

Women of color face a persistently wider pay gap than white women.

Comparison of Median Salaries by Sex and Race

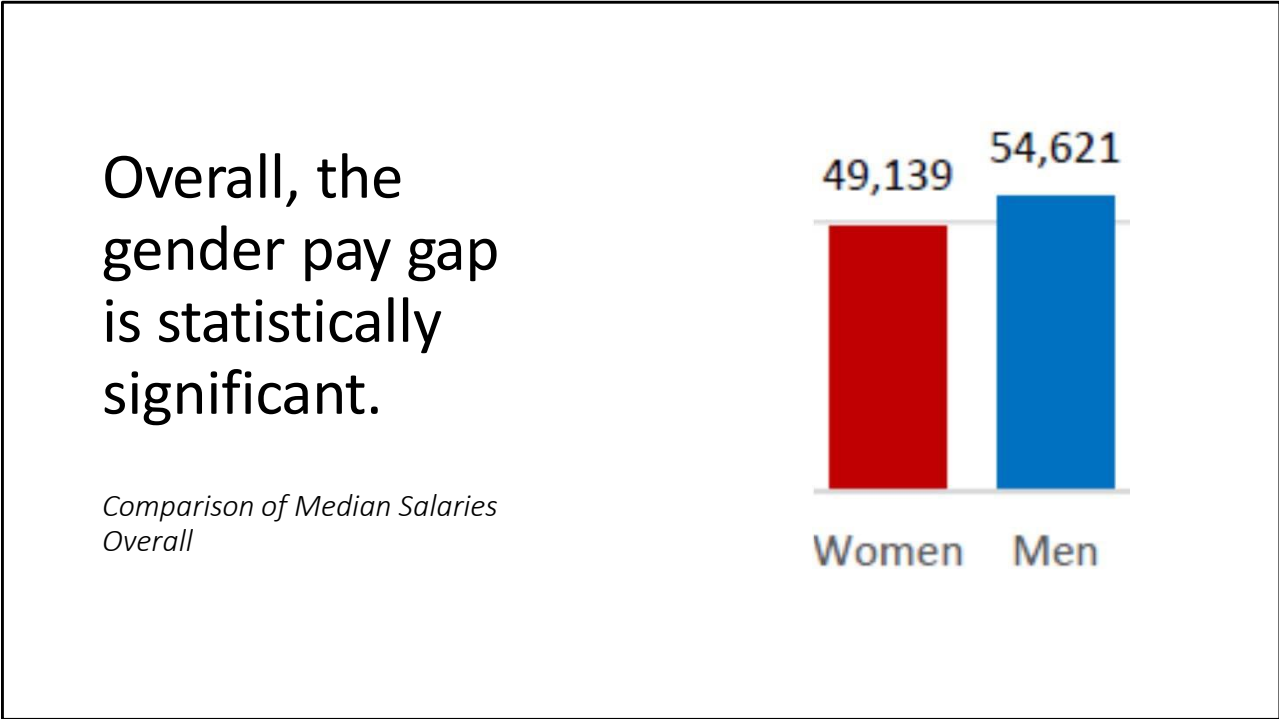


The pay gap is even more pronounced for African American women.

Comparison of Median Salaries by Sex and Race



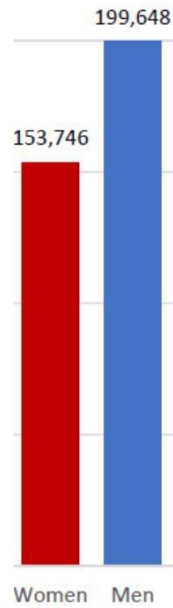
NOTE: African-American/Black Women also are counted within the Women of Color category



But differences disappear or are reversed looking within employment category....

Among **administrators**, women earn much less than men. But the difference is *not* statistically significant.

Comparison of Median Salaries by Category



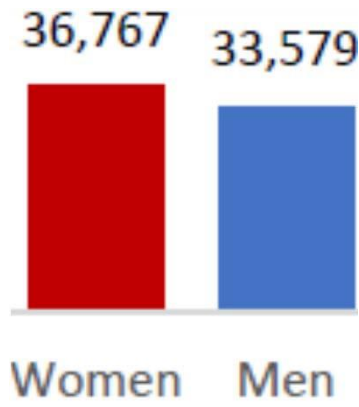
Among **exempt** employees, the difference between men's and women's salaries is negligible.

Comparison of Median Salaries by Category



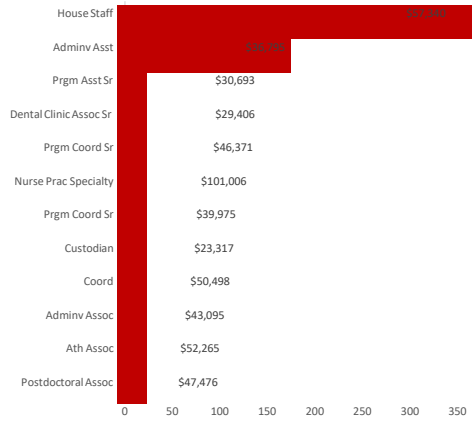
NOTE: Men staff members (4.2%) are more than twice as likely as women staff members (1.8%) to be administrators

Among non-exempt employees, women actually earn more than men.

