

One and Done No More: The Equitable Opportunity Cycle

November 4, 2021 / Myrna Hellerman / Moshe Mayefsky

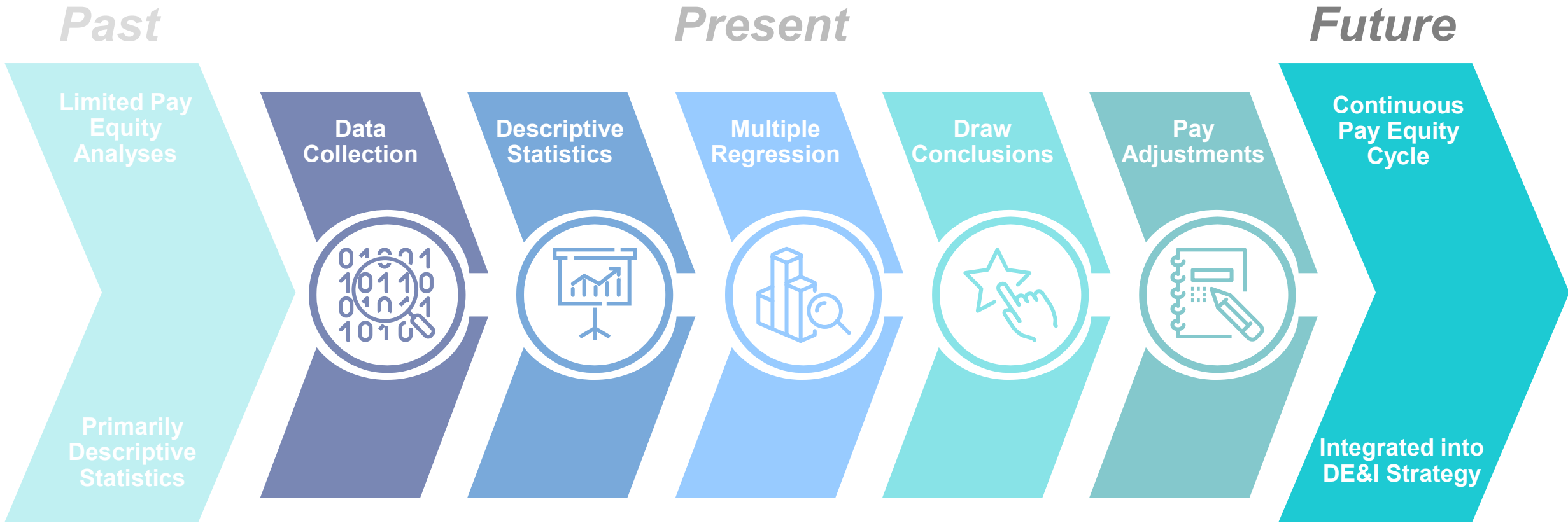
Agenda

Evolution of Pay Equity Analyses

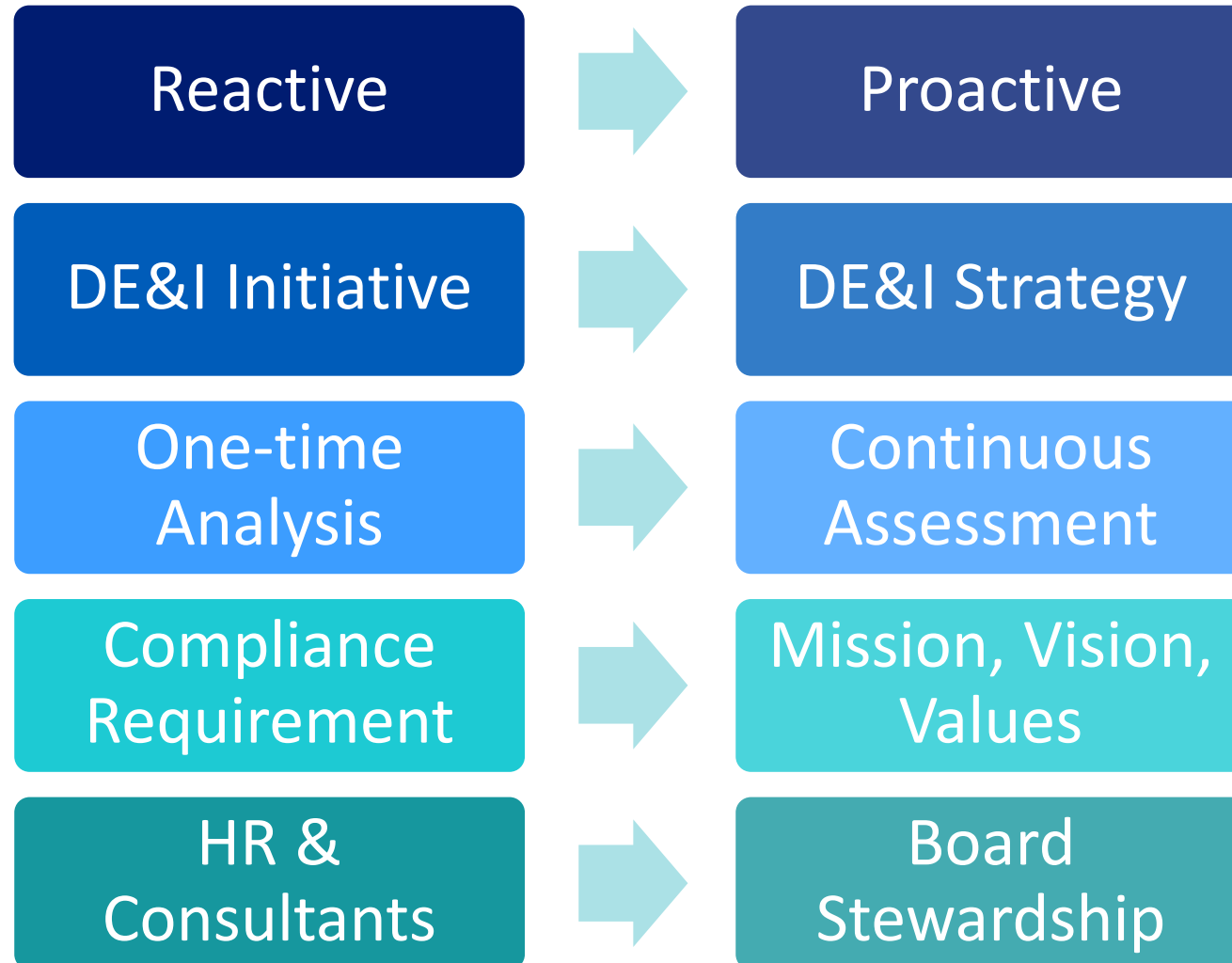
Case Study: From Success to Satisfaction

