

Future of Work

Talent Acquisition, Retention,
and DEI in the Music
Publishing Industry in Canada

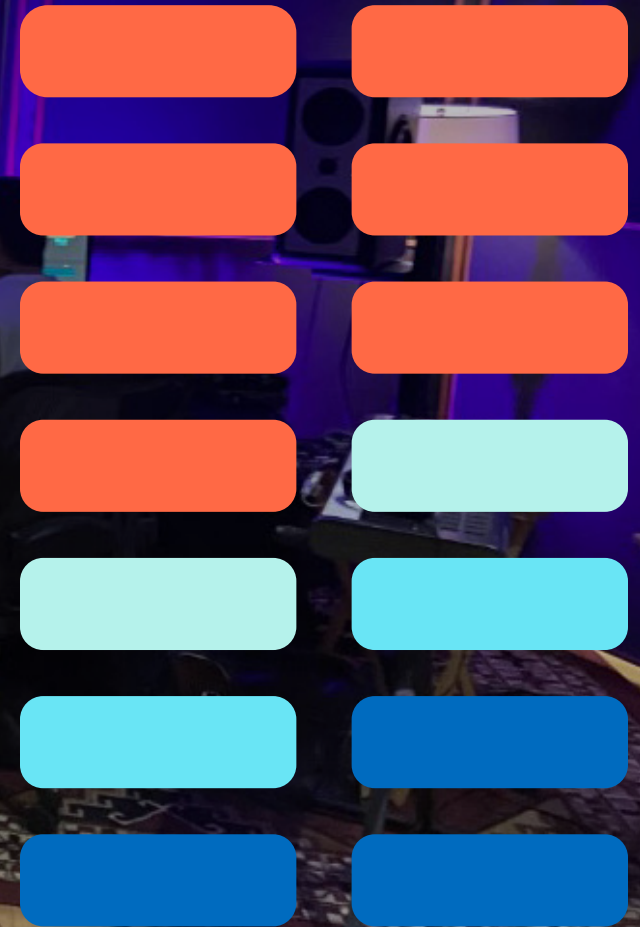


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About

Music Publishers Canada

Music Publishers Canada is a non-profit membership-based organization, founded in 1949, that ensures the views of music publishers working in Canada are heard. It is our mission to create business opportunities for our members and to promote their interests and those of their song writing partners through advocacy, communication, and education.

Music Publishers Canada ensures that the value and contribution of music publishers, music publishing, and copyright management is understood by artists, the music industry, users of copyrights, governments, and the general public. Visit musicpublishing.ca



Include.Me(e)

Include.Me(e) is a consultancy established to foster and enable an inclusive and equitable journey in the workplace. Our areas of expertise focus on ensuring organizations take an inclusive lens to their People (Human Resources) practices. We support organizations to establish non-performative approaches to attracting and retaining talent from underrepresented and historically excluded members of society. We also take great pride in helping historically excluded members of the workforce navigate systemic challenges to help them grow and thrive in their career.

Our approach is to first understand the challenges and realities faced by an organization or an individual to ensure that the recommendations provided are not solely based on “best practices” but more importantly based on the “right practices” to yield success on your journey.

Include.Me(e)

Thank you to:

ADVANCE
CANADA'S BLACK MUSIC BUSINESS COLLECTIVE

ADVANCE is Canada's Black Music Business Collective. Driven by the heart, soul, and sounds of Black voices, ADVANCE is unifying professionals across all sectors of the Canadian music industry. We are a community leading the change in developing an infrastructure for the betterment, upliftment, and retention of Black professionals in the music business. Visit advancemusic.org

WorkInCulture

WorkInCulture is a non-profit arts service organization that supports the professional lives of artists, creatives and cultural workers, and the organizations that support and engage them, through skills development, research, and career resources. Visit workinculture.ca

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Executive Summary

Include.Me(e) worked with Music Publishers Canada (MPC) to research the state of employment in the music publishing industry in Canada from a human resources lens. There is a shift happening in the workplace across all industries, and the music publishing industry and the different partners it works with are no exception to this shift. There has been an ongoing demand for change in the workplace that can no longer be ignored. This report provides an overview of this shift and provides practical human resources tools to help many different types of companies operating in the creative industries – not just those focusing on music publishing.

MPC and Include.Me(e) would like to thank ADVANCE, Canada's Black Music Business Collective (ADVANCE) and WorkInCulture for acting as advisors on this research and report. We believe that the tools and resources provided in this report will be useful to many organizations across the creative industries in Canada.

The Need

During two periods in 2021 and 2022, Include.Me(e) gathered primarily

qualitative data from music publishing companies and other music related companies on the topics of talent acquisition, the process of recruiting people; retention, the process of enabling them to grow and thrive in the workplace; and DEI (diversity, equity, and inclusion), the aim to ensure underrepresented and historically excluded groups (ex. Black, Indigenous, Persons with a Disability, and Intersectional Women) are able to grow and thrive.

When it came to talent acquisition, we found that the industry is experiencing the same challenges found in various industries: hiring people with technical skills, specifically software engineers, and people with data analysis and processing skills. The additional challenges around a need to hire from within the industry further exacerbate the current situation.

On the retention aspect, we found an array of needs identified from intentional career pathing, mentorship, compensation challenges, as well as a lack of talent mapping and succession planning.

As for DEI, we found that many of our participants felt that their organizations were not diverse and did not completely

represent the population that it served. While many organizations believe that the industry as a whole does not do enough around DEI, they were a bit more lenient with their view of their own organization's DEI journey.

Recommendations

To address these issues and to support the organizations, we focused our efforts on providing practical tools that could support their efforts. In doing so, we help ensure that we are not solely providing “best practices” but that we are recommending the “right practices”. “Best practices” are often developed by large overly structured organizations which have the capacity and size to develop various structures and processes. These practices don't often translate to small and medium-sized organizations.

On the talent acquisition side, we challenge the organizations in this industry to look outside their own industry for the talent. We understand that often it is much easier to find someone that already has industry experience, but this approach isn't sustainable and is costing the industry the ability to bring in fresh talent with different perspectives. We also

recommend the following:

- Providing specifics on “must haves” and “nice to haves” to remove the guesswork for candidates
- Speaking with candidates in the areas that are challenging to hire, such as finance and data analysts and software developers, to understand what they look for that would entice them to join an organization
- Being intentional on how an organization uses its referral program and ensuring that it doesn't have adverse effects on an organization's diversity goals
- Exploring the opportunity to bring paid interns into your organization that you may also have the opportunity to hire on
- Rethinking the use of references and instead trusting your hiring process and the people involved in that process

On the retention aspects we recommend the following approaches:

- Coming together as an industry to conduct a compensation review
- Understanding the ways that an Employer Value Proposition can benefit an organization's retention strategy
- Conducting talent reviews and succession planning to get a great

understanding of the talent in your organization as well as identify key gaps in succession

- Conducting timely feedback and performance management and fostering a feedback culture

Diversity, equity, and inclusion can apply to areas of talent acquisition as well as retention. In addition to these spheres it can also be used in the many ways an organization works in the marketplace. Applying an intentional Workforce (who we recruit and how), Workplace (how we build an inclusive environment so people can grow and thrive in the workplace), and Marketplace (the people our product serves and our impact in the communities we serve) strategy to DEI will enable an organization with the ability to clearly state the goals it wants to focus on and achieve as well as how it will achieve these goals.

In conclusion, we've heard the challenges from various organizations in the industry and we've provided recommendations to help them on their journey. To further support their success, we are building training and gathering feedback on the usefulness of this training and how we can continuously improve on our future of work journey.

Introduction & Key Areas of Focus

Include.Me(e) worked with Music Publishers Canada (MPC) to research the state of employment in the music publishing industry in Canada. The research did not focus on the creative aspects of the industry but instead looked at the business side of the industry, specifically aspects that would touch on human resources and the skills required for the future of the industry.

We heard from various people on the human resource challenges of organizations operating in Canada particularly around talent acquisition, retention, and DEI. To determine whether these challenges expressed by various people in the music industry were beyond anecdotes, an empirical research study was conducted. In preparation of this report, we began digging deeper into the challenges to examine the issues in more depth.

We gathered input from additional one-on-one qualitative interviews with leaders in participating music-related organizations as well as gathering data through a survey of those same organizations. Participation was voluntary and the information gathered and presented below is reported in aggregate to maintain the anonymity of the participants.

There are many factors that have disrupted the industry over the past few years including but not limited to the COVID-19 pandemic. There is a need in various areas of the music industry to find a different way of doing things from a human resources lens. Therefore, in addition to conducting this research, we also went to a selection of organizations to gather further qualitative information in order to be able to provide tailored and practical solutions and tools to support organizations in the areas of talent acquisition, retention, and inclusion. These solutions and tools are included as an appendix to this report and will be rolled out later in 2023 as training sessions.

Our focus on providing practical tools is in response to hearing that while many organizations are told about

using “best practices” to assist them on their journey, they do not have access to the proper HR staffing or resources to implement them. The challenge is that “best practices” are also often developed by large overly structured organizations which have the capacity and size to develop various structures and processes. These practices don’t often translate to small and medium-sized organizations.

This report outlines the need to look at the “right practices” and provides tools that will support the organizations’ HR needs in a practical manner.

MPC and Include.Me(e) would like to thank ADVANCE and WorkInCulture for acting as advisors on this research and report. We believe that the tools and resources provided in this report will be useful to many organizations across the creative industries in Canada.

The Research Process

Qualitative

In 2021, with assistance from ADVANCE and MPC, Include.Me(e) invited participants from various areas of the Canadian music industry to participate in qualitative interviews. These included participants representing 16 collective management organizations, publishers, distributors, booking agencies, labels, live promoters, and music-adjacent organizations to participate in this research

The decision was made to divide the organizations into various groups based on employee size for the focus groups. We realized that it would be interesting to determine if different-sized organizations would have different challenges with our three areas of focus: talent acquisition, retention, and DEI. The following table provides the breakdown of each group.

Large (>150)*	Mid-Size (50–150)	Small (10–50)	Micro (<10)	Small Depts †
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*Number of employees

†The group designated as “small depts” is for organizations who have a small music department within a larger organization.

