

## Labor Resources for Public History Employers

Winter 2025

The NCPH Labor Task Force

The National Council on Public History's (NCPH) mission is to inspire public engagement with the past and serve the needs of practitioners in putting history to work in the world. One of four key commitments to fulfill this mission is expanding professional tools. When NCPH adopted its [2023-2028 Long Range Plan](#), advocacy was identified as one of five organizational pillars with the intent to advocate for history and public historians with particular attention to public history as labor.

Providing resources for employers is one advocacy strategy to promote more equitable work for public historians and ensure that NCPH is supporting employers who engage in best practices. The following resources provide information and best practices on a number of employer-related topics, including compensation equity, recruitment and employee development, health and wellness. Resources will be added and updated periodically, so periodically refer back to this list for updated information about supporting the public history labor force.

The following resources were compiled by the NCPH's Labor Task Force to achieve NCPH's vision to be the "go to" public history organization that professionals turn to. Neither the NCPH Board of Directors, staff, nor members of the Labor Task Force verify the accuracy or completeness of the resources included below and do not endorse the information source. Readers are advised to seek legal counsel to verify jurisdictional legal requirements.

### HIRING PRACTICES - COMPENSATION EQUITY

**Resource:**

<https://www.pnihcm.com/blog/pay-scales#:~:text=It%20outlines%20the%20range%20of,salary%20for%20a%20specific%20role>.

**Description:** PNI HCM, a payroll and HR software company, developed a helpful guide to creating fair pay scales. Identifying fair pay before listing a position for hire is key to avoiding bias during the job interview process. By doing so, the employer ensures that they are paying based on the job duties and deliverables and not on candidate experience or salary history.

**Resource:** <https://www.hrdiver.com/news/salary-history-ban-states-list/516662/>

**Description:** HR Dive is keeping a running list of states and local governments with salary history bans. As of May 2024, almost half of the nation's states and 23 cities prohibit asking job

candidates for salary history. Make sure that you are aware of hiring laws in your municipality and state.

**Resource:**

*<https://www.adp.com/resources/articles-and-insights/articles/p/pay-equity.aspx#:~:text=When%20employees%20know%20how%20pay%20decisions%20are,reacting%20to%20employees%20who%20ask%20for%20more>*

**Description:** ADP, a large payroll company in the United States, created this summary about pay equity, including its basis in U.S. law, how to conduct a pay equity audit, reasons to embed pay equity as an institutional practice and best practices in this area.

**Resource:** *<https://www.writeonfundraising.com/blog/equity-for-nonprofits>*

**Description:** Similar to the ADP resource listed above, but this article specifically pertains to nonprofits. In the article, Write On Fundraising's Founder + CEO, Lindsay Jordan, assembled an impressive and comprehensive list of Write On Fundraising's practices implementing their commitment to pay equity, including compensation, recruitment and transparency.

**Resource:** *<https://fundthepeople.org/embedding-equity/>*

**Description:** In this podcast by Fund the People, consultant Mara Nagarajam of Vega Mala Consulting reviews six practices to embed pay equity in nonprofits based on Vega Mala Consulting's Compensation Scale Equity Process and Calculator™.

**Resource:**

*<https://www.sarahmarsom.com/news/2020/6/25/call-to-action-labor-equity-in-preservation>*

**Description:** Sarah Marsom is an activist and heritage resource consultant who has advocated for, and created a movement around, labor equity in preservation. Her labor equity platform is a call to action for both employees and employers to pay interns and list the salary in job postings and on jobs boards. Read why these two issues are a matter of justice and equity in the workplace.

## **HIRING PRACTICES - TRANSPARENCY**

**Resource:** *<https://www.sitesofconscience.org/about-us/about-us-2/job-opportunities/>*

**Description:** The International Coalition on Sites of Conscience openly states their commitment to worker security and satisfaction on their website. They list some of their benefits, including a four-day workweek, flexible work environments, their benefits plan that includes multiple kinds of insurance, a 401K plan, and paid vacation, sick and personal time. Their equal opportunity employment statement is also included.

## **HIRING PRACTICES - EQUITABLE RECRUITING**

**Resource:**

<https://www.forbes.com/councils/theyec/2023/06/23/ensure-equitable-recruiting-and-hiring-with-these-nine-practices/>

**Description:** *Forbes* lists nine ways to address unconscious bias in the hiring process.

## **EMPLOYEE HEALTH AND WELLBEING - PROVIDING CONSTRUCTIVE FEEDBACK**

**Resource:**

<https://www.businessnewsdaily.com/15221-employees-more-likely-to-quit-after-unfair-review.html>

**Description:** Providing fair, accurate and regularly scheduled performance reviews is one way to retain your employees. Read these *Business News Daily* tips to perform a fair and accurate performance review.