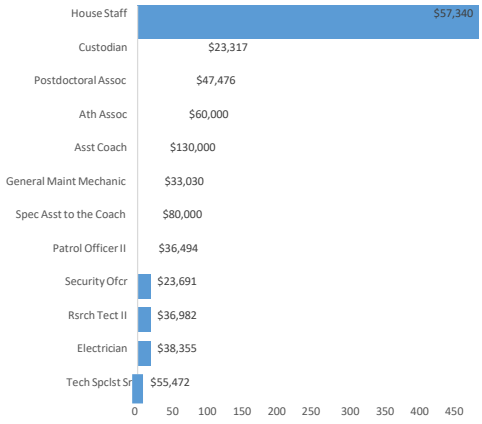


Comparison of Median Salaries by Category

Job clustering in traditionally gendered jobs may be a contributing factor...

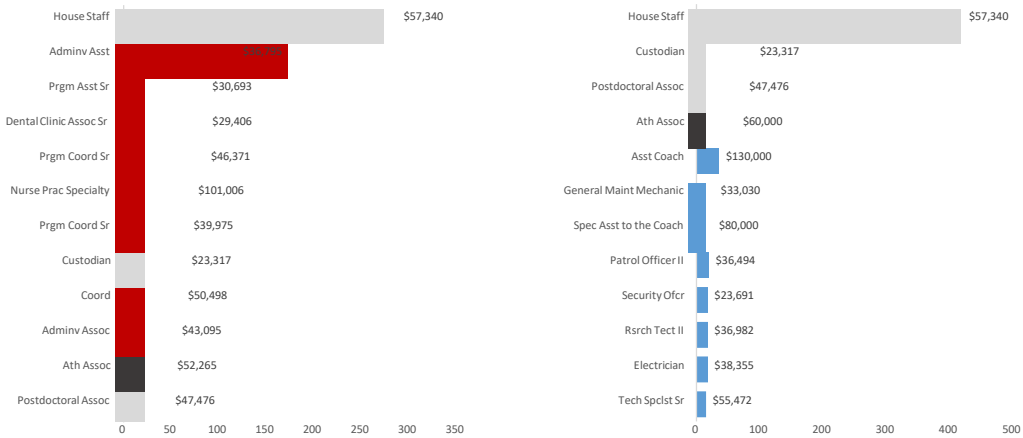


Women's Top Jobs Median Salary = \$47,852
4.6% below median staff salary

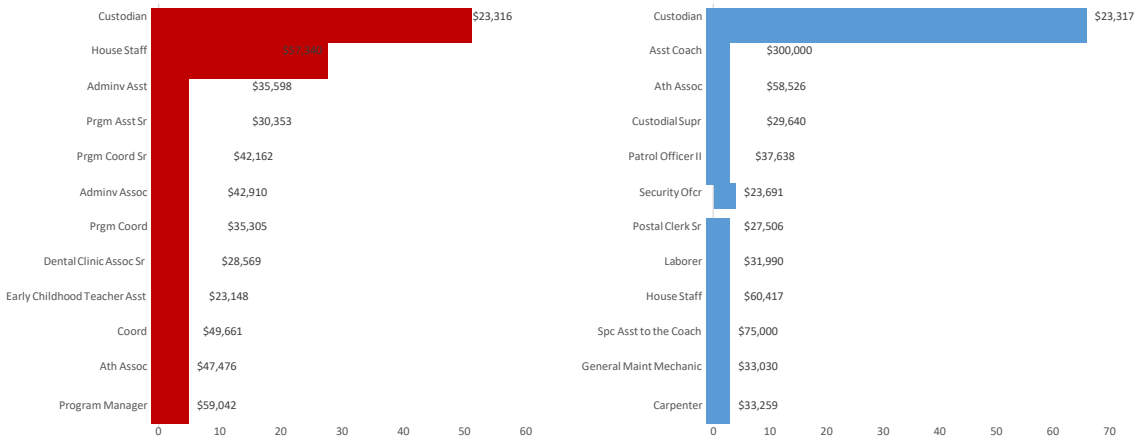


Men's Top Jobs Median Salary = \$53,859
7.4% above median staff salary

...because most jobs have no gender gap in median salary.



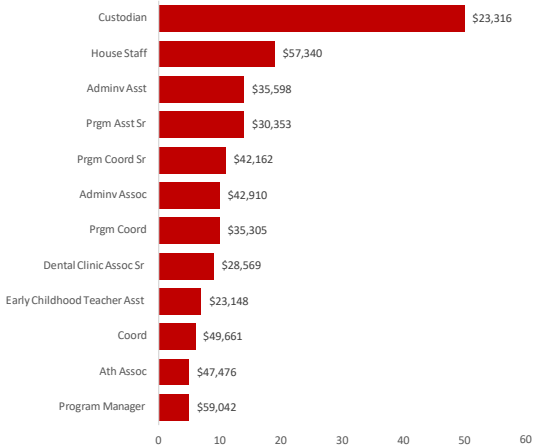
Job clustering exacerbates the pay gap for African American employees.