Organization Size	# of Participants
Large	5
Mid-Size	2
Small	4
Micro	4
Small Dept	1
TOTAL	16

Quantitative

Ten participants out of the 16 who participated in the qualitative process also took part in a written survey. During 2022, ten organizations of various sizes operating in the music publishing sector worked with Include Me(e) to recruit, onboard and train one new employee each. This recruitment and training process was funded by the Government of Ontario Skills Development Program. These ten employers were also interviewed by Include Me(e) for this report to get a better sense of the challenges they were facing in our three focus areas: Talent acquisition, retention, and DEI.

From our previous research we found that smaller organizations, specifically those in the music publishing space, were at a greater disadvantage since they did not have HR experts on staff.

We made the decision to focus more on their HR and DEI needs to ensure we could develop the right practices and tools for them. The report and the resulting findings and tools were developed based on the information gathered during these initial research periods.

The Data

Talent Acquisition

For the purpose of this report, we define talent acquisition as the process an organization goes through to source, recruit, and select candidates for opportunities within their organization. It also includes a focus on strategies to attract the appropriate candidates for various positions that require a set of skills to help the organization succeed in its objectives and key results.

Participants identified that their talent acquisition needs are focused on the need to understand the current skills required for the music industry, as well as developing a strategy for talent acquisition to meet the future needs of the industry in the next five to ten years.

We asked the participating organizations to identify the position which they found to be the hardest to fill and why they believed this to be the case. IT, software development, finance and accounting, and leadership positions came up most frequently as the positions that these organizations found to be the hardest to fill, with IT staff and software developers being the number one type of position that was hardest to recruit for. When

speaking with various organizations outside of the music industry, IT and software developer roles have also come up as the most challenging areas for recruitment. There seems to be a shortage of candidates across all sectors and, as one person put it, the problem is “based on a draw in the market all over the world”. The demand is greater than the supply. Some of the reasons provided for the challenge of attracting candidates were salary, market demand, job description requirements, and a lack of specialized experience.

The top technical skill needed was identified as software development capability as well as the ability to do financial and data analysis or processing. The top non-technical skills needed were identified as communication skills, customer service expertise, attention to detail, and leadership skills.

Unsurprisingly, the technical roles that came up most frequently were product developers, analysts (this includes data and finance), and roles that deal with royalty processing.

When asked “where do you attract your successful candidates from?”, the vast majority (over 50%) said they

recruit from within the music industry. When attraction efforts are focused solely on those within the industry already, this can lead to bias. It is understandable that this occurs. We see a similar scenario in comparison to other industries, where organizations hire candidates who are already familiar with the industry and its idioms and jargons. This happens in professional services, banking, and even government. There is a comfort in knowing that someone possesses a lot of the knowledge of an industry. This removes the requirement to explain industry norms. This bias of mostly hiring folks from within the industry can sometimes be linked to a lack of adequate onboarding programs, training, and learning and development capabilities on the part of the organization doing the hiring. To put it directly, it is a lazy practice that may not serve an organization's long term ability for innovation and can create a barrier for entry for those who could be the breath of fresh air the industry needs.

Hiring Interns

We also learned that the vast majority of the participants hire paid interns on a regular basis (60%) while 20% offer unpaid internships.

When asked to elaborate on their decision to pay or not pay interns, various organizations noted the following:

“We only hire roles that are paid internships as we believe that any talent we bring into the organization, emerging or not, should be paid.”

“We’re a 20 year old company and we’ve found that unpaid internships lead to lower quality work and results. We often had to go in and fix mistakes that were made, which impacted our efficiency and productivity negatively. When we switched to paid internships we attracted more skilled candidates and increased the rate of retention, creating new roles for interns to stay on and continue with the company.”

“We usually get interns that are taking a music business course so the terms of course require that they work a certain number of hours as an unpaid intern.”

“While I answered no to the above, we have been able to offer paid internships working through partnerships with implementing agencies of government funding programs. We are also planning to bring back paid internships into our future annual budgets.”

The positions for which organizations have hired interns vary. Here is a list of the different positions organizations have used interns in: Shipping & Receiving, Metadata Audits & Tagging, Social Media Support, Royalty Administration, Collection, Distribution, Licensing, General Administration, Sponsorship, Legal, Human Resources, Membership, Research, Operations Assistant, Business / Content, and Jr Music Publishing Coordinator.

We also asked the participants where they found their interns. Most were recruited through social media or music business programs.

Retention

When we speak about retention for the purpose of this report, we are referring to the different efforts that an organization undertakes to minimize its turnover as well as the way it increases engagement of its employees. Retention

is linked to the implementation of a variety of strategies working together to aid in keeping desired employees. Some of these strategies include compensation, career and professional development, culture, engagement, and overall resources to help an employee grow and thrive in the organization.

We began by asking a “Stop, Start, Continue” question aimed at understanding the things that the music industry needed to do to attract and retain talent. The response to this varied. When the participants were asked

In your opinion, what does the music industry need to stop doing to attract and retain talent?

we received a vast range of responses, such as the following:

“We need to stop only looking for people who only have that very specific experience - instead expand and look at people that can get trained up on the role and bring other experience and skills to the table.”

“Assuming people will work for free”

“We get a lot of informal information about how we pay low and informal comments, but we don’t have any hard data to put behind a full swoop of info on how we look at our salaries.”

“When we have an open role leaders who have been in the industry tend to want to bring in a friend or do someone a favour and that doesn’t give us the opportunity to give us diverse talent in most cases”

“Secret society and the ‘in club”

“Putting people in a box”

“Nepotism and gate keeping. It is not a welcoming space and people won’t apply because a lot of the job posting will say ‘you have to have been in the music industry for x number of years”

We then asked:

In your opinion what does the music industry need to start doing to attract and retain talent?

There were opinions expressed about the need for more work on career pathing, on supporting employees on their journey, and for more mentorships and coaching opportunities to develop employees. The responses also referenced a need to increase diversity efforts, eliminate harassment and toxic behaviours in some cases, and provide the opportunity for work-life balance. Here are some verbatim responses to that question:

“More mentorship opportunities. Develop people. Provide coaching.”

“We don’t have much on our website, more detail on employee experience, the work experience, showing the world who we are”

“I think we should try and find ways to make people who are not applying for those jobs feel more comfortable to apply to those jobs. Broaden the search. Look outside of the industry”

“Need to be looking at attracting new hires from a more diverse educational background.”

“Have more diversity at the top, all the bosses are white men. Not much women much less POC at the top”

“Rethink how career pathing works within the industry”

“Opening up that we are not that unique. If you find the right attributes you can train up to the specifics around music”

“We have to be genre free instead of genre specific. Have to show we can work with different kinds of people”

“Do we need to rethink who we are trying to target for those jobs. Maybe it is not a music person, maybe a creative writing program, or some other program that is not on the industry’s radar but could be a great fit.”

We then turned our focus to the question:

In your opinion what does the music industry need to continue doing to attract and retain talent?

The responses showed that the industry was doing some good things and needs to continue on this path, such as:

“Industry has done a fairly good job in connecting with college level programs”

“Collaborating more with various organizations. Reach out to some non-music organizations and see how we can collaborate with them.”

“Seen a lot of collaboration between the different organizations”

“Need to continue growing. The acceptance of people of colour. There is more acceptance of women in higher roles and on boards”

“Focus on music. Educational programs. Professional development”

“Culturally the music industry is very fun. Once we do hire the talent, we do a good job of retaining them to building an inclusive culture, to benefit programs and the support in the music industry - in their experience - has been positive - reflective of the low turnover that the industry sees.”

An additional key inquiry was focused on whether organizations were conducting talent reviews, talent mapping, and succession planning. Talent reviews and mapping help to determine an employee’s performance and future potential in an organization. It helps the organization identify high potential employees and focus additional development efforts. Succession planning on the other hand helps an organization determine their strategy on the readiness to replace specific positions, mainly senior positions and highly specialized roles, should those positions become vacant. The organization identifies people inside and outside the organization and determines who to develop and prepare for those identified positions.

We found that the majority of the organizations (70%) did not conduct talent mapping and succession planning. The majority of those who stated that they did conduct talent mapping and succession planning were mainly the large organizations, but there were some small ones who also conducted this process.

Although the majority of the organizations did not conduct succession planning, we did take note of the number of positions that were filled by internal candidates. About 50% of the organizations have filled over 25% of their open positions with internal candidates. This is a step in the right direction in fostering growth opportunities for employees.

We also learned that while it appears that organizations have a sense of the skills that they require, the majority (80%) of the organizations did not conduct Skills Matrices nor did they conduct Skills Gap Analysis.

A Skills Matrix is used to help your organization chart the performance, skill sets, and experience of the team. It is beneficial to record the attributes needed for positions which will help with assessing skills and reviewing the different

competencies level in your organization. A Skills Gap Analysis is an activity and process an organization conducts to identify the skills missing to help it succeed. Once these gaps are identified an organization then develops a roadmap and plan to fill the gaps. 60% of organizations did not conduct Skills Gap Analysis.

In speaking with organizations, we noticed that those who conducted skills gap analysis were also the same ones who also gathered people analytics data as well. One might assume that mostly the large organizations sophisticated enough to conduct such things as skills gap analyses and gather people data would be the only ones doing them, but the data tells a different story. We found that while one organization which used both skills gap analysis and people data was designated a large organization, the others were in the micro and small department categories. In addition there are three organizations that stated that they did not gather people analytics data, but they will begin to do so this year.

Diversity, Equity, and Inclusion

Diversity speaks to the variety of employees that an organization brings into or already has in their workspace. It is about ensuring that there are folks from a range of different groups beyond just the dominant group in a society. It ensures that folks from underrepresented and historically excluded groups are part of the fabric of an organization at different levels.

Inclusion is the practice of ensuring that the variety of folks are not merely performative representation but that they are set up to grow and thrive in the organization. It takes into account that it is not merely enough to bring in folks from underrepresented, marginalized, and historically excluded groups but that it is even more important to ensure those folks have the ability to do their best work and are able to thrive in the workplace and feel like they belong.

