EQUITY IN PAY AND CAREER PROGRESSION
Strategic Action Plan

The Charge: Compensation inequities exist in all organizations. Although the University has taken proactive steps to increase the pay of its lowest paid staff and has worked to address other compression and equity concerns, there is more work to do. The primary goal of this workgroup is to critically examine compensation inequities and to recommend a strategic approach, based on best practices, to create more equitable compensation strategies.

Additionally, compensation inequities cannot be fully addressed without understanding that lack of opportunities for career progression increase the gap. Women and faculty and staff of color often report lack of awareness and/or opportunity to be considered for open or higher-level positions. A secondary goal is to close the “opportunity” gap by creating access to advancement for underrepresented populations.

INTRODUCTION
The University of Memphis has a dedicated and passionate workforce and is committed to removing institutional and structural barriers to opportunity. From recruiting and retaining a diverse workforce, to implementing policies that ensure full and equal participation in employment opportunities, the University aims to maintain an inclusive and fully engaged workforce to serve our students and community. Research has consistently shown that gaps in compensation exist. And the University is even more attuned to the social implications due to its location in the heart of the civil rights movement and is committed to being a leader in addressing pay equity. The University also recognizes the impact of pay inequity on its ability to attract and retain talent which is a necessary requirement in order to fulfill its goal as research institution. The overarching goal of this strategic plan is that the workforce of the University is inclusive of people of color and other marginalized or underrepresented groups at a rate representative of the greater Memphis area at all levels of employment with a consistent pay structure that provides for parity1.

STRATEGIC ACTION PLAN

GOAL 1

<table>
<thead>
<tr>
<th>Goal</th>
<th>The University is a leader in the acknowledgement of pay inequity as a continuing barrier and furthers the University’s core value of innovation by consistently seeking a better way and embracing challenges.</th>
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<tr>
<td>Strategic Action</td>
<td>Conduct studies and evaluations that analyze the University’s position as it relates to pay equity and provides structures for reduction and/or elimination of disparities.</td>
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<td>Action Steps</td>
<td>Primary Steward(s)</td>
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<td>Perform a compensation study to ensure external and internal parity</td>
<td>HR, OIE</td>
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<tr>
<td>Improve tracking of workforce demographic metrics and facilitate data collection and analytics that supports accountability on inclusive practices (i.e. waivers, reclassification)</td>
<td>HR, OIE, OIR</td>
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1 Words denoted in blue represent the University’s values.
### GOAL 2

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<th>Diversity, equity and inclusion are embedded into all aspects of hiring, retention, and career progression so that the University can more effectively provide for student success.</th>
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<td>Embed Affirmative Action Plan into recruitment and hiring process</td>
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### GOAL 3

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<td>Implementation of formal process for job reviews to include analysis of salaries for both equity and market</td>
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<td>Provide skill development, professional resources and career progression opportunities that address employee needs and University’s goals while promoting professional growth</td>
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EQUITY IN PAY AND CAREER PROGRESSION
Strategic Action Plan
Assessment

**Goal 1**

**Goal:** The University is a leader in the acknowledgement of pay inequity as a continuing barrier and furthers the University's core value of innovation by consistently seeking a better way and embracing challenges.

**Strategic Action:** Conduct studies and evaluations that analyze the University's position as it relates to pay equity and provides structures for reduction and/or elimination of disparities.

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<td>Perform a compensation study to ensure external and internal parity</td>
<td>Examine the AAP to determine available data to run internal compensation analysis with assistance of Fogelman resources</td>
<td>Meeting notes from OIE, HR and Fogelman team</td>
<td>Evaluate delivery of services by internal sources, existing vendors (e.g. AAP vendor) or do RFP</td>
<td>Meetings with current AAP vendor and others; RFP through Procurement</td>
<td>Determination of ability to conduct full scale or pared down compensation study</td>
<td>Development of plan for compensation study</td>
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<td>Improve tracking of workforce demographic metrics and facilitate data collection and analytics that supports accountability on inclusive practices (i.e. waivers, reclassification)</td>
<td>HR, OIE and OIR, in collaboration, will evaluate existing systems availability to track</td>
<td>Meeting notes; information about Banner and other system capability</td>
<td>Partner with Fogelman resources to determine data to track, frequency, etc.</td>
<td>Meeting notes, drafts of dashboards and templates</td>
<td>Develop dashboards and templates</td>
<td>Dashboards and templates developed with predetermined reporting frequency</td>
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**Goal 2**

**Goal:** Diversity, equity and inclusion is embedded into all aspects of hiring, retention, and career progression so that the University can more effectively provide for student success.