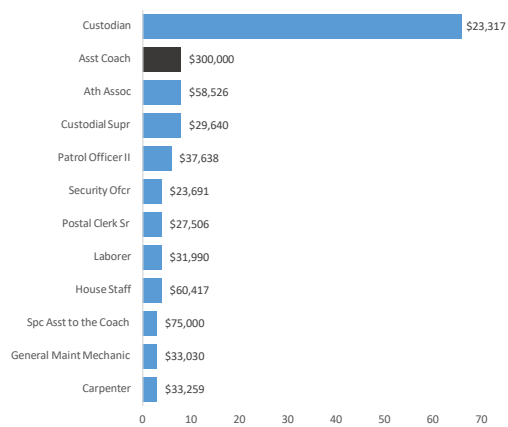
Black Women's Top Jobs Median Salary = \$35,464
29.2% below median staff salary

Black Men's Top Jobs Median Salary = \$48,499
3.3% below median staff salary

Excluding the highly-paid **Asst Coach** job reveals much more disparity for African American men.



Black Women's Top Jobs Median Salary = \$35,464
29.2% below median staff salary



Black Men's Top Jobs Median Salary = \$30,693
38.9% below median staff salary

African-American staff members are concentrated in low-wage custodial jobs.

1 of 6
Black women
staff members
compared to 1 of 166
white women



1 of 3
Black men
staff members
compared to 1 of 59
white men

NOTE: Custodian annual salary is \$23,317 – less than half of median salary of \$50,135



So what do we do with these insights?



December 12, 2018

Dear President Bendapudi and Mr. Smith,

COSW is grateful for your commitment to creating an environment of inclusivity. A working group consisting of representatives from CODRE, COSW, HR, the Office of Diversity and International Affairs, the President's office, and the Women's Center, developed the following recommendations as first steps in addressing the disparities revealed in the staff salary equity report, prepared by the COSW Representation, Recruitment and Retention committee. As the UofL community works together to become an inclusive campus, we hope you will use the below recommendations to help build staff pay equity over time.

Recommendations

Continue to Monitor the Gender Pay Gap

- Update key gender pay gap statistics (by unit, by job description, by exempt/non-exempt/administrator, etc.) on an annual basis and monitor change
- Report top-level results to the full University community on an annual basis
- Create an accessible and interactive dashboard for examining aggregated salary data (e.g., via SAS-VA) at the Unit level
- Systematically collect data to identify salary inequities (such as years of relevant experience, past performance ratings, educational credentials, etc.) These data would be collected by the unit during the annual review process and used to make salary adjustments when inequities are identified.

Create Clear Career Pathways for Staff

- Provide well-structured career ladders within jobs such that staff automatically advance when established benchmarks are met
- Identify and then provide clear guidance on career pathways available to staff within the University
- Encourage internal advancement and hiring of staff within and across the University

Provide Professional Development Opportunities for Staff

- Support professional development opportunities that enable staff to learn new skills, including skilled trades training

- Provide educational incentives to meet diverse employee needs (GED completion, JCTC scholarships, etc.)
- Provide leadership development opportunities
- Provide career services support to all staff members, including resume writing, mock interviews, career coaching, salary negotiation, etc.
- Develop a mentoring program for women staff members

Provide HR Guidance and Support to Units

- Evaluate compensation policies and practices for any ways in which pay inequity may be unintentionally perpetuated
- Share diversity recruitment best practices with Units
- Offer search committee training to address recruiting for diversity and implicit bias
- Add "underrepresented" category to employment fields
- Complete a market analysis of positions and provide that information to Units

Make Unit Leaders Responsible for Redressing Inequities

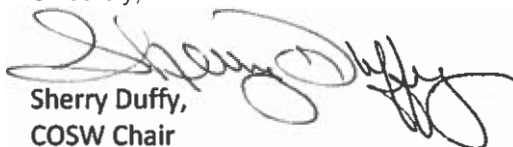
- Charge individual units with completing a comprehensive review of staff compensation equity (taking into consideration job role, years of relevant experience, skills and abilities, performance reviews, etc.)
- Require individual units to identify specific inequities-especially those which may be attributable to gender and/or race and then create a plan to remediate those inequities within a set timeframe
- Provide incentives for Units that make progress towards decreasing the gender pay gap and increasing representation of diverse women across all levels of the organization
- Require Supervisors, Managers, Deans, and others with hiring authority to attend training on best practices for mitigating bias in hiring and compensation
- Charge individual units with creating a diversity recruitment plan for all staff positions
- Mandate implicit bias training for all employees

Directly address the identified compensation inequities.

- Provide the financial resources to address immediately any egregious gender pay inequities

We hope the recommendations will be useful in the 2019 strategic planning process as benchmarks by which we can measure our future progress. The past six months have shown your dedication to making Uofl, a great place to learn, work, & invest and COSW is committed to working with you both!

Sincerely,



Sherry Duffy,
COSW Chair

102 Grawemeyer Hall
University of Louisville, Louisville, KY 40292