Equity is the reality and understanding that each person has a different need and support required to reach a particular goal or outcome. It goes beyond equality with the understanding that it isn't always about giving

everyone the exact same thing but understanding that there are folks who need something different to ensure that they are able to succeed at a level playing field due to the realities of being historically excluded and having to function in spaces that were rarely built with their needs in mind.

The data gathered around DEI paints a clear picture that the majority of participants do not believe their organizations are diverse. Out of the participants asked for the quantitative part of this report only two participants felt that their organization was diverse. When asked why they believed their organization is or is not diverse they provided the following responses:

“If don’t look like the city you are in, (we’re) probably doing something wrong.”

“At Exec level, not at all, as you move down we are seeing some success”

“One is history. The current talent pool hiring people, who have done the job, is not diverse. We haven’t figured out how to break out of that effectively”

“Music industry has been very white male dominated”

“Historically white males stay in the industry 20 to 30 years and not enough opportunities to bring in new diverse candidates”

“Limited pool”

The participants were then asked: “Which underrepresented group(s) does your organization prioritize in its DEI efforts?”. The responses showed that the majority of the participants did not prioritize any one group to focus their DEI efforts on. Many stated that they prioritize all of them. A couple stated they look only at the skillset and the best person for the position.

The lack of prioritizing different groups based on data gathered is likely a part of the challenge that organizations in this industry will continue to face in this area for some time to come. The response of not prioritizing certain key groups shows that many of the organizations in the music industry are

not entirely ready or may be under-resourced to truly make impactful changes within their organization to address the lack of diversity in the industry or that they do not know how to do it effectively.

We then asked the participants if they track diversity data and the majority stated that they currently do not, but many also voiced that they will begin to track this data as they learn more about DEI. One of the interesting data points we found was that while the majority of participants shared that they do not track diversity data, we found that there were also a couple of organizations who stated having a DEI strategy.

For the organizations who conduct DEI efforts and shared that they have a strategy it was encouraging to note that the people who lead their DEI efforts were often those in senior leadership positions, which showed great buy-in at the senior leadership ranks. In many of the organizations they are led by the CEO.

Finally, we asked organizations whether they believed their respective organizations were doing enough from a diversity and inclusion perspective as well as whether they believed the music

industry as a whole was doing enough. It was interesting to note that when the question was posed about the music industry as a whole, the vast majority of participants provided a clear and resounding “no” to the question. When the question was posed regarding their respective organization there was a bit more leniency and more statements similar to “I would like to think we do, we can always do more” or something along those lines. It does beg the question that if the participants believe their organization is getting there and stating there is room for improvement yet they view the music industry as clearly not doing enough, then which is it? All are members of the music industry but don’t seem to count themselves completely as struggling with challenges around DEI efforts or the lack of DEI efforts in the industry.

For a list of the specific questions asked during the *qualitative* one on one interviews, [please click here](#).

For a list of the specific questions asked as part of the *quantitative* survey, [please click here](#).

The Needs

Talent Acquisition

Many of the ten organizations we spoke with in 2022 are small publishers who may not go through a high volume of recruiting for talent, but when they do have to find that talent, many roadblocks come up. One of the roadblocks is due to an organization's rollback to requiring folks to be back in an office. During the pandemic, the vast majority of people in the music industry worked remotely. As we come out of it, some organizations have opted to ask their staff to return to the office. While some may feel this is an absolute necessity, it is definitely something that will add to the challenges during hiring efforts. One organization's CEO shared that they found a candidate who was absolutely what they were looking for but unfortunately that individual did not reside locally and therefore they were not able to hire them. A year or two ago, in the thick of the pandemic, this hiring manager likely would have hired this individual, but as time has progressed, some organizations are returning to practices that may not be the most optimal way for the future of work in this industry.

Many leaders also shared the challenges of finding folks with music publishing backgrounds. This is a notion that was brought up numerous times. There is a demand for folks with publishing backgrounds and a shortage of these skills. The organizations we spoke with expressed frustration with finding candidates. It then becomes even more challenging when folks are also looking for people from historically underrepresented and excluded groups.

Retention

Many of the organizations we spoke with had a great sense of what they believed they needed to do from an HR and retention perspective, but often lacked the resources or expertise to accomplish it. We felt it important for their success on this journey to discover the future of work in this industry to ensure we were providing them with relevant resources that could be game changing for them. While large organizations may already have many of these resources, it is much more challenging for smaller organizations to know what they don't know or be aware of the type of resources they need to focus on or have in their toolkit. To address this, we

created some resource toolkits so that these organizations gain access to the resources that they need.

Compensation Benchmarks

Various leaders expressed that there is a lack of compensation sharing within the industry which has made it somewhat difficult to ascertain the benchmark that organizations should be using to determine how to pay their talent and whether they are up to date with the market in this industry. There is a scarcity of data around compensation. This would be a great area asset to develop across the industry going forward. The challenge is to gather enough willing participants.

Diversity, Equity, Inclusion

As previously stated, many of the organizations are aware of the challenges around DEI. Many have well-meaning intentions to focus some of their efforts on bringing people from historically excluded groups into their organizations. A challenge expressed by many is finding talent. As many of these

organizations are small and often hire folks who will need to wear multiple hats, they have found it quite challenging to sometimes focus their efforts on historically excluded groups.

With that being said, if we wish to truly make a change in this industry around DEI, we have to be intentional about what we are doing to ensure there are opportunities for folks outside of North America's dominant groups. There are a variety of ways we can get closer to achieving this. This isn't easy and will require that we tackle these challenges from a multitude of sides. It is equally important to ensure that organizations are aware that there are talented folks from historically excluded groups as well as ensuring that these groups have access to attain the skills required for these roles. There is a value in partnerships with various organizations to enable the reskilling and upskilling of various people from equity-seeking groups as well as taking it further and keeping a detailed skills inventory of the many folks who identify with one or more historically excluded groups and the valuable skills they possess.

Recommendations & Toolkits

The following recommendations are targeted at employers from small and medium businesses in the creative industries sector. We urge companies of all sizes to work with a Human Resources advisor.

Talent Acquisition

Location, Location, Location

Many organizations identified that roles in software development are challenging to attract and recruit. There might be a benefit in looking into different markets and sectors to begin recruiting – perhaps even outside of Canada. We recommend that the organizations in this industry take a deeper look at positions they can support working remotely and then expand the territory to hiring those talents. The pandemic has shown us that many can work from anywhere, let's leverage this.

Your Job Posting

It is also recommended that employers look closely at the job postings that they are using to attract candidates and that these be further analyzed and improved

upon. They need to focus on continuous innovation in this area. Software developers often want to know the kind of impact they will be making in an organization. There could be a key benefit in providing wording that focuses on their impact six months, twelve months, and beyond twelve months at an organization in addition to the usual laundry list of what they will do. You can do this on all of your job postings.

Historically, job postings from various industries are quite the boring read. As a creative industry, it would be beneficial to get a bit more creative with the job postings used. Employers should rethink requiring degrees for certain roles as well as examine the number of years of experience required to do the work. It is important to note that women apply to 20% fewer positions than their male counterparts and when women do apply they often apply to jobs they are 100% qualified for compared to men who apply to jobs they are 60% or less qualified for. Think about adding the following the next time you post a position:

1. List the “must haves” vs. “nice to haves” in the job posting.
 - “Must haves” are the skills that a

candidate must possess. These are often deal breakers (for example, a truck driver having a valid driver's licence or a lawyer having a law degree). Adding this to the job description eliminates any guess work on whether a certain skill set is absolutely required and is a deal breaker and whether not having it will disqualify a candidate.

- Be very mindful of what you put as an absolute “must have”. Too many would signal that you are looking for a unicorn making it even more challenging to find great candidates. Stating that certain skills are “nice to have” but are not deal breakers could enable folks from historically excluded groups to have more confidence in applying for positions they may never have applied to before.
 - Include “Nice to haves” that are the skills that a candidate has that are not mission critical but would be a bonus for a candidate to have and use in the role.
 - Loosen up your requirements enough to ensure you're open to a larger and diverse talent pool.
2. Rethink the number of years of experience. Many job postings list more years than are required. Does

someone need to have seven years with a particular skill or would three years do the job? Ask yourself why a minimum of seven years, as an example, is necessary.

There could also be some benefit to having many of the organizations in the music industry sharing job postings in a forum. This could help to find the talent that many are looking for. One organization's second choice might be a great first choice for another organization. As many of the organizations in music publishing are smaller organizations, it would be beneficial for them to share info and resources. This isn't a norm, but if the industry wishes to be a bit more innovative and challenge the status quo, it may need to do things in a different way.

Speaking With Potential Candidates

To ensure that the industry is on the right track, it may be beneficial to speak with various software developers as well as finance and data analysts (the top three challenging roles to fill), to understand the things they look for when looking to join an organization. Too often, organizations begin making

plans and putting together strategies to attract certain talent but have not spent the time speaking with the potential talent and understanding them. This may be an undertaking for the music industry that could yield great rewards and spark effective changes in the way it currently recruits its talent.

Referral Program

A referral program is an internal program that incentivises and rewards current employees for referring a new hire. For example a current employee receives \$500 for referring someone who is hired. Once that new hire passes their probationary period the current employee then receives \$500. We found that 50% of the respondents in this report indicated that their organizations do not have a referral program. We do not believe that this is currently cause for concern.

It is important to know that referral programs, while beneficial in many ways, could also have adverse effects on an organization's diversity goals if not expressly prioritized.

The more pressing question regarding referrals would be to ask whether it yielded a higher retention rate,

higher performing and high potential employee pool, provided an increase in diversity, and/or if it had an adverse effect on the organization's talent retention goals.

Historically the music industry has been vastly homogeneous with a barrier of entry and growth for non-white and non-male persons. This could be attributed to a history of referrals of white males by other white males in positions of power. To build a more inclusive industry, referrals may need further examination.

For those who are unsure about their referral program, it may be valuable to provide a higher monetary reward for referring people from historically excluded groups. This incentive sets a clear tone that the organization is keenly aware of the lack of diversity and is putting forward intentional actions to improve in this area at all levels. Therefore, as an example, if your organization has a referral program that pays \$1,000 for referrals you may want to designate a payment of \$1,500 for referrals of specific people from historically excluded groups (ex. Black, Indigenous, Persons with a Disability, and Intersectional Women).

