

Pay Equity & Salary Negotiation Resources



Everyone deserves equal pay! This resource list is not intended to be exhaustive nor authoritative. It is intended to provide a sense of the tremendous resources available around issues of gender, pay equity and salary negotiation. (Note: The Women's Center does not endorse every sentiment found in these resources. Rather, the Women's Center supports on-going education about issues of gender, money and equity.)

BOOKS & ARTICLES

Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want by Linda Babcock & Sara Laschever (2008)

Ask for It uses a four-phase program to show you how to identify what you're really worth, maximize your bargaining power, develop the best strategy for your situation, and manage the reactions that may arise—on both sides.

A Woman's Guide to Successful Negotiating (2nd Edition) by Lee E. Miller & Jessica Miller (2010)

Discover the three keys to negotiating success for women. Avoid the 10 most common mistakes that women make. Learn from stories of successful women how to get what you deserve in every aspect of your life.

Compensating Your Employees Fairly: A Practitioner's Guide to Internal Pay Equity by Stephanie R. Thomas (2013)

A comprehensive handbook to ensure that compensation systems are equitable, auditable, internally consistent, and externally compliant with laws and regulations. The focus is on real-world applications.

Getting Even: Why Women Don't Get Paid Like Men—And What to Do About It by Evelyn Murphy & E.J. Graff (2006)

The author examines how much women (and their families) lose over a lifetime to the wage gap, debunks the myth that women "choose" to make less, and documents the widespread discrimination that's holding down women's pay.

Girl, Get Your Money Straight: A Sister's Guide to Healing Your Bank Account and Funding Your Dreams in 7 Simple Steps by Glinda Bridgforth (2002)

Presents a 7-step program for holistic financial healing—to identify your heart's desires, break away from negative spending patterns, pay off debt, develop a spending plan, conquer the checkbook blues, and create new wealth.

Graduating to a Pay Gap by American Association for University Women (AAUW) (2012)

<http://www.aauw.org/research/graduating-to-a-pay-gap/>

Explores the challenges recent female college graduates face regarding the wage gap. Research is centered on college graduates, both male and female, one year after graduation. It also analyzes the impact of student loan debt on women.

How to Turn Your Money Life Around: The Money Book for Women by Ruth Hayden (1992)

This book helps women identify attitudes of fear and shame about money, develop useful self-management skills, and learn how to change their money behavior.

Knowing Your Value: Women, Money, and Getting What You're Worth by Mika Brzezinski (2012)

Blends personal stories with research on why many women don't negotiate their compensation, why negotiating aggressively usually backfires, the real reasons why the gender wage gap persists, and what can be done about it.

"Married women contributing more to family earnings" by Katie Johnston, boston.com (2013)

<http://www.boston.com/business/personal-finance/2013/02/18/married-women-contributing-more-family-earnings/iehZLU3hIfayVLdSfFqGj/story.html>

Delves into issues families are experiencing with the struggles of the recession. Specifically, it speaks about married women being thrust back into the job force to support their families when their husbands lost jobs due to lay-offs.

"Mind the Gap: The Big Wage Gap Between Men and Women in Massachusetts" by Janelle Nanos, Boston Magazine (2013)

<http://www.bostonmagazine.com/2013/01/gender-wage-gap-men-women-massachusetts/>

This article highlights the accomplishments the state of Massachusetts has regarding gender equity. It then reveals the still pervasive wage inequities the state possesses, as it ranks 37th in the country for wage equity.

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The Money Book for the Young, Fabulous & Broke by Suze Orman (2007)

The world's most trusted expert on money matters answers a generation's cry for help-and gives advice on credit card debt, student loans, credit scores, the first real job, buying a first home and more!

“Paycheck Feminism” by Karen Kornbluh and Rachel Homer, Ms. Magazine (2009)

<http://www.msmagazine.com/Fall2009/paycheckfeminism.asp>

With women now making up the bulk of the U.S. paid workforce, it's time to rethink government policies that were designed for a very different time. The article features five ways to better value women's work.

“She's (Rarely) the Boss” by Nicholas D. Kristof, The New York Times (2013)

http://www.nytimes.com/2013/01/27/opinion/sunday/kristof-shes-rarely-the-boss.html?nl=todaysheadlines&emc=edit_th_20130127&r=1&

Sheds light on the lack of women in the highest forms of leadership. Promoting assertiveness as a means of gaining the career and salary qualified women deserve, Kristof especially highlights Sheryl Sandberg, COO of Facebook.

