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Infrastructure / Systems

For employers of all sizes, a commitment to providing resources to:

- Establish and/or change existing management practices
- Ensure that sufficient data for a pay equity analysis are captured and stored in an accurate manner with appropriate retention schedules
- Analyze and take action on pay equity data.

This document summarizes suggested infrastructure and data that would be useful in conducting a pay equity analysis. These may not always apply based on industry or employee population. There may be other data points that may be relevant that may not be listed here. While not explicitly required by law, this data may facilitate compliance with the law.

| Function | Description | Pay Equity Required Data ¹ | | |
|--|--|--|--|---|
| | | Minimum | Desirable | Aspiration |
| Human Resources Management System (HRMS) | <ul style="list-style-type: none"> o Time in Company^A o Time in Position o Pay Rate History (including Starting Salary^B) o Gender o Race^C o Employee Job History, Management Level History, Location History, Compensation History^D o Geographic Salary Ranges reflecting external market data o Team Size (total team size and direct reports) | <ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ | <ul style="list-style-type: none"> ✓ | <ul style="list-style-type: none"> ✓ |
| Payroll Time and Attendance | <ul style="list-style-type: none"> o Payroll Data o Earnings o Hours Worked | <ul style="list-style-type: none"> ✓ ✓ ✓ | | |
| Talent Management | <ul style="list-style-type: none"> o Talent assessment data^E o Accomplishments; Performance against goals; Productivity o Goals/Objectives o Long-Term Career Potential (High Potential or Key Role); Training & Development Positions; Fast-track / leadership development^F o Employee Profiles (internal/external employment history, experience, institutional knowledge, education, accomplishments, competencies)^G o Competency assessments o Succession planning o Scope of Role - Budget P&L Responsibility, Complexity of channels, geographies | <ul style="list-style-type: none"> ✓ | <ul style="list-style-type: none"> ✓ | <ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ |
| Recruiting / Talent Attraction | <ul style="list-style-type: none"> o Job Profiles/Descriptions o Candidate Resumes^G | <ul style="list-style-type: none"> ✓ | | <ul style="list-style-type: none"> ✓ |
| External Market Data | <ul style="list-style-type: none"> o Salary Survey analysis o Salary Surveys with benchmark jobs | | <ul style="list-style-type: none"> ✓ ✓ | |
| Company Practices** | <ul style="list-style-type: none"> o Definition / Statement of Compensation Strategy (Pay for Performance; Pay for Tenure/Service; Pay for Role)^H o Definition of Recruiting Practices (Prior Salary; Blind Resume; Documentation of pay/hiring decisions)^I | | <ul style="list-style-type: none"> ✓ ✓ | |
| Internal Job Structure Data | <ul style="list-style-type: none"> o Job Functions / Job Families o Career leveling matrix indicated breadth and depth of role scope | | <ul style="list-style-type: none"> ✓ | <ul style="list-style-type: none"> ✓ |

Notes:

¹ Elements of this checklist that are required to conduct a pay equity analysis should not be construed as legal requirements. They are suggested management practices that will help facilitate a pay equity analysis.

^A In service date to account for missing periods in tenure.

^B A very useful field to capture because currently the majority of the pay gap is due to starting salary.

^C SB 1067 expanded SB 358 to cover race. Include Non-Reported vs. Opt-Out as options; Cross-over with Definitions and HR: Need to define best practice for survey form for Race/Ethnicity including available options and differentiate opt-out vs. not captured.

^D Cross-over with Definitions: Need definition of compensation (pay rate vs. earnings and additionally bonus/stock)

^E Cross-over with Human Resources: Important that talent/performance assessment systems do not perpetuate bias or disparate impact.

^F Cross-over with Human Resources

^G Should External or Internal Resumes be maintained

^H Cross-over with Human Resources: Define practices surrounding pay decisions; regularly review internal and external equity; leverage calibration discussions (more than one person making decision)

^I Cross-over with Human Resources: Define practices surrounding recruiting; asking for pay history; placing employee into correct role and job level; re-level jobs based on changes in scope and business priority