Hiring Interns

Interns can serve as a great talent pipeline for many organizations. The most important recommendation is that the interns should be paid. Far too often, organizations are using unpaid internships to supplement their talent pool and to get free labour. This is problematic due to the challenge and hardship it causes students who may not have the financial capability to accept an unpaid internship. This can also often impact how diverse and inclusive your organization can become. New grads do need to gain some experience but the challenge is that many underrepresented groups may not be in a position to pursue unpaid internships which puts them at a disadvantage.

Organizations should only provide internships when they are able to provide payment for the work done. When an internship is based on a school program and does not require payment it is the best and right practice to provide an honorarium to compensate the student. An honorarium between \$3,000 and \$5,000+ for a two to four month internship in absence of a regular paid internship should be implemented

by any organization which does not currently provide a paid internship due to the requirements of a course or program.

There is also an opportunity for the different associations in the music industry to provide some training on some of the more technical aspects of the music industry. It would be a benefit to the industry if a course was provided by organizations like MPC or their partners around such topics such as royalties processing, music related accounting, and data analysis. These are areas that many of the organizations find difficult to find talent in and it might be a benefit to the industry as a whole if they were able to collectively fund and create curriculum to meet the requirements of the shortage of the talent in the industry. This undertaking may be daunting, but it might be a program that could yield rewards for all parties involved. The challenge is to foster a culture of collaboration and win-win instead of one where everyone is left to figure it out on their own.

Rethink the Use of References

Asking for references is a practice that many organizations have used as part of their hiring process for a very long time. The practice is traditionally implemented once an organization has gone through their hiring process and after they have provided a conditional offer to their desired candidate. The conditional offer often includes the need for a reference from someone from the candidate's past who can validate what their future potential employer thinks of this potential new hire. This practice is becoming increasingly archaic and not as valuable as many would think. A few organizations have made the decision to remove references as part of this process and have adapted it into the practice of verifying that someone has worked where they say during a specific period.

The rationale behind removing references from the hiring process could be tied to the confidence in an organization's hiring process. It is important to ask ourselves why it is necessary to ask someone who has worked with the individual, sometimes years ago, to validate them? Often we are asking a previous manager to tell

us about someone who may have held a different position when they worked together or who might have been in a very different part of their career journey at that time. We are often making a decision based on someone's distant past, when the most valuable feedback would likely be from their current employer.

The practice should push us to think about the possibility that we do not trust our internal process to have identified the right candidate for the role, therefore we will ask someone from their distant past, possibly from a different position, what they think. As an organization, if the need to do a reference check is one you hold very near and dear as part of your hiring process, you may want to ask yourself why. Imagine if we used a similar approach when we meet people in our personal lives, and before we move forward with any type of relationship we require them to provide us with people from their past who they were once in a relationship with. It does give us pause when we put it in this context, because the person you were a few years ago is not the same person you are today and the people who knew you years ago, may have a very different view of the person you've developed into today.

We encourage organizations that continue to use this practice to take a closer look at their process. Trust your hiring process and if you don't trust your hiring process and the people involved in it, then prioritize fixing the process. Instead of focusing your efforts on reference checks, you can hire a background check vendor who can verify employment dates, verify education (if required and needed for the role), and conduct a criminal check. To ensure inclusivity, determine if a criminal check is required for the position. You may be limiting a great candidate due to a misdemeanor that happened a very long time ago. They've paid for their crime and may deserve a second chance. Keep this in mind when requiring a criminal check.

Retention

Compensation

There is an opportunity for the music industry to come together and conduct a compensation review to look at ways they can align themselves with some market data driven compensation strategies. This may help organizations in attracting talent that may otherwise

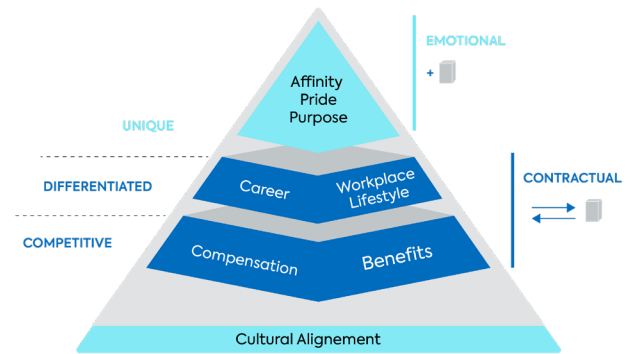
not consider the music industry from a compensation or total rewards perspective. This should be done with the help of an external consultant who will be able to gather total rewards information and provide deeper dive recommendations to assist the industry in its efforts to remain competitive. The consultant would need to send out a compensation focused detailed survey to the various organizations in the industry as well as their employees to gather data.

Employer Value Proposition (also known as EVP)

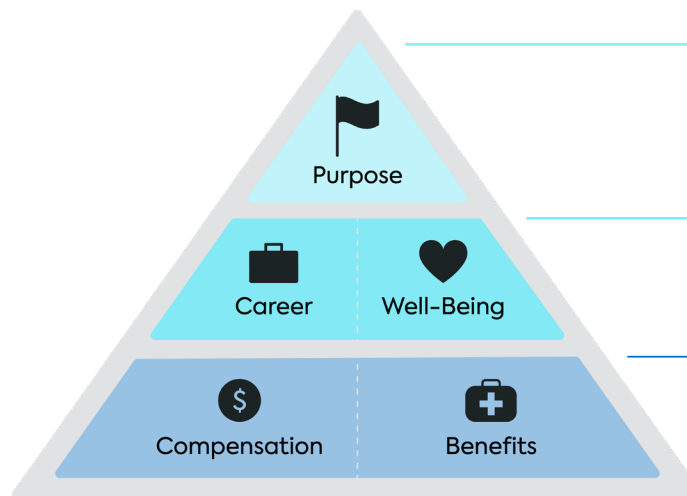
An EVP explains how an organization would like to be seen from an employee and candidate experience perspective. It helps you tell your story as an employer to attract candidates and to retain your employees. It is not solely a marketing initiative that is done by senior leadership but an exercise on how your current employees view your organization. As an organization, you will want to conduct bias-free focus groups, surveys, and analysis to get a true image of your organization. Ultimately, you are answering the question that an employee or candidate might ask around what working in your

organization provides them or entails. Beyond being paid for their work and service, what are they getting in totality (from total rewards, engagement and culture to brand strategy) and why should they work for your organization or continue to work for your organization?

Think about all the things that will give your employee pride in working at your organization. Once you've identified this, then you can showcase it to attract other employees to your organization. When done effectively and well, your EVP strikes a chord and creates a need for folks to be part of your organization. Below is an illustration of what you should strive for.



This graph was produced by Mercer and can be found [here](#) with additional information.



This graph was produced by Mercer and can be found [here](#) with additional information.

Create staying power through a **UNIQUE** proposition with purpose

- Connect me to our company's mission and vision
- Provide me with meaningful and fulfilling work
- Help me feel like I belong here

Create a **DIFFERENTIATED** experience

- Support me on my career journey
- Provide me with flexibility to make work work for me
- Help me manage my physical, financial and emotional well-being

Provide a **COMPETITIVE** compensation and benefits offering

- Pay me fairly and competitively
- Reward my contributions
- Provide programs to manage my health and wealth

Talent Review, Succession Planning, and Skills Gap Analysis

We recommend that each organization begin to conduct talent reviews and succession planning to assist them in their retention as well as attraction efforts. It is important to note that talent reviews are not the same as performance reviews. It benefits an organization to determine where its talent is currently concentrated. Your talent reviews will enable your organization to understand where your employees are on the [4 grid talent review model](#).

Succession Planning helps an organization look at where they may have some key gaps for succession of key positions (mainly at the senior level and roles that are highly specialized or much harder to find). [Talent Review](#) coupled with [Succession Planning](#) and a great Skills Gap Analysis gives the organization the tools to get a better sense of the makeup of the organization and the areas they should focus on the most that will help the organization. Understanding their needs as well as the skills they may be lacking today is paramount to the organization's growth tomorrow.

It is also recommended that the organizations in this industry begin gathering People Analytics data. People Analytics is the gathering of employee data, often by HR professionals, and the use of that data to help leaders make data-driven decisions to improve talent decisions, workforce planning and processes, and continued improvement on employee engagement. Collecting people analytics will enable organizations to be much more prepared for the future of work. Without this type of data collection, many organizations are in a position to be left behind and possibly misunderstand the needs of future candidates and employees. While the industry has various processes to gather data around its creative talents and how well they perform, this robust data collection is not applied to their non-creative/non-artists talent, more accurately employees. We believe that without the adequate data collection any strategy proposed may not yield the desired outcomes.

Timely Feedback and Performance Management

During our qualitative discussions with leaders in the music publishing space, we found that many did not have a

formalized performance management process or a vehicle to provide timely and adequate feedback. In very small organizations, many may feel that since they work so very closely together that they do not need to have performance reviews or performance management processes to assess how they are doing.

While many small organization leaders feel that this holds some validity for them, there are many benefits in having a performance management process and setting a time to conduct these in a meaningful manner and to speak about expectations. You may also tie this to rewards and recognition of great work. When done well, this helps to motivate your team to set goals and to be part of their own development and help enable your organization to continue to grow.

To begin your own, [click here](#) for a performance management framework to help inspire you to create your own as well as some templates including a [manager evaluation template](#) and a [self evaluation template](#). You will also find additional resources including [9 performance review biases and how to be aware of them](#).

Diversity, Equity, and Inclusion

It is paramount for organizations to ensure they have a DEI strategy so that they are doing their best to be inclusive. This may be quite challenging for those that have fewer than 20 people in their organization, but this should still be something to be prioritized. Below and [attached here](#) is a recommended framework that organizations can follow, or adopt their own, to begin their DEI journey. Everything an organization does including the people its product serves should fall into one of these categories.