One And Done No More

Evolution of Approach to Pay Equity



Evolution of Pay Equity Analyses



A Mosaic of Challenges & Imperatives



| Case Study



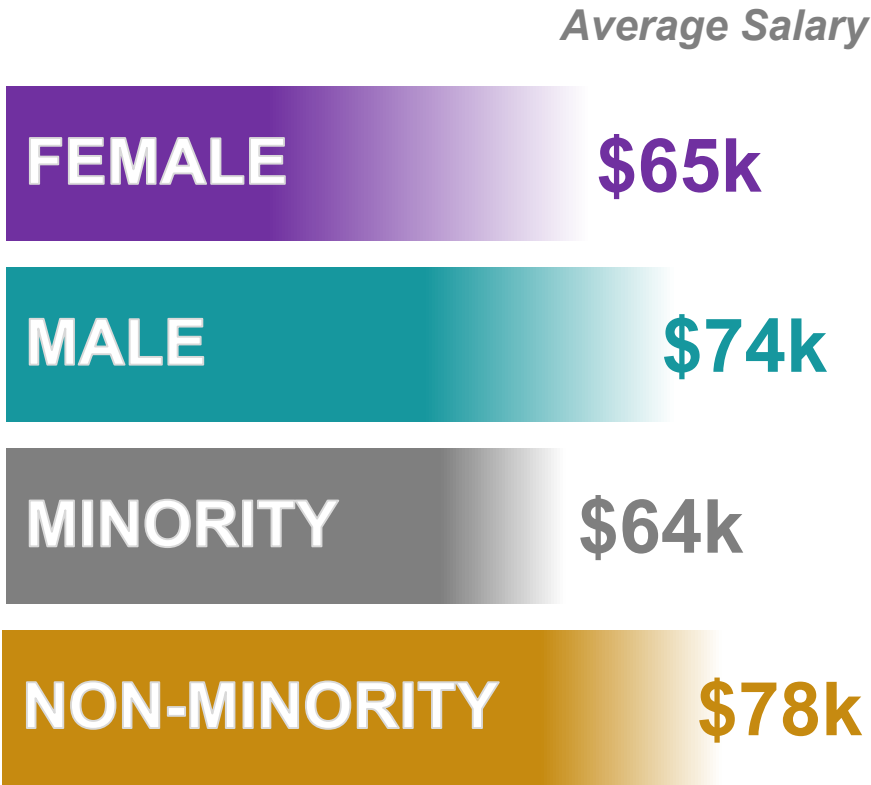
Let's investigate a real-life situation where pay equity was more than just a one-time analysis.

