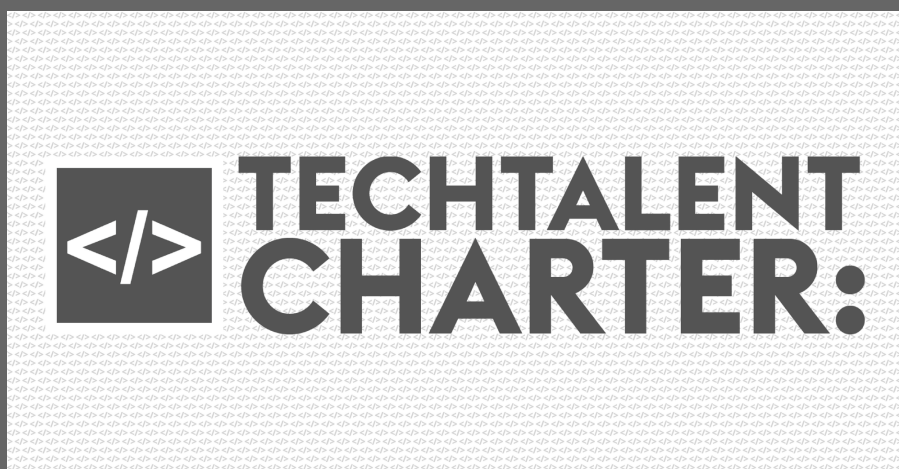
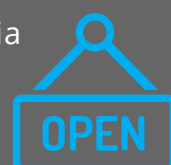


HOW TO RUN A TRANSPARENT TALENT & REWARD PROCESS



PUBLISH THE SELECTION PROCESS

For promotions and other opportunities, publish objective criteria and process for how decisions will be made. Managers will be more likely to make objective and evidence-based decisions because those decisions can be reviewed by others. This is specifically important to those who may not have a strong network across the organisation.

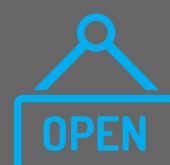


RAISE VISIBILITY OF OPPORTUNITIES

Have a mechanism to make all opportunities (promotion rounds, vacancies posted externally, secondments, stretch assignments, international assignments) easily visible to all. This means assumptions won't be left to managers about 'readiness' or appetite for progression / stretch assignments.

AUDIT WHO APPLIES

Check to make sure that employees from underrepresented groups are applying for promotions and stretch assignments. If the applications are not proportional to available talent, find out why.



SHARE DATA ON PROMOTIONS MADE

Report on the diversity of promotions and indicate if the population is proportionate to available talent - e.g. is the gender/BME breakdown of proposed promotions proportionate to the gender/BME breakdown of the group eligible to apply? Some organisations show majority population before the minority population to highlight issues.

OBJECTIVE CRITERIA FOR PAY DECISIONS

Use structure and objective criteria to enable more consistent and equitable pay outcomes (without it, people are more likely to rely on stereotypes when making decisions). Conduct robust reviews to reduce the risk of any bias impacting processes. If pay differences are identified that are not due to an objective, tangible reason such as performance or skills and experience, make adjustments.

TELL PEOPLE HOW PAY DECISIONS ARE MADE

Provide transparency and understanding for how pay raises and bonuses are applied. For example, give employees a pack with their feedback and details on merit increases and bonus, and include the formula for how their bonus and merit raise was calculated.



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