The “Workforce” pillar deals with reimagining an organization’s recruitment practices to ensure that it is equitable, keeping in mind the many biases that may be lurking subconsciously, such as age and the assumption of one’s capabilities based

on it. It is imperative to provide the ability for folks from underrepresented or historically excluded groups to apply and move through the process in an inclusive and equitable manner. It sets the ability for the organization to also partner with other organizations to help build pipelines to attract candidates who may have historically been overlooked.

The “Workplace” pillar is often your biggest pillar. It gives organizations a chance to examine all the aspects of their workplace and look at how employees are treated. This could include continuous learnings around DEI and not just one-off bias training. It includes discussions on how to celebrate diversity. Workplace policies and procedures should also take an inclusive lens. The additional areas in this pillar also include performance, succession planning, talent mapping, and benefits. Are all of these areas inclusive when you take a deeper look at them? Does your organization provide the capability for closed caption during meetings should someone require them? Does your leave policy include an equitable parental leave or do you solely recognize maternity leave? These are all of the things (and more) that are important to look into in this pillar. Without some key data around diversity and inclusion,

many organizations will find themselves in a bit of a frustrating loop and may not see the needle moving as desired.

Finally, the “Marketplace” pillar helps to ensure that an organization shows up equitably in the marketplace and ensures that its products and services are diverse and inclusive. As an example, are Black A&R (Artist & Repertoire) folks mainly placed with R&B and Rap genres or do people in the industry also allow and encourage them to work with music talent in the Country and Adult Contemporary genres? The “Marketplace” pillar pushes the organization to think about such questions as: “How are you ensuring that your website is accessible to all?”

Working on these three pillars and assigning a senior leader to lead each pillar allows for the ability to evaluate an organization’s diversity gap analysis and build a strategy, including a roadmap, on the various ways to gain success on the organization’s DEI journey. While working in this area it is important to note that it is a journey; one that is long and will have its frustrating and equally emotionally taxing times. It is a journey. Take the first step.



Appendices

Appendix 1

Qualitative Questionnaire

Future of Work - Qualitative Questionnaire

	Questions - Qualitative 1:1	Category
1	Which roles are the hardest to fill in your organization and in your opinion why do you believe these roles are so challenging?	Talent Acquisition
2	What would you say are the top TECHNICAL skills your organization needs and WHY?	Talent Acquisition
3	What is the most TECHNICAL role in your organization? - Where do you often find candidates for these roles?	Talent Acquisition
4	What are the top NON-Technical Skills your organization needs and why?	
5	In your opinion what does the music industry need to STOP doing to attract and retain talent?	Retention
6	In your opinion what does the music industry need to START doing to attract and retain talent?	Retention
7	In your opinion what does the music industry need to CONTINUE doing to attract and retain talent?	Retention
8	How do you feel about your company's retention strategy?	Retention
9	Does your organization currently conduct Talent Mapping and Succession Planning? How often is this conducted? How is it reviewed? - Those of you who said "Yes" - how valuable have you found the Succession Planning?	Retention
10	Which underrepresented group(s) does your organization prioritize in its DEI efforts?	DEI
11	Let's talk about diversity and inclusion in your organization. When you look at your organization, can you confidently say that your organization is diverse and inclusive? In your opinion, Why or Why Not?	DEI
12	How does your organization contribute to the marginalized/underrepresented communities it serves?	DEI
13	Does your organization track any diversity data? Why or Why Not? - Those of you who said "YES" - What type of diversity and inclusive data do you track? - Those of you who said "NO" - Any reason you can share?	DEI
14	Does your organization have a diversity and inclusion strategy? Who leads this? Who do they report to? What is their position?	DEI
15	Do you believe your organization does enough from a diversity and inclusion standpoint? Why or Why Not?	DEI
16	Do you believe this INDUSTRY does enough from a diversity and inclusion standpoint? Why or Why Not?	DEI

Appendix 2

Quantitative Questionnaire

Future of Work - Quantitative Questionnaire

	Category	Questions - Quantitative
1	Attraction	Do you have a referral program for hiring? If you answered "Yes" what % of your hires are by referrals?
2	Attraction	Where do you attract your successful candidates from?
3	Attraction	Has your referral program yielded the desired outcome? (if you do not have a referral program please put N/A)
4	Retention	In the past 12 months how many people have left your organization?
5	Retention	In the past 12 months, where have the majority of people who have left your organization gone?
6	Attraction	Do you provide internships? Why do pay or not pay your interns?
7	Attraction	Which positions do you usually hire interns into?
8	Attraction	Where do you find you recruit your interns from?
9	Attraction	Please provide details of your hiring process
10	Attraction	Does your organization currently conduct Skills Gap Analyses?
11	DEI	Does your organization track diversity and inclusion data? If you answered "Yes", how long have you tracked this data?
12	DEI	Has your organization conducted a diversity self-identification survey? If you answered "Yes", how often do you conduct a self identification survey?
13	Retention	Does your HR team/ organization gather People Analytics?
14	Retention	What kind of People Analytics data does your organization gather?
15	Retention	Would your organization be willing to share some of your People Analytics with Include.Me(e), for additional insights for this report?
16	Retention	Would you be open to the random selection of employees in your organization to gather additional insights for this report?
17	Retention	How often do you conduct Succession Planning?
18	Retention	Does your organization currently have Skills Matrices?
19	Retention	Please list your company's formal values (if your company does not currently have values, please type N/A)
20	Retention	On average how many of your open roles are filled by INTERNAL candidates?
		Additional Requests: Please send your most recent 5 job postings (please ensure 2 of these postings are People Leader positions)

Appendix 3

Succession Planning

Succession Planning of your Workforce

- Step 1 List all of your director and above positions in the "Title" section. List as many as required
- Step 2 List any SME (subject matter experts)/SPOK (single point of knowledge) positions
- Step 3 List the names of current incumbents in each of the director+ and the SME/SPOK positions as well. You may list as many as you like.
- Step 4 Look within your organization and identify folks who are high potentials who would be able to do the positions listed
- Step 5 Determine if these folks would be ready to perform these roles in 1 year, 3 years, or 5 years by looking at their work, engagement, and performance.
- Step 6 Create a development plan for the identified folks and list the skills they currently have to ascend to the role as well as the skills they will need to develop to be ready within 1, 3, or 5 years
- Step 7 Look outside your organization and identify folks who you may need to network with and groom for the future. Connect with those people and keep a close eye on their career progression.
- Step 8 Revisit your succession plan at least every 12 months to determine if you're on track as well as to update and evaluate the desired outcome of development plans or to add new players that may have been brought forward.

Note:

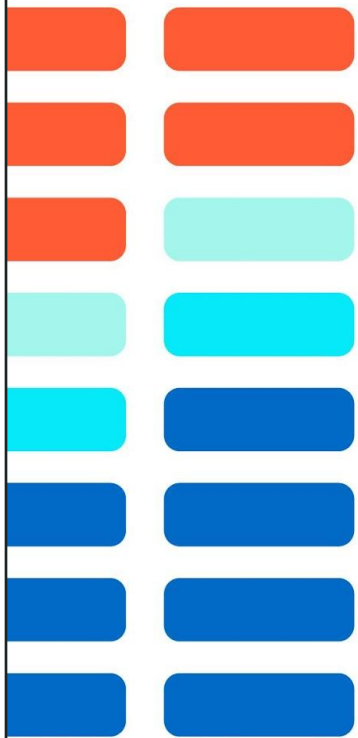
1. Take great note on how diverse the successors you've identified are. Will this enable your organization to become much more diverse or are you continuing to create a homogeneous organization? Take this opportunity to look at how your organization can move closer to reflecting the communities it operates in.
2. If you work in a small organization (<15) there might be a benefit to place everyone on your succession plan to ensure you are prepared

Business Unit:		SUCCESSION PLAN								
		Position Title:	Title 1	Title 2	Title 3	Title 4	Title 5	Title 6	Title 7	Title 8
		Current Incumbent:								
Ready: Now or Within 1 Year	1 Internal Candidate 1									
	2 Internal Candidate 2									
	3 Internal Candidate 3									
	4 External Candidate									
	5 External Candidate									
Ready: 1 to 3 Years	1 Internal Candidate 1									
	2 Internal Candidate 2									
	3 Internal Candidate 3									
	4 External Candidate									
	5 External Candidate									
Ready: 3 to 5 Years	1 Internal Candidate 1									
	2 Internal Candidate 2									
	3 Internal Candidate 3									
	4 External Candidate									
	5 External Candidate									

Appendix 4

Talent Review and Mapping

1/9



Talent Review and Mapping

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Talent Review

High Potential

Has the ability, aspiration, engagement, & agility, to move into a role with more responsibility and/or leadership at a faster rate than others

SME/SPOK

(Subject Matter Expert)
(Single Point of Knowledge)

Person who would be difficult to replace because of their highly specialized knowledge and expertise

Valued Contributor

A strong contributor with limited runway in the organization. Might not aspire to move into role with increased responsibility. Not viewed as a High Potential or SME/SPOK

At Risk

Person doesn't meet the expectations in their current role. Should be transitioned out of considered for another more suitable role

Factors for High Potential



ABILITY - Employee's knowledge, skills, and attitude. Includes technical, functional, emotional, and interpersonal skills



ENGAGEMENT - The degree to which an employee is emotionally connected and committed to the success of the team



ASPIRATION - Employee's desire to grow into more challenging roles and take on more responsibility and/or leadership.



LEARNING AGILITY - The pace which an employee is able to learn, analyze, and understand a situation or challenge, think broadly on it and work with others to solve it.

Performance does not equal Potential

(Although a High Potential employee must be a High Performer, High Performers are not always High Potential.)

High Performer	vs.	High Potential
Success in current and past roles		Has the ability, agility, engagement, and aspiration to take on greater responsibility and/or leadership
Great track record for delivering results and consistently delivers on objectives		Demonstrates consistent, broad, and strategic thinking
Strong skills and expertise in area of knowledge		Seeks out new assignments or challenges on their own
Strong contributor on key projects		Strong desire to try new or challenging things
		Adapts quickly and can read a situation and make judgements or decision or adjust course of action to avoid derailment
		Resilient and curious
		Succeeds in new, difficult situations, often with a high level of ambiguity

How to Assess a SME/SPOK

1. Does the employee have unique and difficult to find skills or deep expertise and knowledge that is critical to the organization's success?
2. Is this employee recognized for a valued, unique, and expert skill?
3. Should this employee resign, would it be very difficult to find someone internally or externally with comparable skills, knowledge, and expertise?