**Resource:**

<https://www.roberthalf.com/us/en/insights/management-tips/7-tips-on-giving-feedback-to-employees>

**Description:** Offering feedback is one of the most valuable things that a manager can do for an employee, according to this *Robert Half* article, yet giving constructive feedback can be challenging. These seven tips can help to make giving feedback a more positive experience for both the employee and the manager.

## **EMPLOYEE HEALTH AND WELLBEING - SAFE WORKING CONDITIONS**

**Resource:** <https://www.osha.gov/publications/bytopic/heat-illness-prevention>

**Description:** The U.S. Occupational Safety and Health Administration (OSHA) put together a resource guide to protect workers against heat-related injury, illness or death. Public historians are at risk, including those who perform their work outdoors, in poorly ventilated or cooled environments, and/or whose job duties require them to wear certain clothing that puts them at risk of overheating. Read about the preventable heat-related death of 24-year-old field archaeologist Kaylen Gehrke in 2022 to stop further loss of life:

*(<https://www.kplctv.com/2022/07/12/archaeological-worker-dies-suddenly-while-kisatchie-national-forest/>)*

**Resource:** *<https://www.osha.gov/publications/poster>*

**Description:** Employers in the U.S. are required by law to post information about workers' health and safety rights under the Occupational Safety and Health Act. The U.S. Occupational Safety and Health Administration (OSHA) has posters and other safety materials in several languages available for free download and has created a page to assist small businesses with compliance (<https://www.osha.gov/smallbusiness>).

## **EMPLOYEE HEALTH AND WELLBEING - UNDERSTANDING AND PREVENTING EMPLOYEE BURNOUT**

**Resource:**

*<https://www.cdph.ca.gov/Programs/OHE/CDPH%20Document%20Library/Healthy%20Communities%20Framework.pdf>*

**Description:** The California Health in All Policies Task Force created its “Health Communities Framework” in 2010 to define health and equitable communities in California. They followed up by creating the Healthy Communities Data and Indicators Project that sets out metrics to measure the impact of plans and policies on communities. The framework and indicators could be adapted for use by employers.

**Resource:**

*<https://newsroom.heart.org/news/9-policies-companies-should-implement-to-reduce-burnout-according-to-employees>*

**Description:** The American Heart Association lists the nine policies that companies should implement to reduce employee burnout according to a worker survey by The Harris Poll.

**Resource:** *<https://nonprofitaf.com/>*

**Description:** Vu Lee's hilarious blog lays out the perspective of a nonprofit worker, one that also served as an organization leader. Employers - READ. THIS. BLOG. if you want to understand what can lead to burnout in the public and nonprofit sectors.

**Resource:**

*<https://nonprofitquarterly.org/avoiding-burnout-and-preserving-movement-leadership/>*

**Description:** Nonprofit Quarterly lists how boards and philanthropy can respond to nonprofit worker burnout through a “Duty of Care,” especially amongst leaders of color.

**Resource:** *<https://ophi.org.uk/gross-national-happiness>*

**Description:** The nation of Bhutan measures their success in its people’s happiness, not economic metrics. This “Gross National Happiness” scale could be adapted by organizations and management that want to assess impact by indicators such as worker health, satisfaction, creativity and/or courageous risk taking.

**Resource:** <https://www.philanthropy.com/package/how-to-prevent-nonprofit-employee-burnout>

**Description:** *The Chronicle of Philanthropy* created an impressive and topically diverse toolkit for “How to Prevent Nonprofit Employee Burnout.”

**Resource:** <https://rainaregan.com/uplifting-preservation/>

**Description:** Raina Regan is a champion for mental health for culture workers. Her honest, and often vulnerable, blog posts about her own experiences shine a light on workers’ experiences with management. Raina is no longer posting to Uplifting Preservation, yet the topics are evergreen.

## GENERAL INFORMATION

**Resource:** <https://www.landmarks.org/relevancy-guidebook/TheRelevancyGuidebook.pdf>

**Description:** Bonnie McDonald’s *The Relevancy Guidebook: How We Can Transform the Future of Preservation*, published by Landmarks Illinois in 2023, is a free digital book with an essay specifically focused on jobs in the preservation field. “Preservation as a Matter of Health,” the essay found on pages 83-95, provides information about mental health and wellness in the workplace. The essay, “Job Creation in Preservation” (pp. 96-109), lists reasons that people quit jobs according to a Pew Research Center poll. Check out the resource list in Appendix 2 for more information.