The Simple Truth About the Gender Pay Gap by American Association for University Women (AAUW) (2013)

<http://www.aauw.org/research/the-simple-truth-about-the-gender-pay-gap/>

In this report, AAUW compiles the research on the wage gap in an easy-to-read format, equipping advocates for pay equity with the essential facts and figures.

“Tactics That Will Help You Get A Raise (If You're a Female)” by Claire Gordon, AOL Jobs (2013)

http://jobs.aol.com/articles/2013/01/25/women-negotiation-raise-strategies/?utm_source=Master+List&utm_campaign=6014ec7c71-News_updates_2_19_13&utm_medium=email

This article attempts to equip women with some key essentials when navigating salary negotiation. Some of them include mentioning how negotiating is good for the organization.

Take This Book to Work: How to Ask for (and Get) Money, Fulfillment, and Advancement by Tory Johnson & Robyn Spizman (2007)

A powerful tool that will help any woman with questions like: How to ask for more responsibility, references, work-schedule flexibility; what will best support your request, and how to prepare; and what not to ask and why.

“Trickle Down Feminism” by Sarah Jaffe, Dissent Magazine (2013)

<http://www.dissentmagazine.org/article/trickle-down-feminism>

This article debunks the fallacy that a few success for women at the top of the economic ladder “trickles down” to the every-day woman; Jaffe argues for organized empowerment of the working-class woman in dismantling the wage gap.

Women & Money: Owning the Power to Control Your Destiny by Suze Orman (2010)

The Save Yourself Plan is a five-month program that delivers long-term financial security. What's at stake is far bigger than money—it's about every woman's sense of who she is, what she deserves, and the decision to save yourself.

Women Don't Ask: The High Cost of Avoiding Negotiation—and Positive Strategies for Change by

Linda Babcock & Sara Laschever (2007)

Combining research with commentary from hundreds of women, this book explores the personal and societal reasons women seldom ask for what they need and deserve at home or at work – and how they can develop this crucial skill.

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WEBSITES AND BLOGS

AAUW and Economic Justice - <http://www.aauw.org/research/the-simple-truth-about-the-gender-pay-gap/>

AAUW's 2013 report, *The Simple Truth about the Gender Gap*, and additional resources including race and pay equity and STEM jobs and the wage gap. "*The Simple Truth about the Gender Pay Gap* explains the pay gap in the United States, how it affects women of all ages, races, and education levels, and what you can do to close it."

Budget Calculator - <http://www.cnbc.com/id/26641187/>

Type in your monthly *take-home* income to see where you should be allocating your money.

Daily Worth - <http://www.dailyworth.com>

DailyWorth is a community of women who talk money. We deliver practical tips, empowering ideas, and the occasional kick in the pants... daily to your inbox.

Equal Pay Day - <http://www.pay-equity.org/day.html>

Held on a Tuesday in April. The date symbolizes how far into the year women must work to earn what men earned in the prior year. The wage gap is even greater for most women of color and women with disabilities.

Free Budget Worksheet Calculator - <http://www.nfcc.org/financialeducation/monthlyincome.cfm>

Online printable budget sheet.

Mint - <http://www.mint.com/>

Mint automatically pulls in all your accounts—checking, savings, credit cards—and categorizes every transaction, so you can see where your money goes.

Money Management International Consumer Credit Counseling Service -

<http://www.moneymanagement.org/>

MMI offers a wide variety of financial services to help improve your financial life. No matter what your financial situation, we can help you to establish a plan of action for achieving your financial goals.

National Committee on Pay Equity - <http://www.pay-equity.org/index.html>

State wage gap figures from AAUW. Research reports and fact sheets. *Graduating to a Pay Gap*, AAUW's newest research report - <http://www.aauw.org/graduatetoapaygap/>

Salary.com - <http://www.salary.com>

Provides accurate and credible salary calculations and salary-related advice.

Salary Negotiation Tips - <http://www.jobinterviewquestions.org/questions/salarynegotiation.asp>

Offers do's and don'ts for salary negotiation.

SmartyPig - <http://www.smartypig.com>

SmartyPig is a free online piggy bank for people saving for specific financial goals.

WAGE Project - <http://www.wageproject.org>

The WAGE Project is an organization established for one purpose: to end discrimination against women in the American workplace in the near future.

