



## MOTHERSHIP STRATEGIES 2018 DIVERSITY REPORT

In 2018, Mothership Strategies actively committed to prioritize diversity and inclusion in our hiring practices and our office culture. To achieve this, we published our first annual Diversity Report with data from our 2017 team to take stock of where we were as a company and to set the goals we wanted to accomplish over the course of the year. The goals we aspired to complete were:

- Increase our racial minority representation throughout the company by 50%.
- Increase our female and racial minority representation at the management and senior leader levels by at least 50%.
- Generate a more robust multicultural hiring pipeline by cultivating partners throughout our political network, attending career fairs and continuing to enforce the Rooney Rule.
- Partner with recruiters to strengthen our pipeline and help our marketing to diverse communities.
- Educate our management and leadership through diversity and unconscious bias trainings.
- Create a Mothership Code of Conduct to identify in our own voices how we want to build a more inclusive culture. We plan to open this up to anyone at Mothership who wants to contribute.

As we will lay out below, we were able to achieve some of our goals and found that for others, we needed to take a step back to work on laying the foundation that will allow us to complete them successfully in the future. We have learned a lot over the course of the past year and intend to use this Report to analyze our successes and shortfalls, as well as lay out realistic goals for this year.

The analysis we conducted in our 2017 Diversity Report used statistics encompassing staff employed at any time during 2017. In order to be more consistent, we will base this and future reports on employees employed as of December 31st. As of the end of 2018, here is our how team stacked up:

- We had 75 full-time employees. 64% of our team members identified as female, up from 59% at the end of 2017. 34.7% identified as non-white, up from 29% at the end of 2017. At the end of 2018, non-white full-time employees broke down into: 12% Asian, 2.7% Black/African American, 13.3% Hispanic/Latino, and 6.7% identify as two or more races.
- We hired 69 people, 36 hired full-time and 33 hired as Fellows. 69.6% of all hires identified as female, up from 62% in 2017, and 35% identified as non-white, down

from 44% in 2017. For 2018, non-white new hires broke down into: 13% Asian, 5.8% Black/African American, 8.7% Hispanic/Latino, and 7.2% identify as two or more races.

- We increased our senior leader level to include 10 people, comprised of the levels of Partner, Principal, and Chief. 50% of our senior leaders members identified as female, up from 33.3% at the end of 2017. 20% identified as non-white, up from 16.7% at the end of 2017. At the end of 2018, non-white senior leader level employees broke down into: 10% Hispanic/Latino and 10% identify as two or more races.
- We increased our management level to include 23 people, comprised of those with the title of Manager, Lead, or Deputy Director. 56.5% of our management team members identified as female, up from 33.3% at the end of 2017. 39.1% identified as non-white, up from 11.1% at the end of 2017. At the end of 2018, non-white management level employees broke down into: 4.3% Asian, 4.3% Black/African American, 21.8% Hispanic/Latino, and 8.7% identify as two or more races.

**The first stated goal of our 2017 Diversity Report was to increase racial minority representation among our staff by 50%.** We ended 2017 with 15 full-time staff members out of 51 who identified as non-white -- 29.4% of staff. We ended 2018 with 26 full-time staff members out of 75 who identified as non-white -- 34.7% of staff. This is an increase of 18% in racial minority representation, though less than the goal of 50% increase.

**The second stated goal of our 2017 Report was to increase our female and racial minority representation at the senior leader and management levels by at least 50%.**

The senior leader level is the highest level and included Partners, Directors, and Chiefs at the end of 2017. At the end of 2017, there were 6 employees at this level; of those, 1 employee identified as non-white and 2 identified as female -- 16.7% non-white and 33.3% female. By the end of 2018, the senior leader level included Partners, Chiefs, and Principals. At the end of 2018, there were 10 employees at this level; of those, 2 employees identified as non-white and 5 identified as female -- 20% non-white and 50% female. This met our goal of a 50% increase of female representation moving from 33.3% to 50%. This did not meet our goal for racial minority representation which increased from 16.7% to 20% -- a 20% increase.

The management level is the 2nd highest level and included only managing strategists at the end of 2017. For this level, we had 9 employees at the end of 2017. Of those 1 employee identified as non-white and 3 identified as female -- 11.1% non-white and 33.3% female. By the end of 2018, the management level included all those with the title of Manager, Lead, or Deputy Director. For this level, we had 23 employees at the end of 2018; of those, 9 employees identified as non-white and 13 identified as female -- 39.1% non-white and 56.5% female. This exceeded our goal of a 50% increase of female representation moving from 33.3% to 56.5% -- a 69.7% increase. This also exceeded our

goal of a 50% increase of racial minority representation which increased from 11.1% to 39.1% -- a 252.3% increase.