How to Assess and Identify Potential: ABILITY

	Need Work	Solid	Strong	Best of the Best
The employee's track record for delivering results				
Ability to handle projects/tasks that require a different or complicated skill set				
Strategic and able to grasp concepts and makes judgements or decisions to change or adjust course of action to avoid derailment				
Has the emotional maturity and courage to resolve conflict and engage in touch conversations				



How to Assess and Identify Potential: ASPIRATION

	Need Work	Solid	Strong	Best of the Best
Frequently takes on new assignments or challenges on their own accord				
Committed to their own personal and professional development				
Effectively leads and influence others at different level				
Willing or desire to move into a leadership role or take on a bigger leadership role				

How to Assess and Identify Potential: ENGAGEMENT

	Need Work	Solid	Strong	Best of the Best
Willing to go above and beyond their role, scope, or department to improve results				
Demonstrates a high level effort for the overall improvement of the organization				
Demonstrates leadership/influence beyond their own role and gets people engaged and involved to make things happen to help the organization meet its goals and objectives				
Makes a key effort to understand the strategic goals of the organization				

How to Assess and Identify Potential: LEARNING AGILITY

	Need Work	Solid	Strong	Best of the Best
Has a passion for continuous learning, and a high level of curiosity and drive to stay current in their field				
Displays a high level of desire and courage to try new and challenging things				
Proven ability to apply learning and get up to speed quickly when faced with unknown situations or challenges				
Thrives and embraces the opportunity to learn new skills.				

Appendix 5

Performance Management

5A – Performance Review Template

5B – Manager Evaluation Template

5C – Self Evaluation Template

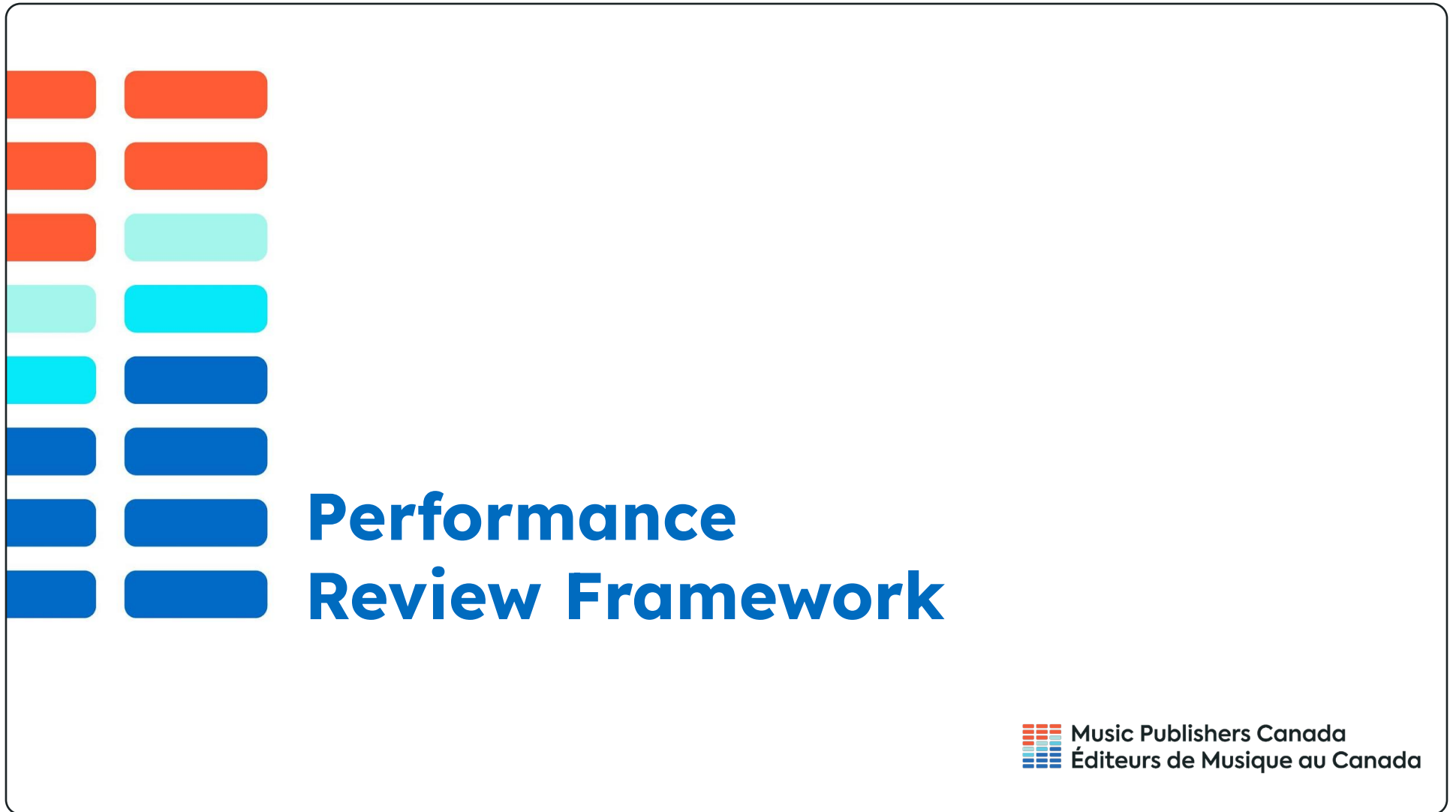
5D – 9 Performance Review Biases

5E – Performance Improvement Plan (PIP) Template

Appendix 5A

Performance Review Framework

1/9

A graphic for the Performance Review Framework. It features two columns of eight rounded rectangular bars each. The top three bars in both columns are orange, the next two are light blue, and the bottom three are dark blue. To the right of these bars, the text "Performance Review Framework" is written in a large, bold, blue font.

**Performance
Review Framework**

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Performance Review

Performance is the combination of WHAT was achieved and HOW it was achieved.

How you perform is equally important as what you did.

The WHAT

- The requirements of the role
- Results delivered including quantity, quality, and timeliness
- Contributing to and impact on others, the team, and XYZ Company

The HOW

- The attitudes and behaviours demonstrated while achieving the goals

XYZ Company Competencies

The XYZ Competencies are the foundational skills required for everyone at XYZ

Communication



Problem Solving



Delivering Results



Leading Improvement



COMMUNICATION

1. Being open and transparent; keeping people informed about what is happening and its possible impact on them
2. Being able to work well with different people within their immediate team
3. Being able to work well with different people outside of their immediate team
4. Being able to communicate information, ideas, and concepts clearly

DELIVERING RESULTS

1. Prioritizing work and managing time well
2. Focusing efforts wisely and strategically choosing where time is spent
3. Producing high quality work
4. Demonstrating a high level of functional and technical capability

PROBLEM SOLVING

1. Providing practical solutions to problems
2. Providing a broader perspective and looking beyond short-term goals
3. Involving others and inviting them to contribute their opinions and ideas
4. Experimenting with innovative ideas and approaches and being open to new ways of doing things

LEADING CHANGE & IMPROVEMENTS

1. Willing to help with things that may be outside of their role
2. Embracing change
3. Demonstrating initiative and showing ownership of issues
4. Providing thoughtful feedback and putting the time and effort into helping to make things more efficient

PERFORMANCE RATINGS

1. Sets a New Standard

- The What - Contributes consistently extraordinary results far beyond what is expected
- The How - Mastery over effective behaviours and attitudes

2. Exceeding Expectations

- The What - Consistently contributes significantly above what was expected and made important contributions
- The How - Consistently exhibits effective behaviours and attitudes

3. Meeting Expectation

- The What - Consistently makes meaningful contributions and sometimes exceeds goal
- The How - Demonstrates many effective behaviours and attitudes

4. Needs Improvement

- The What - Inconsistent in achieving the expected performance level and requires considerable supervision and guidance
- The How - Sometimes demonstrates behaviours and values that are not consistent with expectations

Additional Resources

1. Manager Evaluation Template - [Click Here](#)
2. Self Evaluation Template - [Click Here](#)
3. Performance Review Biases - [Click Here](#)
4. Performance Improvement Plan - [Click Here](#)
 - A PIP is often used for employees who are underperforming and not to be used merely as a documentation to justify termination. Encourage the underperforming employee and help them understand that the goal is to discuss their gaps and help them overcome them.
 - Once the manager has written down the concerns and expectations, encourage the underperforming employee to take a couple of days to input their commitments. Make them part of their PIP so that it is a plan that is done with them instead of done to them.