Unequal pay is not just a women's issue . . . "It also affects the men and the children . . . what happened to me and my family, I don't want to ever happen to another family," Lilly Ledbetter said. The Lilly Ledbetter Fair Pay Act was signed by President Obama in 2009 – one more step toward closing the pay gap.

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APPENDIX

EMPLOYEE ASSISTANCE PROGRAM (<http://www1.umn.edu/ohr/wellness/eap/>)

The Employee Assistance Program (EAP) provides cost-free and confidential professional consultation and referral services for University employees, academic staff, and faculty who have work or personal concerns. Spouses/partners and dependents are also eligible for EAP services.

Confidential consultation is provided in areas that include: Work productivity; Work relationships; Conflict resolution; Threat assessment; Mental health; Alcohol/substance abuse; Family/relationships; Adjustment to loss/change; Coping with stress

EAP also provides consultation for administrators, supervisors, union representatives, or anyone in a leadership position. Consultation areas include: Managing the people-side of change; Performance issues; Conduct issues; Work climate; Threat assessment

Scheduling an Appointment

Civil Service & Bargaining Unit Employees

EAP services are provided by:

The Sand Creek Group, Ltd.

612-625-2820

800-632-7643

eap@umn.edu

[Donhowe](#) Room 209

Calls are answered 24 hours a day, seven days a week for counseling or crisis services. Counseling sessions for Twin Cities campus employees can be held at the Donhowe Building, Room 209, or at off-campus locations by request. Please call for available locations and counselors.

Faculty & Academic Staff

Jim Meland, Ph.D., LP

612-625-4073

melan001@umn.edu

[Donhowe](#) Room 207

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION (<http://diversity.umn.edu/eoaa>)

Complaints & Consulting

The University of Minnesota is committed to providing a non-discriminatory work and educational environment. The Board of Regents' policies prohibit discrimination and retaliation on the basis of race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity or gender expression. The Office of Equal Opportunity and Affirmative Action implements these policies by working to create an inclusive environment and helping to educate our community and resolve conflict.

Learn more about [what to do](#) if you have experienced or observed something on campus that may be discrimination or sexual harassment, or [report an incident](#) that does not require EOAA assistance but should be reported because it potentially involved discrimination, harassment, and/or retaliation. Examples could include actions directed at individuals (such as yelling epithets), groups (e.g., hangup phone calls to a student organization office), or property (graffiti).

Alternate Reporting Method

Although the Office of Equal Opportunity and Affirmative Action can be most helpful if you contact us directly regarding discrimination concerns, you may report legal and policy violations confidentially by connecting with [Ethicspoint](#) or calling Ethicspoint at 1-866-294-8680 (toll-free).

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OFFICE FOR CONFLICT RESOLUTION (<http://www1.umn.edu/ocr>)

The Office for Conflict Resolution was created by the Board of Regents in March 2005. The Office for Conflict Resolution provides an integrated conflict management system for University employees who have workplace concerns. It replaced the University Grievance Office but continues to offer the hearing procedures that were previously available. Our purpose is to provide a coordinated network of options for managing workplace conflicts. Our goals are to encourage dialogue, identify interests, generate options, build accords, and conduct fair hearings.

We offer four informal options—consultation, ombuds services, facilitated dialogue, and mediation—with a neutral third party to help parties find their own solutions. In formal processes—a peer hearing, a final University decision, and binding arbitration—the hearing panel, Senior Vice President, or arbitrator makes the final decision.

OFFICE OF HUMAN RESOURCES GRIEVANCES

(<http://www1.umn.edu/ohr/toolkit/performance/problems/grievances/>)

What Is a Grievance?

Dictionary Definition:

A circumstance thought to be unjust or injurious and grounds for complaint or resentment.

Collective Bargaining Definition:

A dispute between the union and management over the interpretation of the specific term(s) or the contract.

Workplace Definition:

Anything connected with the job that an employee THINKS, FEELS, or IMAGINES is WRONG! If something irritates an employee, or tends to make working conditions unsatisfactory, it may give rise to a grievance.

A grievance becomes "official" when it is reduced to writing and an allegation is made that management, in some way, has violated the rights of an employee.

Governing Documents

The grievance process for each employee group is laid out in their governing document.