It's All About Perspective



What Statistics Say (& Don't Say)

Uncontrolled Pay Gap

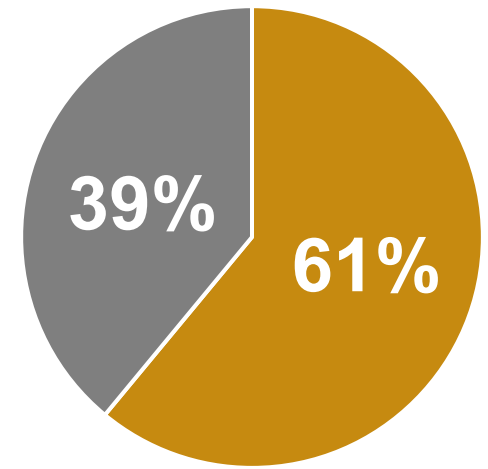
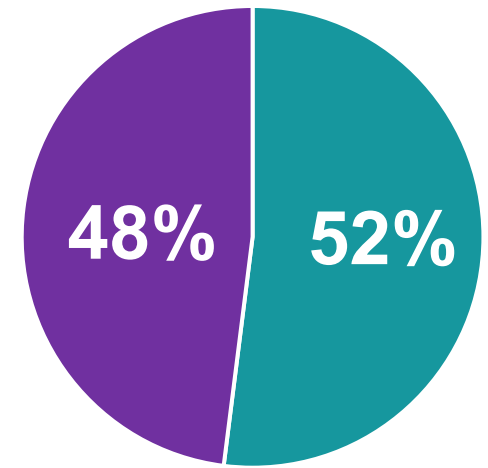


Controlled Pay Gap



What's the Missing Link?

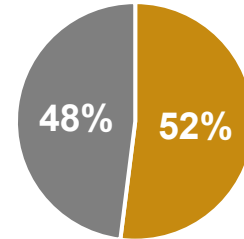
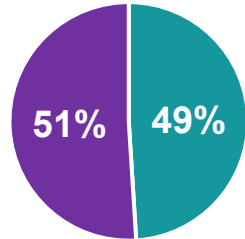
Workforce Demographics



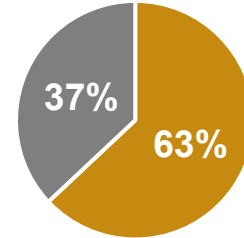
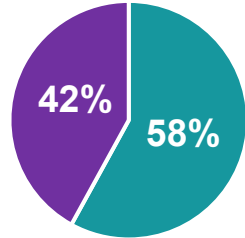
Female Male Minority Non-Minority

Representation Gap

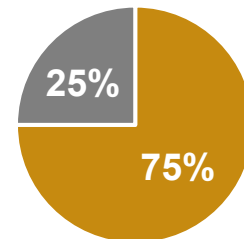
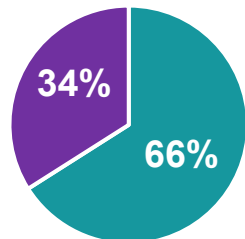
Support Staff



