



# TXI DEIB

# 2022 Roadmap

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March 2022



We believe it is our responsibility and duty to create the conditions for belonging for every team member and a space where they can bring their authentic self to work.

– TXI

# Vision

At TXI, our culture is a priority. To deliver the best solutions we need positive, accessible, inclusive, and open environments with as much diversity in the room as possible. We need to be able to learn from each other. We also believe that to be seen for who you are — and to have the opportunity to feel a sense of belonging — is a universal human need. We believe it is our responsibility and duty to create the conditions for belonging for every team member. **That's why we're working to create an environment that is inclusive for everyone.**

## Initiatives

- **#1** Integrate DEIB practices and values into our client work and build more accessible products
- **#2** Create company rituals for the Activism Arcs that support our four Justice Pillars
- **#3** Widen our diversity aperture to become a more inclusive environment at TXI
- **#4** Correct for Over-Representation (Continued: year 2 of 3)
- **#5** Evolve our Community Engagement Efforts to Focus on Our External Communities

### Initiative #1: Integrate DEIB practices and values into our client work and build more accessible products

Context: We spend the majority of our time working with and supporting our clients. How can we bring this DEIB focus into more of our client engagements so there isn't an "either or" between client work and DEIB work?

#### Key Activities to Explore:

Client Onboarding with DEIB principles

- Include communication and conflict styles early in client conversations and in team agreements.
- Normalize async communication with clients and use multiple modes of communication (e.g. recording meetings with transcripts, using live subtitles)
- Make team celebrations and social time a regular occurrence, with varied activities (i.e. don't always do something based on drinking), during work time, and optional
- Be mindful of calendars/holidays/time zones/working hours relevant to the team when setting up workshops and events with clients ([Ethos DEIB Calendar](#))
- Include pronouns in introduction with clients and team members as well as in onboarding materials

## Build more accessible products

- Train delivery team members in accessibility best practices and testing methods
- Consider the diversity of identities when recruiting users for research or conducting usability testing
- Embed accessibility practices within our designing, building, and testing work
- Build accessibility rating framework ([Notion Page](#))
- Conduct accessibility testing on projects

## Supporting Metrics

- # client team members were invited to join us in DEIB conversations (ex: an inclusion dinner)
- # client teams with an accessibility champion identified and staffed
- # of TXI delivery team members who have gone thru accessibility training
- # of delivery engagements that have completed some form of accessibility testing

## Resources

- [WCAG Levels](#)
- [TXI Roadmap](#)

## **Initiative #2: Create company rituals for the Activism Arcs that support our four Justice Pillars**

Context: To help us work toward our goal of improving organizational diversity at TXI, we structure our annual DEIB work around four justice pillars: racial justice, environmental justice, disability justice, and gender justice.

How might we support these four pillars and regularly engage our team each quarter through our Activism Arcs?

## Key Activities to Explore:

Establish company-wide rituals that are well understood, regularly adopted, and inclusively facilitated in each quarter's Activism Arc

**Getting Grounded Rituals** to introduce topics and set expectations

- Each Activism Arc starts with an all company workshop (1.5 hours per quarter) during a time reserved away from client work



- Follow up the introduction (asynch) with 3 DEIB Tip engagements
- Follow up the introduction (synch) with 1 Brunch and Learn during a time reserved away from client work

### **Going Deeper Rituals** to explore more about the topic together

- Additional Brunch + Learns - (these can either be run by TXI staff, or in partnership with community organizations during a time reserved away from client work)
- Go deeper (synch and asynch) with Company “Watch Parties” to watch documentaries, films, educational videos, TED talks on the topic
- Go deeper (synchronously) with a formally facilitated Inclusive Conversation (<https://www.inclusivv.co/>) involving colleagues, clients, and community members during a time reserved away from client work

### **Take action Rituals** to engage the community

- Host 1 volunteer event around each pillar
- Contribute money from our Sustainable Giving Fund to related groups and organizations in the community that work in support of this justice pillar
- Conduct an annual meeting with all staff to discuss where funds were given and what events were hosted with it
- Write up a blog post to engage our audience with what we are learning, discussing, and engaging with as a company

### Supporting Metrics

- Analyze how success can be measured for these rituals (Demographic data around employee engagement, community partners supported, etc.)
- Decide and share how much money from our Sustainable Giving Fund we will donate
- Launch a survey to assess how the company-wide knowledge around the four justice pillars has evolved over the year

### Resources

- [Inclusivv Dinners](#)
- [Learn more about Justice Pillars at TXI](#)
- [Activism Arcs Notion Page](#)

## Initiative #3: Widen our diversity aperture to become a more inclusive environment at TXI

Context: As we hire more people into our company (who haven't had the benefit of being in these discussions previously) how can we explore various types of diversity while centering trust and safety for all involved? We don't want to 'other' people that don't have the same lived experience or the same level of comfort/experience in DEIB topics. TXI should be a place where we really take the belonging in DEIB seriously.

