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