HOLD YOUR STATION AND LEADERSHIP ACCOUNTABLE

7. INVITE AND INCLUDE A WIDE SET OF PEOPLE AND GROUPS AS FULL PARTNERS IN ALL THE WORK YOU DO, ESPECIALLY YOUR STAFF, BOARD, ADVISORY BOARD, AND COMMUNITY LEADERS AND ORGANIZATIONS

8. DON’T TRY TO DO IT ALL BY YOURSELF – WORK WITH THE ENTIRE PUBLIC MEDIA FAMILY AND YOUR COMMUNITY’S OTHER SECTORS
Top 10 Strategies and Best Practices for Local PBS Stations

9. PUT DIVERSITY AND INCLUSION IN THE HEART OF YOUR STATION’S RECRUITMENT, TALENT ADVANCEMENT, AND ADVANCEMENT EFFORTS

10. COMMUNICATE, COMMUNICATE, COMMUNICATE – TALK ABOUT YOUR DIVERSITY AND INCLUSION EFFORTS –INSIDE YOUR STATION AND OUTSIDE IN THE COMMUNITY

11. PLUS ONE MORE – CELEBRATE YOUR WORK, YOUR PROGRESS, ALL ALONG THE WAY
Diversity Priorities Generated by the Diversity Advisory Committee and the System

Engage Local Communities
Work with station leaders and station staff to develop ideas for ways to diversify their boards and effectively engage with their local communities

Employment
Build a workforce that reflects the community

Content and Audience
Identify the key ways to create, leverage and share diverse content

Procurement
Find ways to use diverse vendors

Leadership Development
Grow a diverse pipeline of future leaders within public media

Stations Tools and Resources
Build and provide stations with training, toolkits, templates and best practices
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