Employee Group	Governing Document
Academic Professional and Administrative (P&A) Staff	http://policy.umn.edu/Policies/hr/Rules/CONFLICTRESOLUTION_PROC01.html
Civil Service	http://www1.umn.edu/ohr/policies/governing/civilrules/rule14/index.html
Unit 1 Law Enforcement Labor Services (LELS)	http://www1.umn.edu/ohr/policies/governing/unit1contract/article8/index.html
Unit 3 (Teamsters Local 320)	http://www1.umn.edu/ohr/policies/governing/unit3contract/article8/index.html
Unit 4 (AFSCME Health Care)	http://www1.umn.edu/ohr/policies/governing/unit4contract/article21/index.html
Unit 6 (AFSCME Clerical & Office)	http://www1.umn.edu/ohr/policies/governing/unit6contract/article21/index.html
Unit 7 (AFSCME Technical)	http://www1.umn.edu/ohr/policies/governing/unit7contract/article21/index.html
Unit 9 University Education Association (UEA)	http://www1.umn.edu/ohr/policies/governing/unit9contract/duluth/article800/index.html

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UNIVERSITY OF MINNESOTA SALARY REPORTS

1. Go to UM Reports (<https://www.umreports.umn.edu/>)
2. Login with your x.500 (e-mail) ID
3. On the “Home Page” of UM Reports, type “Salary” into the “Search Reports” box in the upper right hand corner.
4. You will enter a webpage with the table shown here:

Report Search

salary Search Show Report Descriptions

Filter by
 Category: SubCategory: [Browse All Reports](#)
[Advanced Search](#)
[Frequently Asked Questions for PI Reports](#)

Include on my Home Page	Report Name and Description	Category	Sub-Category
<input type="checkbox"/>	Job Code Average Salary Get average salary information by job code at the University level or by college. You can enter a job code or select one or more colleges and then select one or more job codes for the selected college/s.	HR & Payroll	HR Reports
<input type="checkbox"/>	Non-Salary Cost Transfers This report is used to monitor the volume and timeliness of redirected (cost transfer) non-salary expenses.	Enterprise Financials	Non-Sponsored Reports
<input type="checkbox"/>	Non-Salary Cost Transfers This report is used to monitor the volume and timeliness of redirected (cost transfer) non-salary expenses.	Enterprise Financials	Sponsored Reports
<input type="checkbox"/>	Salary and Fringe Detail by Pay Period Displays employee salary and fringe charges for department(s) based on the selected pay period in the current or previous two fiscal years.	HR & Payroll	Payroll Reports
<input type="checkbox"/>	Salary Cost Transfers This report is used to monitor the volume and timeliness of redirected (cost transfer) salary and fringe expenses.	Enterprise Financials	Non-Sponsored Reports
<input type="checkbox"/>	Salary Cost Transfers This report is used to monitor the volume and timeliness of redirected (cost transfer) salary and fringe expenses.	Enterprise Financials	Sponsored Reports
<input type="checkbox"/>	Salary Distribution This report displays salary and adjustments for the selected fiscal year, effort period, RRC/Financial Units, Emplids, departments, sponsored or nonsponsored funds, and account strings. It displays current and previous two fiscal years. It displays the distribution of salary and calculates the percent of salary paid on each account. It is a useful tool for the effort certification process.	HR & Payroll	Payroll Reports

Include

5. Click on “Salary and Fringe Detail by Pay Period”
6. Continue by selecting the: fiscal year, department and pay period would like to view
7. You will enter the “Salary and Fringe Detail by Pay Period” screen, and here you can view employee’s salaries. If you click on an individual’s “Emplid” (in maroon), you are able to see their gross pay for that pay period. If the employee is Civil Service or Bargaining Unit, you are able to see their hourly wage, otherwise you will only see their allotted salary amount for the pay period.

WOMEN’S CENTER’S Institutional Change Grants

The process of re-imagining the University’s work on equity and diversity requires the development and implementation of new ways of thinking and operating. This work cannot be accomplished without initiatives throughout campus, therefore the Women’s Center funds these initiatives as one way to increase the leveraging of resources. Institutional Change Grants fund *one-time, short-term events and projects and long-term systemic change initiatives*. Some of the grant funds are specifically earmarked to support projects that focus on impacting the campus climate for [Professional & Administrative \(P & A\) women](#) and [Civil Service/Bargaining Unit \(CS/BU\) women](#). Grant awards depend on the scope and breadth of the project but typically range from \$250-\$2,000. Typically, 4-8 grants are awarded annually. **Deadline 4:30 p.m. on the 3rd Friday in May (May 17, 2013)**. For more information and to apply: <https://diversity.umn.edu/women/grants>.