Appendix 5B

Manager Evaluation Template

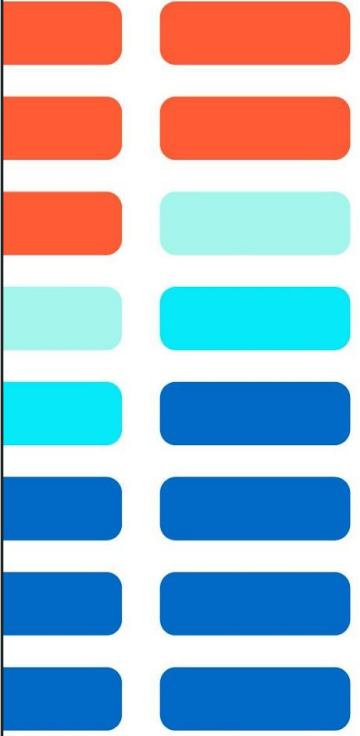
MANAGER RESOURCES FOR EFFECTIVE PERFORMANCE REVIEW RATING	
Reminder to review the Performance Review framework deck	Link Here
Performance Review Biases	Link Here

REMINDER: Input your own Company Competencies if different from the ones below	Employee Name: _____	
MANAGER EVALUATION	Rating	
Communication	The WHAT	The HOW
They are open and transparent and keep people informed about what is happening and the possible impact on them		
They work well with different people within their immediate team		
They work well with different people outside of their immediate team		
They communicate information, ideas, and concepts clearly		
Delivering Results	The WHAT	The HOW
They prioritize work and manage time well		
They focus their effort wisely and strategically choose where time is spent		
They produce high quality work		
They demonstrate a high level of functional and technical capability		
Problem Solving	The WHAT	The HOW
They provide practical solutions to problems		
They provide a broader perspective and look beyond short-term goals		
They involve others and invite them to contribute their opinions and ideas		
They experiment with innovative ideas and approaches and are open to new ways of doing things		
Leading Change & Improvements	The WHAT	The HOW
They are willing to help with things that may be outside of their role		
They embrace change		
They demonstrate initiative and show ownership of issues		
They provide thoughtful feedback and put the time and effort into helping to make things more efficient		

Appendix 5C


Performance Review Rating – Self Evaluation

REMINDER: Input your own Company Competencies if different from the ones below		My Name: _____	
SELF EVALUATION		Rating	
Communication		The WHAT	The HOW
I am open and transparent and keep people informed about what is happening and the possible impact on them			
I work well with different people within my immediate team			
I work well with different people outside of my immediate team			
I communicate information, ideas, and concepts clearly			
Delivering Results		The WHAT	The HOW
I prioritize work and manage my time well			
I focus my efforts wisely and strategically choose where time is spent			
I produce high quality work			
I demonstrate a high level of functional and technical capability			
Problem Solving		The WHAT	The HOW
I provide practical solutions to problems			
I provide a broader perspective and look beyond short-term goals			
I involve others and invite them to contribute their opinions and ideas			
I experiment with innovative ideas and approaches and I am open to new ways of doing things			
Leading Change & Improvements		The WHAT	The HOW
I am willing to help with things that may be outside of my role			
I embrace change well			
I demonstrate initiative and show ownership of issues			
I provide thoughtful feedback and put the time and effort into helping to make things more efficient			



9 Performance Review Biases

And How to Be Aware of Them



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1. Recency Bias

People tend to focus and over-index on the most recent time period instead of the total time period. (ex: the last 2 months vs last 6 months).

Example: If your employee recently rocked a presentation or messed up a deal, that performance plays a larger role in your mind because it is easier to remember things that happened recently.

Solution: It is important to document performance at different points in the time period. Consistently gather feedback on the employee throughout the year.

2. Idiosyncratic Rater Bias

When a manager evaluates someone on things they are not good at, they, the manager, rate that person higher. On the other hand, a manager rates others lower in things that manager is great at.

Solution: This one is a bit more challenging to solve. It might be best to think about whether you would hire this person again, whether they are ready for a promotion, and if they resigned if you would do everything to retain them

3. Leniency Bias

This happens when a manager gives favourable ratings although they very clearly have employees with notable room for improvement. This happens when everyone is scored at a 3 out of 4 or even a 4 even though not everyone deserves it. The reality is that some people outperform others in many areas.

Solution: Elaborate clearly on the realities and the benefits of folks being average. The average is not a bad thing.

4. Primary Bias

This is when a manager focuses on information they learned much earlier in the relationship. Like their first impression of the person. This is why first impressions count so much, but you should be mindful of your biases because of them.

Solution: Similar to recency bias. Ensure to gather feedback consistently from multiple sources and at different times.

5. Similar to Me Bias

The tendency to give a higher rating to people with similar interests, skills, and backgrounds. We tend to like people who are like us. In addition to making reviewing someone tricky, this also makes your organization less inclusive.

Solution: First agree to the criteria to be used in the assessment and then make the evaluation. This minimizes stereotypes and the assessments are less biased.

6. Confirmation Bias

When a manager tends to look for information that confirms their preconceived beliefs and ignores information that doesn't support their beliefs about an employee.

Solution: When you have a certain view about an employee try your hardest to gather information that might not support your view. Dig deeper. Pay close attention to the feedback that goes against your beliefs and see if there is supporting data.

7. Centrality/Central Tendency Bias

The tendency to rate most things in the middle of a rating scale. People do this because they are avoiding giving a very high or very low score.

Solution: Take a flexible approach when developing rating scales. Removing a neutral option can be one approach.

8. Gender Bias

This is built into our society. We tend to focus more on the personality and attitudes of women but focus more on the behaviours and accomplishments of men. Far too often when a woman is assertive and exhibiting the same behaviours as a man, we tend to see her as aggressive and penalize her for it. This can sometimes also be observed when we evaluate folks from non-dominant groups vs. those from dominant groups.

Solution: Having a structured feedback method. Being very vigilant about our biases around gender, race, abilities, etc.

9. Halo or Horn Effect Bias

This is when you allow one good or bad trait to overshadow other traits. We all have our own pet peeves and turn-ons. Sometimes we allow those things to overshadow our ability to assess people well. A [study shows](#) that people we view as attractive are more likely to be rated as trustworthy.

Solution: Make sure to evaluate performance on multiple dimensions. Rate individuals' achievements as well as the way they contribute to the success of others. Look at multiple aspects of performance to get a fuller view so that great or bad skills don't overshadow everything else.

Appendix 5E

Performance Improvement Plan

Date of Meeting

Employee Name

This letter serves as a recap to our meeting on, [Date](#).

As discussed, your performance has been below expectation in terms of [list of reasons](#). Therefore, we have decided to place you on a performance improvement plan. This plan is designed to help you succeed in your role.

This action plan has been developed with you to address the following areas of concern in your performance:

1. [Manager's concern #1](#)
2. [Manager's concern #2](#)
3. [Manager's concern #3](#)

Within the next # ([usually 30, 60, or 90](#)) days, starting today, [Date of meeting](#), we will need to see improvements in your performance. Our expectations are outlined below:

1. [Manager expectation #1](#)
2. [Manager expectation #2](#)
3. [Manager expectation #3](#)

[Employee Name](#) has made additional commitments and actions that they will take to ensure the success and improvement of their performance.

- [Employee commitment #1](#)
- [Employee commitment #2](#)
- [Employee commitment #3](#)

To assist you to succeed, I will be meeting with you once a week on [Date and time](#) to ensure that you are on track with the expectations outlined above and consistently supported and set up for success. During these meetings, we will review any issues reported during the previous week to ensure that the appropriate steps were taken before and after the issue.

Should you fail to meet the expectations of your role as well as the expectations set out above by the end of the # days period, [Date](#), you will be subject to further action up to and possibly including termination.

[Employee First Name](#), we are here to support and help you succeed. We know we can count on you to improve your performance.

Appendix 5E

Performance Improvement Plan

Regards

Manager Name
Manager Title

Manager's Direct Manager Name
Title

Cc: HR Business Partner Name (if applicable)

Your signature indicates that you have read this letter, have received the opportunity to review the expectations and provide input above and additional feedback in writing below, and that it has been discussed with you.

Employee Name

Date

Additional notes and feedback by Employee Name:

2/2

Appendix 6

DEI Resources

6A – DEI Journey

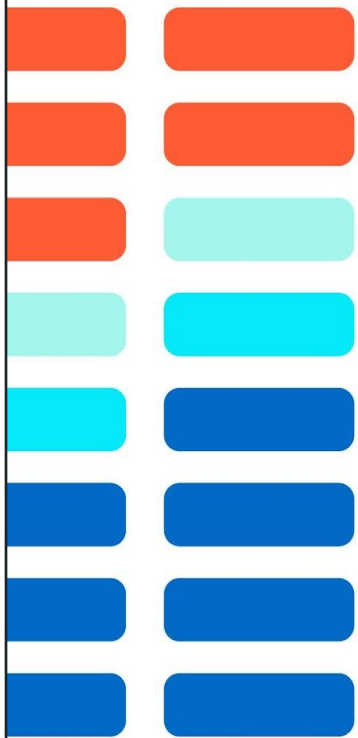
6B – DEI Strategy and Roadmap Templates

6C – Inclusive Interview Process

Appendix 6A

Our Diversity, Equity & Inclusion Journey

1/6



Our Diversity, Equity & Inclusion Journey

 Music Publishers Canada
Éditeurs de Musique au Canada

Appendix 6A

Our Diversity, Equity & Inclusion Journey

2/6

WHY are we doing this?

1. We have to represent the communities we serve
2. We want to make sure that everybody feels they belong
3. We want to contribute towards removing systemic barriers for historically marginalized and underrepresented groups
4. It's simple: It is the right thing to do

2

WHAT are we going to do about it?

1. Build a company that reflects the communities we serve, at every level.
2. Build a workplace that ensures people can grow and thrive by removing systemic barriers.
3. Build a company that is a part of the solution and not the problem in our industry and our community.

Appendix 6A

Our Diversity, Equity & Inclusion Journey


4/6

HOW will we achieve this?



WORKFORCE

The people we hire and how we hire



WORKPLACE

Building an inclusive and equitable environment where people feel they can grow, thrive, and belong



MARKETPLACE

The people our product serves, how we serve them, and our impact in the greater communities we serve

Appendix 6A

Our Diversity, Equity & Inclusion Journey

5/6

WHO will be responsible for our success?

1. Executive Team (including the Board)
2. All People Leaders
3. Everyone at your organization

What's Next?

