

eeGuidance for Equitable Pay and Hiring Standards at a Glance

Southeastern Environmental Education Alliance (2023). *eeGuidance for Equitable Pay and Hiring in Environmental Education*. <http://www.southeastee.com/eeGuidance.html>

Pay and Benefits	
Minimum Standards	Target Standards
Pay a living wage for entry-level positions based on a single individual household. Adjust wages for new and current employees accordingly as living wage changes.	Pay a living wage based on a single-parent household as a minimum, building toward a thriving wage for all positions. Provide higher pay levels for part-time positions that are not designed to allow additional employment. Benchmark positions to others in your region outside of the nonprofit/government sectors.
Eliminate unpaid internships.	Offer well-paying entry-level positions to those new to the field, including high school and college students, with the potential for internal advancement.
Support employees beyond financial compensation by offering additional benefits and perks.	Provide high-quality, tangible benefits such as quality healthcare coverage, paid leave, and retirement for all staff positions, including entry-level, seasonal, and part-time staff.
If provided, ensure that room and board are less than 50% of the total compensation package.	Eliminate stipend-based positions so that all staff are adequately compensated for hours worked, including "on-call" time.

Designing Positions	
Minimum Standards	Target Standards
List salary/hiring ranges in all job postings.	Provide clear, equitable, and transparent compensation frameworks for all positions within your organization.
Write job descriptions that use inclusive language, are available in accessible formats (ex: braille, audio), and emphasize the knowledge, skills, qualities, and abilities needed to do the job. Clearly list required and desired qualifications.	Build internal capacity to support staff with less experience to become prepared for the role's basic requirements to eliminate barriers to entry related to experience and education.
Assign roles, responsibilities, and pay bands to interns, seasonal staff, and permanent positions appropriate to the length of their term and expected level of independence/expertise.	Increase the percentage of your team in permanent positions and reduce the percentage of seasonal positions. Increase specialization on your team, including offering permanent positions focused on implementing educational programming.

Recruitment	
Minimum Standards	Target Standards
Be intentional about where positions are posted, making a concerted effort to advertise the position to audiences that may not see your position in "traditional" places. Make intentional decisions about internal and external recruiting.	Build relationships with HBCUs, MSIs, and community organizers in diverse communities so they know you and your organization and feel more confident in recommending you as an employer to specific candidates.

Hiring Processes and Practices

Minimum Standards	Target Standards
<p>Collect specific information from candidates during the application phase (not just “resume and cover letter”). Be transparent about your intended interview timeframe, process, requirements, and expectations. Provide clear directions and guidance to help candidates prepare for interviews. Offer a range of interview times. Provide contact information on job postings.</p>	<p>Include information about the hiring process in your publicly posted job description. Offer a range of interview times, including weekdays, evenings, and weekends. Routinely offer both in-person and virtual interview options. Share interviewer bios in advance.</p>
<p>Build a hiring committee for every hire. Provide training and resources for this team around bias. Ensure all voices on the hiring team are considered throughout the process.</p>	<p>Offer facilitated training on bias for all interviewers. Include external advisors on your hiring teams, ideally those most impacted by the work. Provide financial compensation for external advisors.</p>
<p>Develop a uniform set of questions and rubrics for all candidates. Ensure interviews are scheduled so all candidates can be assessed with the same attention and energy level. Ensure sufficient time for candidates to ask questions. Never ask about previous salary history.</p>	<p>Share interview topics or questions in advance. Use skills assessments instead of theoretical interview questions. Make reference checks a two-way relationship, identifying employees or volunteers that final candidates can contact.</p>
<p>Restructure hiring processes to be mindful of the time required for candidates and hiring committees. Do not ask candidates to create custom work for your organization without pay. Provide constructive feedback to candidates who were not selected.</p>	<p>Invest in candidates and coach them through your application process. Provide compensation for interview candidates.</p>
<p>Evaluate every hiring process and continue to modify job postings, recruitment strategies, and hiring strategies to reduce barriers to full participation from a wide range of candidates.</p>	<p>Conduct exit and stay interviews to understand workplace culture and organizational practices better. Identify and implement actions and strategies to address what you learn.</p>