Why is this grant focused on women? Unfortunately, in spite of significant gains, women have not yet reached parity – on campus or in the world, and the University of Minnesota is committed to an equitable workplace. [National statistics](#) show that women are less likely to be promoted to leadership positions partially due to implicit bias (e.g., women head only 19% of colleges and universities), women experience a significant amount of workplace sexual harassment which creates uncomfortable, less productive work environments, women still earn less wages than their male counterparts in comparable positions, and women are more likely to be lecturers and instructors (as opposed to full professors).

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HOW CAN I MAKE A DIFFERENCE?

(Adapted from AAUW's Simple Truth Report)

The gender pay gap is unlikely to go away on its own, but there are many things that we can do in our workplaces and in our communities to make a difference. Here are some steps that employers, individuals, and governments can take to ensure fair pay.

INDIVIDUALS

- Become a **TWO-MINUTE ACTIVIST**. Receive brief updates and prepared messages that you can personalize and email to your Congress member at <http://capwiz.com/aauw/home/>
- Negotiate for a fair starting salary to avoid a lifetime of lower compensation. Developing negotiation skills can help workers to be paid fairly because most employers have some latitude when it comes to salaries, negotiating can pay off. But negotiation skills are especially tricky for women because some behaviors, like self-promotion, that work for men may backfire on women.
- Knowing what your skills are worth, making clear what you bring to the table, emphasizing common goals, and maintaining a positive attitude are some negotiation tactics that have been shown to be effective for women.
- Influence employers and governments. There are more ways to make your voice heard than ever before—letters to your legislators and local papers, blogs, and tweets are just a few examples. Joining an organization like AAUW can make all these activities a little easier, especially if you use our Programs in a Box and other resources and connect with our ready-made network of activists.

EMPLOYERS

- Companies should know by now that paying workers fairly is necessary for legal and ethical reasons.
- Believing that an employer is fair improves workers' morale, and employees are less likely to be absent when they perceive that their employer is fair. Work performance has also been linked to the perception of organizational justice. In other words, a worker who believes that she or he is paid fairly is more likely to contribute her or his best effort to the job.
- Transparency in compensation is one example of a policy that can make a difference. A recent survey by the Institute for Women's Policy Research (IWPR) found that about half of employees said they worked in a setting where discussions of wages and salaries are either formally prohibited or discouraged by managers.
- Employers can also use audits to monitor and address gender pay differences. The state of Minnesota requires public-sector employers to conduct a pay equity study every few years and eliminate pay disparities between female-dominated and male-dominated jobs that require comparable levels of expertise. Employers use a job evaluation tool to compare jobs on dimensions such as the complexity of issues encountered, the depth and breadth of knowledge needed, the nature of interpersonal contacts required, and the physical working conditions. This allows employers to identify jobs—for example, delivery van drivers and clerk typists—that, despite being different, require similar levels of knowledge and responsibility. An analysis is then done to compare wages for predominantly female jobs with those of predominantly male jobs of comparable skill levels. If the results of the study show that women are consistently paid less than men for jobs requiring similar levels of knowledge and responsibility, the employer makes the necessary salary increases. For more information on the audits, visit AAUW's pay equity web page for Minnesota.

GOVERNMENT

- In 1963, Congress passed the Equal Pay Act, which requires employers to give men and women employees "equal pay for equal work." In 1964, the Civil Rights Act was passed. Title VII of that act bars all discrimination in employment, including discrimination in hiring, firing, promotion, and wages on the basis of race, color, religion, sex, or national origin. Yet these legal protections have not ensured equal pay for women and men.
- The Lilly Ledbetter Fair Pay Act of 2009, clarifies that pay discrimination occurs when a pay decision is made, when an employee is subject to that decision, or at any time an employee is injured by it; employees have 180 days from any of those instances to file a claim.
- In 2009, the House of Representatives passed the Paycheck Fairness Act, a comprehensive bill aimed at updating the Equal Pay Act by closing loopholes, strengthening incentives to prevent pay discrimination, and prohibiting retaliation against workers who inquire about employers' wage practices or disclose their own wages.
- But—the Senate *defeated* the Paycheck Fairness Act in November 2010 in a procedural vote (58-41), and the Paycheck Fairness Act failed in procedural votes in the summer 2012, in both the Senate and the House.