**In December 2017, we implemented the Rooney Rule to increase the diversity in our hiring candidate pipeline.** After we rolled out our guidelines, our team brought to our attention the "[Two in the Pool Study](#)," which shows that when only one diverse candidate is interviewed, they have a statistically 0 percent chance of being hired. The study points this out as a flaw in the Rooney Rule's application, which required only that we interview one woman and one candidate of color for every open role. After further research, we felt that the "Two in the Pool" study served as a stronger foundation to help us achieve our hiring and diversity goals. We used it as the inspiration to develop new recruitment protocols and create a fair and balanced hiring process.

**Starting in March 2018, we now require that half the pool of in-person interviews be racially diverse candidates for each position we hire for that adheres to our firm-wide hiring process.** The original "Two in the Pool Study" did not find a statistically significant increase in diverse candidates getting hired once more than two diverse candidates were considered for an open position, but it's important to us to maintain a strong ratio of diverse applicants moving through our hiring pipeline. We shifted our focus away from requirements for female candidates with our revised hiring protocols, since women are already a significant majority of employees Mothership and continue to be the majority of our new hires.

The third and fourth stated goals of our 2017 report focused on improvements to our hiring process with an emphasis on recruitment and pipeline management. In addition to our hiring protocol revamp, we implemented standardized grading rubrics across our active positions to ensure our candidate feedback focuses on the specific requirements for each role laid out in the job descriptions. This structure leaves less possibility for biased decision making that reinforces the status quo of our current team makeup. We set out to expand the backgrounds of people we consider for our open positions beyond the traditional Democratic campaign networks. We attended nine job fairs at area schools, and used Handshake to market our jobs to universities nationwide -- prioritizing historically black colleges and universities and Hispanic serving institutions.

While we have implemented this hiring strategy since March, we have not yet done enough hiring to show conclusively whether it is working. However, compared to when we implemented the Rooney Rule, we have marked an increase in diverse candidates in our in-person interviews and our hiring outcomes. Using the Rooney Rule, we hired roughly one candidate of color for every three white candidates; now under our new hiring protocols, we've seen that number improve to roughly one candidate of color for every two white candidates. We find this trend promising for the continued implementation of our "Two in the pool"-based hiring process, and will re-evaluate its success when we have done enough hiring to properly analyze it.

Last year, we also established our staff Diversity and Inclusion Council, a cross-organization group committed to furthering diversity and inclusion within Mothership. They come together twice a month to seek out actionable research and have conversations around diversity and inclusion. This year, the D+I Council will be setting goals of its own for projects they will work on independently to provide insight on our efforts to promote diversity and inclusion, and provide educational opportunities to extend their conversations to our team at large.

The two goals from our 2017 Report that we were not able to fully accomplish were to provide unconscious bias training to our leadership and management teams and to compile a Mothership Code of Conduct. Both of those projects remain goals for 2019, and additionally we're aspiring to:

- Raise our overall percentage of full-time staff of color to at least 40 percent. We recognize that recruitment of minority candidates is only part of the strategy to get here, and that retention is just as important. As employees move on from Mothership, either voluntarily or by our decision making, we want to ensure that our minority team members aren't disproportionately impacted by our retention rates. We plan to monitor this over the next year and collect more data.
- Hire a recruitment manager. This person will diligently administer our hiring processes, and implement marketing and recruitment strategies to strengthen diversity in our hiring.

## JOINING OUR TEAM

At Mothership, we're experts in email fundraising, online advocacy and digital advertising. Digital is a rapidly evolving field and we've learned to embrace innovation and collaboration in all aspects of our work. We work as a highly-skilled organization to craft the digital strategies that are setting the tone for this electoral cycle. Our clients range from highly-competitive electoral races to some of the most dynamic PACs and organizations working in progressive politics.

**We offer entry-level positions on our email fundraising, online advocacy and digital advertising teams that require no prior digital experience.** We're also looking for talent at all levels to join our growing team. We love to bring new folks on, teach them the tools they need to succeed, and nurture their individual growth. If you're passionate about progressive politics, there's a place for you to thrive at Mothership.

Our base salary for entry level full time employees is \$48,000 annually. We also offer both part-time and full-time fellowships at \$15/hour. In addition to skills training, we offer industry-leading benefits, including but not limited to:



- Premier medical/dental/vision health insurance options with low employee costs.
- Metro and transportation stipends up to \$260/month (the tax-free federal maximum).
- Student loan repayment through Gradifi.
- 18 days of Paid Time Off (PTO) per year.
- 12 weeks paid parental leave.
- 401k and 4% employer match immediately vested from Day 1!
- Up to \$50/month towards a gym membership, ClassPass, studio classes, etc.
- A budget annually for continued learning and networking opportunities
- A fully-stocked kitchen filled with snacks, drinks and more!

Check out our careers page on our website -- <https://mothershipstrategies.com/careers/> -- to learn more about us and joining our team and to see our available positions.