Professional Staff



Director and above



Female Male Minority Non-Minority

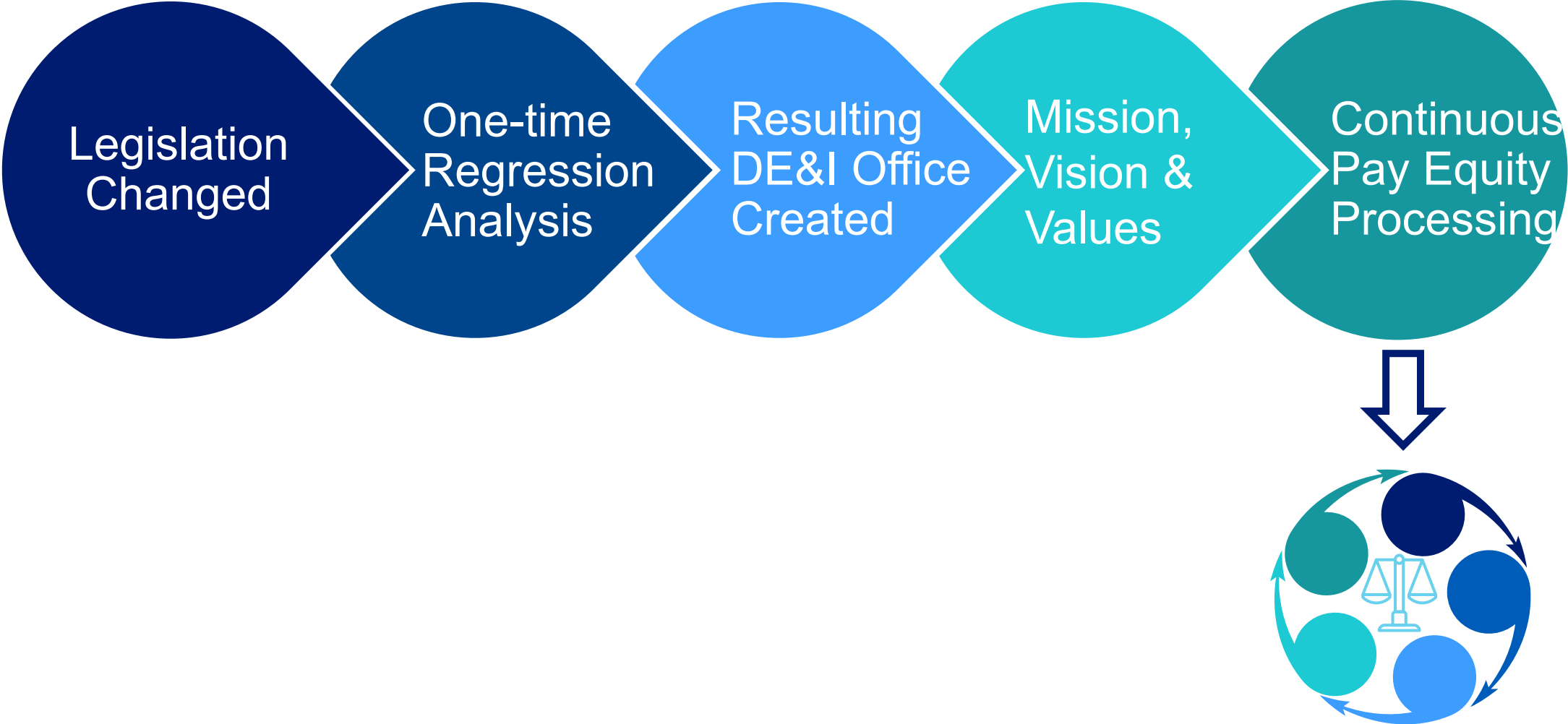
What was Left to Address?

Representation
Gap

Continuous
Process

Employee Perception

From Success to Satisfaction



| Equitable Opportunity Cycle



Now is the time to start a continuous pay equity process that will constantly evaluate and update your processes.

