

Equity in Pay and Career Progression

To critically examine compensation inequities and to recommend a strategic approach, based on best practices, to create more equitable compensation strategies.

To close the “opportunity” gap by creating access to advancement for underrepresented populations.

Composition of the committee

- Internal representatives from faculty, staff as well as Physical Plant as a subset of staff
- Community representatives
 - Outside consultant who has worked with the University and specifically HR and OIE
 - CEO of a women focused nonprofit in Memphis who is also an alumni
 - Representative from the Mid-South Compensation Association who also works for a public entity

Workforce Demographic Metrics

- Key performance indicators to evaluate diversity in the workplace and to monitor our efforts in ensuring equity
 - Will enable us to see where pipeline issues exist so they can be addressed
- Examples
 - Hiring, promotion and retention patterns
 - Quarterly impact analysis of new hires
 - Pay equality: the ratio of compensation by employee category (e.g., equal pay for equal work, analysis of temp/limited positions)
 - Evaluation of policy exceptions (e.g., waivers, reclassifications, counteroffers)

Policies and procedures that enhance equity and diversity

- The goal is to provide more structure for employment actions
- Set and publish required standards for recruitment (e.g., minimum recruitment times, required posting locations)
- Other examples:
 - Communicated and formal process for salary reviews
 - Better guidance regarding reclasses or salary increases
 - Structure around job titles
 - Better parameters around merit increases

Departmental roles that improve recruitment process integrity and retention

- Managers need to understand their role is more than just filling a seat
 - Diversification of search process
 - Creating an environment that is welcoming
 - Onboarding
- Clearer definition between OIE and HR's roles

Operationalize the Affirmative Action plan

- Embed it into the recruitment and hiring process
- Evaluate Workforum to determine functionality of placing goals into the system so that hiring managers know their goals
- Focus on pay disparities as well as diversity of pools and hires
- Establish recruitment plans that include opportunities for diverse postings as well as intentional interview questions that relate to our core values
- Hire, coach and evaluate to the University's core values which include DEI

Remaining priorities

- Perform a compensation study to ensure external and internal parity
- Implementation of formal process for job reviews to include analysis of salaries for both equity and market
- Provide skill development, professional resources and career progression opportunities that address employee needs and University's goals while promoting professional growth
- Implementation of consistent communications, actions, and accountability to campus community to meet AA/EO obligations and further the values of diversity, equity and inclusion
- Implementation of an onboarding process that focuses on building relationships and ongoing exposure to all parts of the University