1. Decide who do you want to be from a DEI perspective when you grow up
2. Begin formulating your organization's DEI strategy and goals.
 - [Click here](#) for a DEI strategy and roadmap template
3. Set a realistic roadmap
4. Be mindful of stepping into a performative spiral
5. Think long and hard about who you want to be as an organization from a DEI perspective

Appendix 6B

DEI Strategy and Roadmap

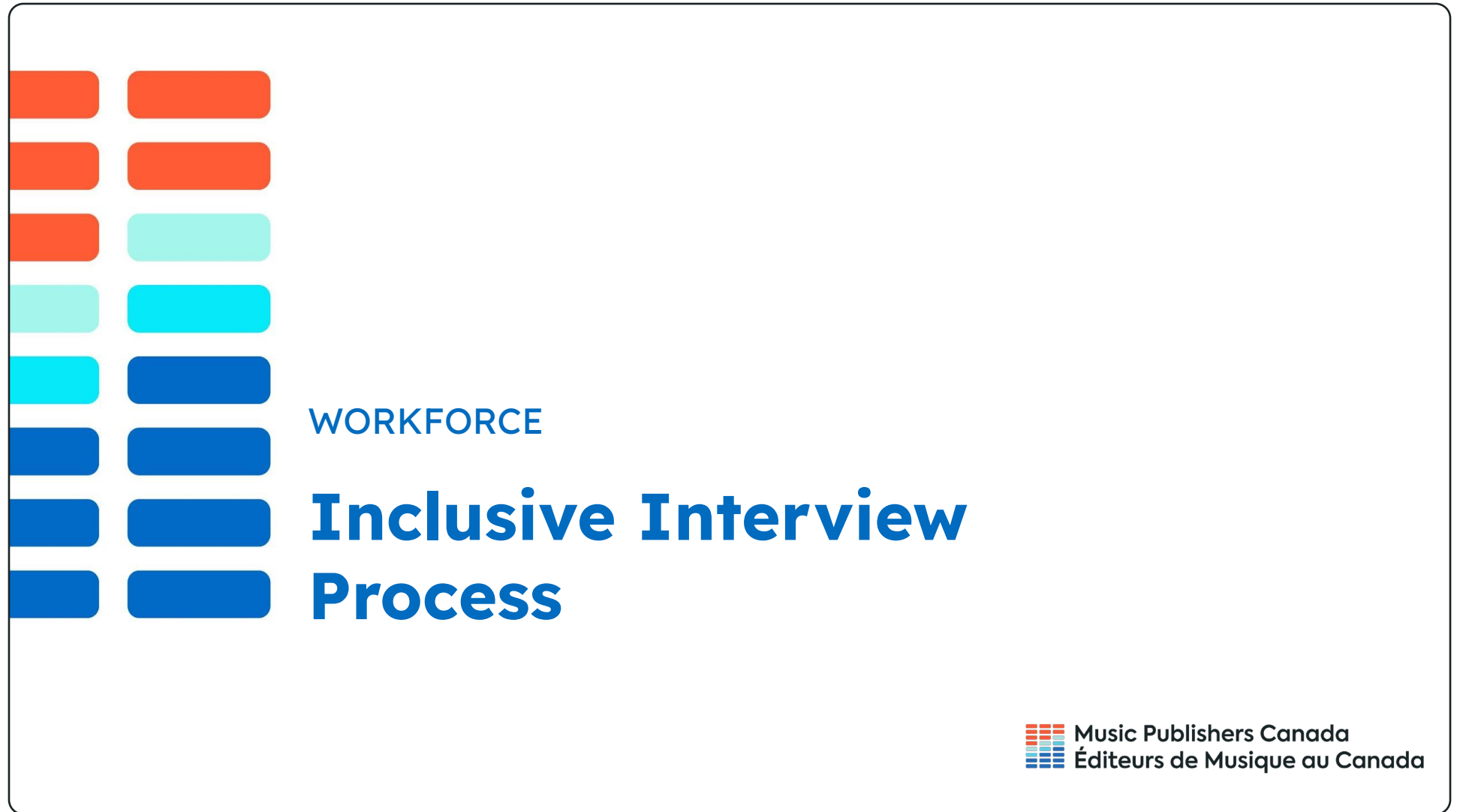
WORKFORCE				WORKPLACE				MARKETPLACE			
GOALS	OBJECTIVES / INITIATIVES	TO DOS	MEASURING SUCCESS	GOALS	OBJECTIVES / INITIATIVES	TO DOS	MEASURING SUCCESS	GOALS	OBJECTIVES / INITIATIVES	TO DOS	MEASURING SUCCESS

202X														202X																											
GOALS	Specific Actional Items	Q1				Q2				Q3				Q4				Q1				Q2				Q3				Q4											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				

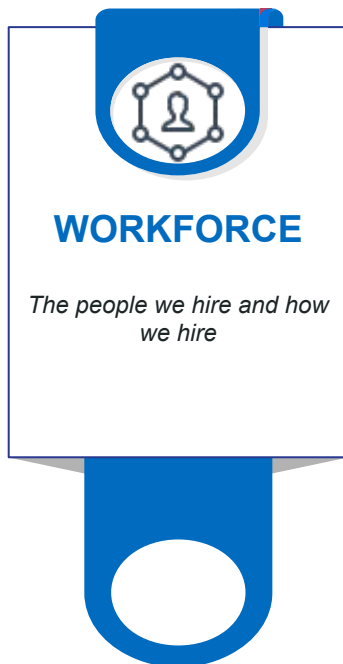
Appendix 6C

Inclusive Interview Process

1/11



Workforce Goal



GOAL: Build a workplace that represents the communities we serve and live in and create a hiring culture we can be proud of

Before The Interview

1. Evaluate the Job Posting for inclusive language
 - a. Once or twice a year, solicit feedback from someone who is currently in that role
 - b. Education ex: Bachelor's degree can exclude many people who may not have this form of education but who may have the experience. Rethink adding education requirements.
 - i. Question why someone having a degree is required.
 - c. Rethink the number of years of experience. Question why this is necessary.
 - d. Avoid using terms such as ninja, guru, nurturer. They are often viewed as gender-coded terms. Explore platforms like [Textio](#) to be more gender inclusive and avoid biases.
2. Determine the “must haves” and the “nice to haves”
 - a. Be mindful of having too many “must haves” that are not entirely deal breakers for the position
3. Create the quantitative feedback forms
 - a. One for each stage: phone interview, hiring manager, assessment/case study, etc
 - b. Based on the requirements of the job

How to Avoid Unconscious Bias

- ❖ Deliberately slow down decision making
- ❖ Take notes during the interview
- ❖ Sit and independently review those notes before scoring the candidate
- ❖ Reconsider reasons for decisions
- ❖ Question cultural stereotypes
- ❖ Monitor each other for biases

Interview Process

Step 1: “Phone Interviews” aka 1st Round Interview

- 20 to 45 minutes depending on the position
- Use the same questions for all candidates
- Ensure you let candidates know if the interview will be a phone or video interview or another means of communication (ex. written)
 - Be prepared to accommodate candidates with a disability
- Inform candidates of the entire process and the time commitment
- Ensure all assessments/interview notes of the candidate’s responses are in a centralized place within 24 hours of the interview

Interview Process: Interviewing w/ The Hiring Manager

Step 2: Interview With The Hiring Manager

- 30 to 60 minutes long
- Use the same questions for all candidates
 - You may ask them in a conversational approach if that is your style
 - Ensure you take detailed notes.
 - You may have follow up questions depending on how a candidate answers a question
- Make sure to inform candidates on what they will be evaluated on (ex: written communication, problem solving, etc)
- Ensure all assessments/interview notes of the candidate's responses are in a centralized place within 24 hours of the interview

Interview Process: Culture Interview

Step 3: Culture Interview

- 30 to 45 minutes long
- This could be done in tandem with the 2nd or 3rd interview
- The aim is to ensure folks are an addition to the culture based on your company values
- Reminder we are looking for folks who will be a “culture addition” NOT a “culture fit”
 - “Culture fit” often means “be like us and fit in”. It is about assimilating, which is not inclusive. “Culture addition” means “come and add to who we are”.
- Ideally culture interviews should not be conducted solely by people on the same team

Interview Process: Assessment & Case Study

Step 4: Case Study

- 30 to 60 minutes long
- Determine if this is absolutely necessary and determine what you are evaluating
- Ensure case studies are not asking candidates to do “real” work
 - Assessments should be based on made up questions and requirements. Example: Ask a writer to write about “Unicorn discovery in Toronto” as an option instead of actual current events. You could also use events that have happened in the distant past.
- Make sure to provide candidates with at least 3 days* to complete take home case study
 - Reminder many candidates are currently working full-time jobs. Please consider this in giving them adequate time to complete assessments
- Ensure all assessments/interview notes of the candidate’s responses are in a centralized place within 24 hours of the interview

Step 6: Feedback From Interviewers

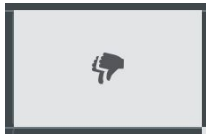
Filling out the Feedback form

- Ensure you take notes and summarize key findings and notes from the candidate's response.
- Include as much detail as possible and write down key examples they provided.
- Remember to be objective and check your biases
- Look for strengths and areas of opportunity and note these clearly
- Reminder that it is about this person being a great addition to the team, not solely a "fit".

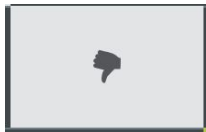
Step 6: Interviewers Feedback

- Recruiter to set up a meeting or Chat/Slack group to gather feedback re: the candidates.
- Make sure that the most "junior" or "most recently joined" member or "culture interviewer" speak first and provide their rationale on whether or not the candidate should be hired
 - The hiring manager should be the last one to speak. This limits possible group think and folks merely agreeing with the hiring manager because they might be the most "senior" person.

Rating Score Sample



(1) Candidate gives an example that is explicitly counter to our culture or questions asked. You are willing to take a strong stand against hiring this candidate based on these answers.



(2) Candidate gave a relevant, but poor, answer to the questions asked and despite probing couldn't provide a better answer. You believe this candidate would not be a fit based on this dimension but would be ok to move forward if others see things you didn't.



(3) Candidate gave solid examples for the questions that were meaningful and impactful. You believe this candidate will have a significant impact on the organization.



(4) Candidate gave exceptional answers that give confidence that they will be a champion for their role or cultural values. You will strongly advocate for the hiring of this candidate and believe they can help push the organization forward to achieve and exceed its goals

Background Checks...

- It might be time to rethink doing references. If the organization has done a great job of asking the right questions and feel that the candidate is aligned with their values, we shouldn't need a previous manager or employer to "co-sign" their decision. Trust that you've done your due diligence during the process.
- There might be a value in doing employment verifications
 - This is merely to confirm if the candidate has worked where they stated they worked and in the position they said they were in
- Do not do criminal checks or credit checks unless the position absolutely requires it
 - Example: Folks in Finance
 - If you do conduct criminal checks please ensure you determine the nature of the crime and the rationale for not hiring someone based on this information

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Protect.

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