How to Leverage a Pay Equity Analysis



Equitable Opportunity Cycle

Recruiting & Hiring



Monitor Your Equity in Recruitment

Department	Gender	Race/Ethnicity
Arts & Sciences	86% Female, 14% Male	40% Minority, 60% Non-Minority
Education	61% Female, 39% Male	30% Minority, 70% Non-Minority
Health Professions	50% Female, 50% Male	25% Minority, 75% Non-Minority
Communication	38% Female, 63% Male	20% Minority, 80% Non-Minority
Accounting & Finance	27% Female, 73% Male	0% Minority, 100% Non-Minority
Mathematics	20% Female, 80% Male	0% Minority, 100% Non-Minority
Information Technology	0% Female, 100% Male	0% Minority, 100% Non-Minority

■ Female ■ Male ■ Minority¹ ■ Non-Minority

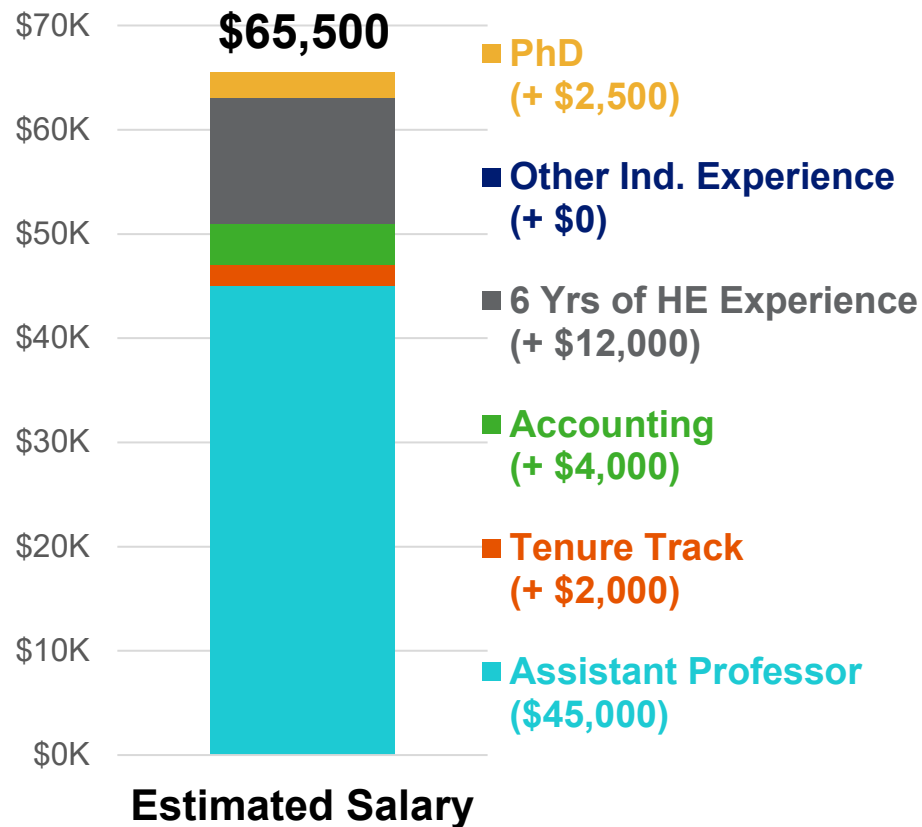
¹ Minority includes Asian, Black, and Hispanic incumbents.