**Strategic Action:** Create a culture committed to diversity, equity and inclusion in hiring and career progression.

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<td>Implementation of consistent communications, actions and accountability to campus community to meet AA/EO obligations and further the values of diversity, equity and inclusion</td>
<td>Drill down all department functions—OIE, Prevention, Compliance; training; state and federal state statutory and regulatory</td>
<td>Working notes</td>
<td>Develop catalog of communications to send; message; platform; frequency; author</td>
<td>Communications calendar</td>
<td>OIE – who we are, commitment to EEO; notices; semester, quarterly, annual trainings</td>
<td></td>
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<td>Embed Affirmative Action Plan into recruitment and hiring process</td>
<td>Determine functionality of workforUM in the affirmative action area and ability to embed attainment of AAP goals into workforUM</td>
<td>Recruitment plans, recruitment tools, assessment plans, applicant pool certification standards</td>
<td>Determine division of responsibility for AAP functions between OIE and HR</td>
<td>OIE/HR monthly collaboration meetings</td>
<td>Handbook for Recruiting and Hiring</td>
<td>Calendar of regularly scheduled department meetings</td>
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Handbook for Recruiting and Hiring

Calendar of regularly scheduled department meetings

Attainment of AAP goals
Goal 3

**Goal:** The University employs an infrastructure that provides oversight of and ensures accountability with diversity and inclusion goals.

**Strategic Action:** Develop processes and policies that create an infrastructure and ensure accountability for diverse, equitable and inclusive recruitment, hiring, and retention.

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<td>Implementation of policies and procedures that enhance equity and diversity by providing structure for employment actions</td>
<td>Catalogue, review and benchmark of policies that affect recruiting, hiring and retention.</td>
<td>Cross disciplinary task force created for review; Compilation of benchmarked policies; Identification of areas of opportunity reflected through taskforce notes/report</td>
<td>Conduct surveys, focus groups, etc. to determine policy barriers to recruitment, hiring and retention.</td>
<td>Documentation of survey and focus group feedback</td>
<td>Revise policies and develop processes in accordance with best practices and feedback for achieving and removing barriers to diversity, equity and inclusion.</td>
<td>Policies approved by PRB</td>
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<td>Implementation of formal process for job reviews to include analysis of salaries for both equity and market</td>
<td>Determination of process and resources for job reviews.</td>
<td>Development of OFCCP compliant job review process</td>
<td>Prioritization of job reviews and development of timeline/calendar</td>
<td>Evaluation of positions and listing of high risk positions; Publication of timeline/calendar for HR job reviews</td>
<td>Roll-out (implementation); Communication plan to management re: timeline of job reviews and management’s responsibilities; Management education re: purpose</td>
<td>Job reviews are being conducted in accordance with the developed process and timeline</td>
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<td>Develop departmental roles that improve the integrity of the recruitment process</td>
<td>Evaluate OIE and HR’s respective roles in the recruitment and hiring process.</td>
<td>Process map of recruitment and hiring process; Regular meetings between HR and OIE to evaluate roles/responsibilities</td>
<td>Realignment of roles and responsibilities between OIE and HR</td>
<td>Revised policies and procedures; revised process map</td>
<td>OIE and HR are working together under newly aligned roles and responsibilities</td>
<td>Hiring process documentation, communication to hiring managers, changes in hiring approval routing if necessary</td>
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Goal 4

**Goal:** The University is a leader in eradicating inequities to career progression by providing a model for employee development through collaboration by University staff and academic departments.

**Strategic Action:** Provide accessible and equitable resources for employees that allow for professional development and career progression.

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<td>Implementation of an onboarding process that focuses on building relationships and ongoing exposure to all parts of the University</td>
<td>Evaluate and benchmark best practices for onboarding procedures</td>
<td>Meeting Notes</td>
<td>Evaluate additional new hire paperwork for feasibility of moving online and sent in advance</td>
<td>HR Website</td>
<td>Develop a consistent university onboarding process which involves HR and department management, faculty and staff</td>
<td>Onboarding procedures are updated to prioritize cultural immersion and relationship building</td>
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<td>Documentation of departmental practices for new employees</td>
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<td>Provide skill development, professional resources and career progression opportunities that address employee needs and University's goals while promoting professional growth</td>
<td>Review current employee professional development resources and opportunities; Benchmark universities' employee professional development best practices</td>
<td>Historical Analysis</td>
<td>Conduct employees’ professional development needs and wants survey; Develop comprehensive employee professional development program that includes succession planning based on feedback and best practices</td>
<td>Survey Results</td>
<td>Accessible and equitable professional development program implemented</td>
<td>Program Documentation</td>
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<td>Professional Resources</td>
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<td>Annually allotted funding to support program</td>
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<td>Underrepresented employees offered leadership/career progression opportunities</td>
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