### Key Activities to Explore:

Help new hires gain context they may be missing:

- Document previous conversations, workshops, DEIB tips, and content from previous Activism Arcs in accessible formats such as recordings, transcripts, documents, etc.
- Make materials available to new hires that missed important company discussions in previous years
- Onboard new hires to our DEIB terms, Justice Pillars, and rituals for company engagement in these areas

Foster a sense of community belonging for those who may feel a sense of isolation at TXI at times, whenever they find themselves in the relative minority

- Explore the different types of diversity while centering trust and safety for all involved
- Create a way to pilot mini conversations on new areas of identity not usually covered (ex: religion, politics, class)

### Supporting Metrics

- High retention rate among new hires (~90%)
- New hires participate in employee engagement surveys (~75%)
- Add at least one new diversity indicator to the annual survey

### Resources

- [27 US Employee Turnover Statistics \[2022\]: Average Employee Turnover Rate, Industry Comparison, And Trends](#)



## Initiative #4 Correct for Over-Representation (Continued: year 2 of 3)

Context: In 2020, we published our first annual Diversity Report and established some 3-year goals to correct for over-representation. This year will continue that work in year 2 of 3 as we continue to apply an equity lens to recruiting and promotion.

### Key Activities to Explore:

Apply equity lens to recruiting:

- Recruiting, marketing, and branding to attract and retain underrepresented talent
- Identify additional BIPOC/Disability/Queer spaces (potential job boards, etc) that focus on recruiting
- Create new partnerships with communities that focus on BIPOC/Disability/Queer spaces and continuously share job openings
- Leverage our applicant tracking system to track how often candidates are referred through BIPOC/Disability/Queer spaces against how many organically apply
- Expand our pool of interviewers by developing an explicit process that includes training, documentation, and support that come in a variety of accessible formats
- Refine our candidate experience including prioritizing accessibility accommodations.

Apply equity lens to promotion, recognition, and growth:

- Develop best practices to adapt to distributed work with more flexibility and support (expanded benefits in annual WFH expense allowance, more connection opportunities for distributed team members, established best practices for delivery in distributed teams)
- Evolve the new employee evaluation and promotion process (introduced last year) based on employee feedback to be more transparent and equitable
- Strengthen Career Development through 360° reviews and the introduction of developmental feedback
- Strengthen the middle management layer by expanding the cohort of new managers, roll out manager training for new managers, spread best practices and new ideas (ex: book club for managers), and introduce a personalized review for manager effectiveness at TXI.
- Evolve our recognition programs and tools to scale as our company grows
- Do a compensation audit on TXI's total compensation strategy and approach to validate equitable compensation within the company and in the market

## Supporting Metrics to correct for Overrepresentation at TXI

- Job listings are always open on our site and at least 75% of our paid job listings are on diversity boards like Diversify Tech, POCIT, Tech Ladies, etc.

To address overrepresentation for the TXI leadership team over the next two years, we will...

- Decrease the overrepresentation of white-identified people in leadership roles to less than 70%. Increase representation of People of Color to at least 30%, with a specific focus on Black/Latinx/Indigenous voices.
- Decrease overrepresentation from male-identified people on the leadership team to 50%. Increase representation from female and non-binary-identified people on the leadership team to 50%.
- Decrease overrepresentation from straight-identified people to less than 80%. Increase LGBTQ+ representation to 20%.

To address the overrepresentation of senior/principal team members, over the next two years, we will...

- Decrease overrepresentation of white-identified people to 60%. Increase representation of People of Color to at least 40%, with a specific focus on Black/Latinx/Indigenous voices.
- Decrease overrepresentation from male-identified people to 50%. Increase representation from female and non-binary-identified people to 50%.
- Decrease overrepresentation from straight-identified people to less than 72%. Increase LGBTQ+ representation to 28%

To address overrepresentation from associate/consultant team members over the next two years we will...

- Decrease the overrepresentation of white-identified associate/consultant roles to 56%. Increase representation of People of Color to at least 43%, with a specific focus on Black/Latinx/Indigenous voices.

## Resources

- [The Best Interviewing Techniques and Practices Explained](#)
- [Project Include Hiring](#)
- [Job Description Heatmap](#)
- [McKinsey Delivering Through Diversity](#)
- [The State of Wage Inequality in the Workplace](#)
- [First Round Review This Is Why People Leave Your Company](#)



## Initiative #5: Evolve Our Community Engagement Efforts to Focus on Our External Communities

Context: We introduced our first 3 Justice Pillars in 2021 and a new one in 2022. We would like to evolve how we engage with partners and mission-aligned organizations in the community who support this work.

### Key Activities to Explore:

Increase employee engagement with the community

- Identify what communities TXI would like to reach and contact potential community partners to explore potential engagement opportunities (ex: internal training, group-based volunteering, etc)
- Tie community projects back to the work that the organization is doing in DEIB holistically. Name the importance of being an active member in the community during onboarding and throughout an employee's tenure at TXI
- Encourage TXI employees to be involved in community projects and work through incentives and dedicated time.

### Supporting Metrics

- Increase both the number of TXI employees that engage with external community partners and the amount of time they spend on these efforts
- Compile the success metrics of community organizations to understand the impact of our collaboration
- Track our financial contributions to community partners (in addition to the time we invest and outcomes we partner on)