Equitable Opportunity Cycle

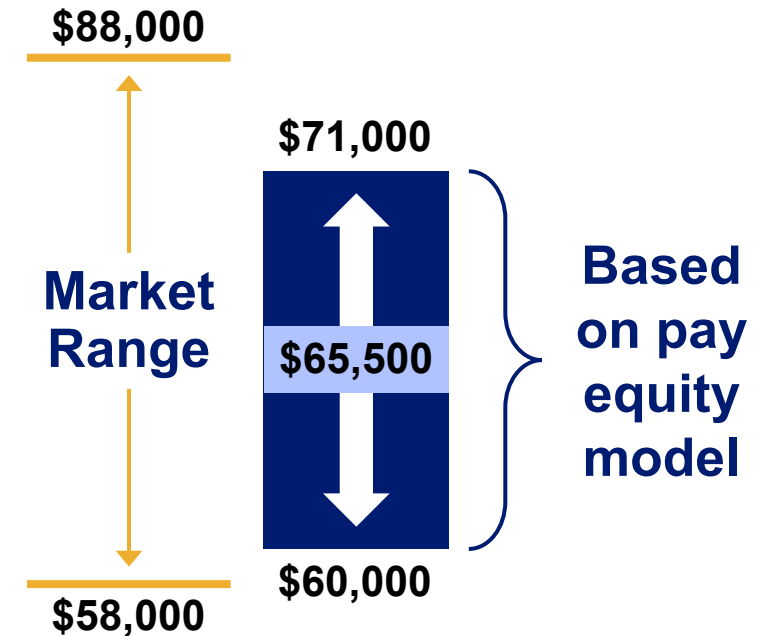
Policies & Starting Salaries



Sample Pay Equity Calculator



Recommended Starting Salary Ranges

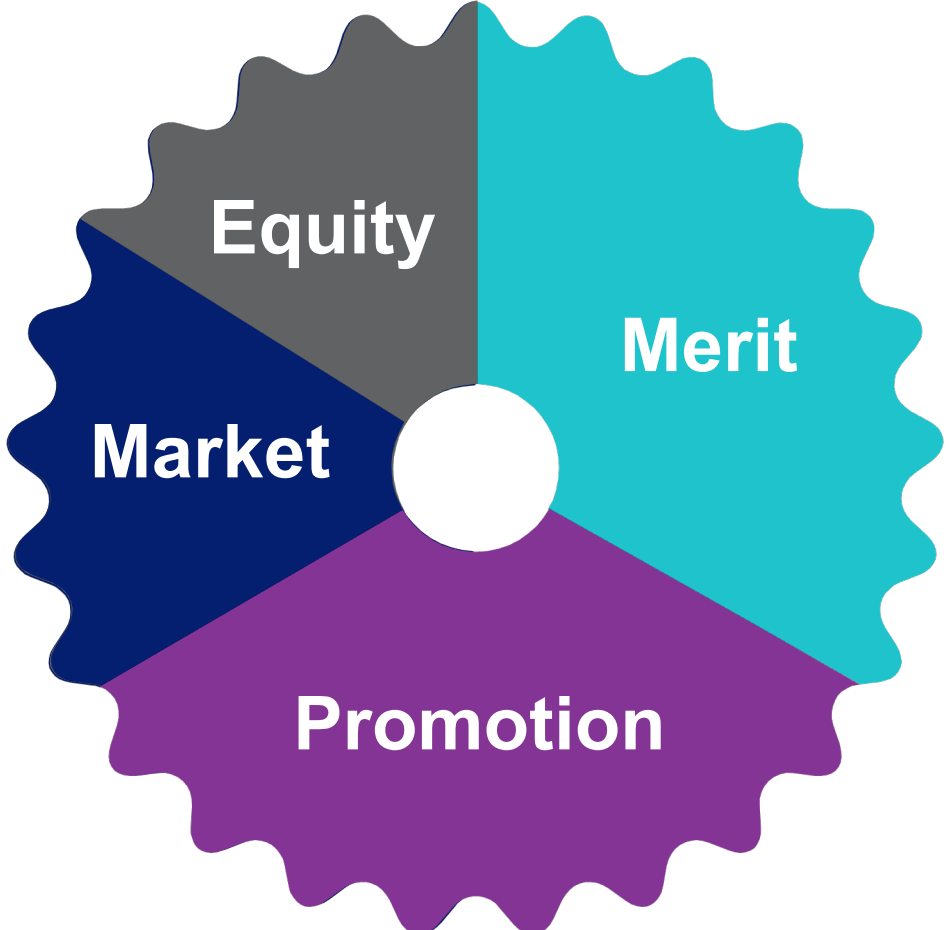


Equitable Opportunity Cycle

Performance & Salary Adjustments



Salary Adjustment Budgets



Equitable Opportunity Cycle

Promotion & Job Changes



Actual Compensation



Pay Band Pay Range

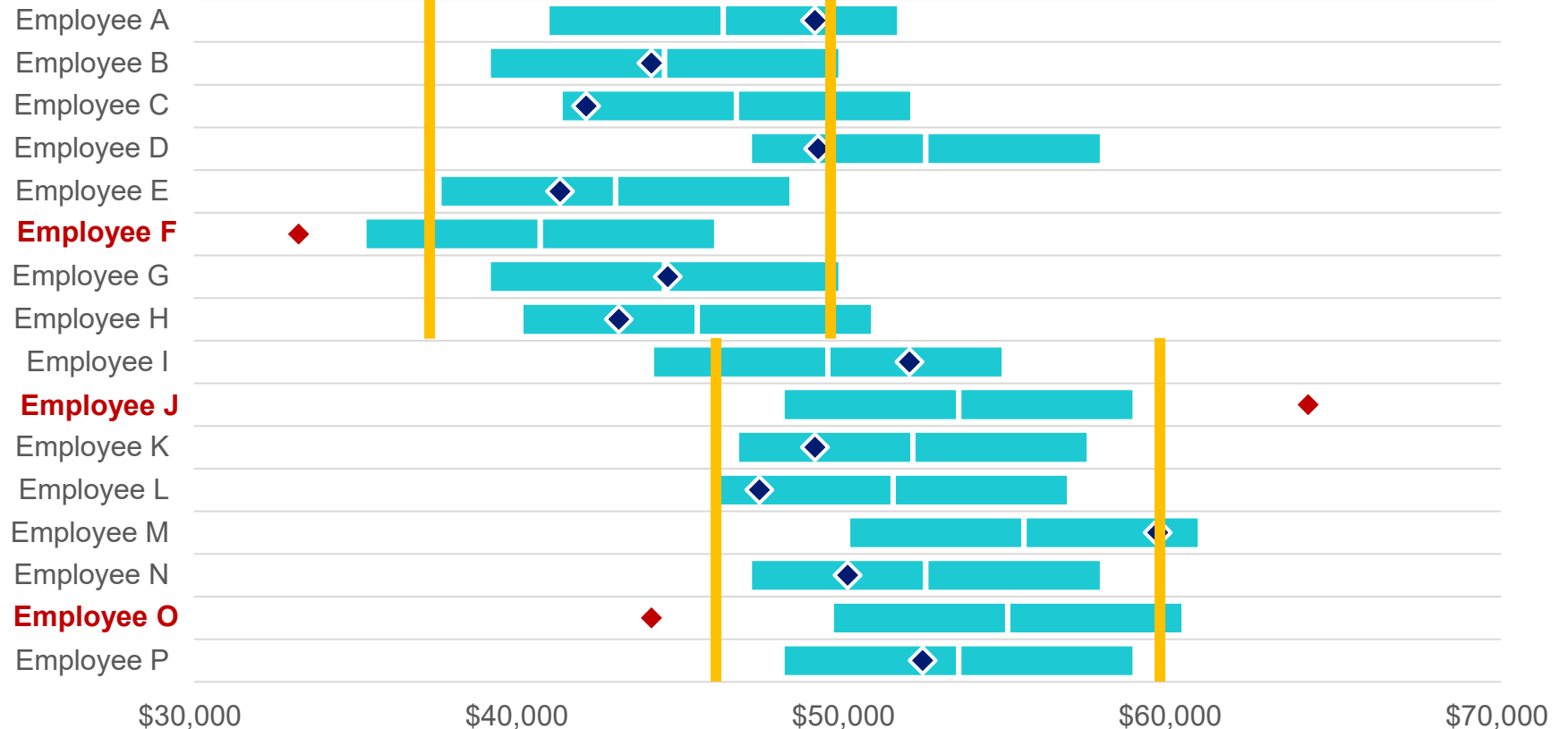


Pay Equity Analysis Predicted Compensation



Assistant Professor

Associate Professor



Equitable Opportunity Cycle

Assessment of Talent Leaving



Getting Started



Evaluate Pay Equity Strategy

Understand the mindset on pay equity

Build urgency to “take on” proactive, ongoing pay equity management

Build a Team

Executive sponsorship and board stewardship

Individuals (internal or external) providing input in the initiative

Build a Process

Documented process, consistently applied

Incorporate processes into DE&I strategy

Ensure alignment with Mission, Vision, Values

Thank You

For more info,
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