SALARY TRANSPARENCY & PAY EQUITY

A practical implementation guide

A PRACTICAL WORKBOOK

Transparent pay systems make expectations visible. This workbook helps you examine the structure behind compensation decisions and plan a more consistent approach.

ESTIMATED WORK TIME • 45–60 minutes

CURRENT PRACTICE AUDIT

Use this assessment to capture how compensation currently works in practice—not only what the policy says.

- 1. Employees know the salary range for their role. ☐ Yes ☐ No ☐ Partly / inconsistently
- 2. Employees understand what determines pay within a range. ☐ Yes ☐ No ☐ Partly / inconsistently
- 3. Leaders can explain differences in pay for people in the same role using clear criteria. ☐ Yes ☐ No ☐ Partly / inconsistently
- 4. Pay has been analyzed by relevant demographic groupings, where lawful and appropriate. ☐ Yes ☐ No ☐ Partly / inconsistently
- 5. A formal pay-band structure exists. ☐ Yes ☐ No ☐ Partly / inconsistently
- 6. Employees have a clear basis for judging whether pay practices are equitable. ☐ Yes ☐ No ☐ Partly / inconsistently
- 7. Salary ranges are visible in job postings or internal materials, as applicable. ☐ Yes ☐ No ☐ Partly / inconsistently
- 8. Market data is reviewed on a regular schedule. ☐ Yes ☐ No ☐ Partly / inconsistently

USE THE RESULT

Circle the items that need a decision, documentation, or a clearer owner before you move into a pay-equity review.

ROLE-LEVEL PAY EQUITY REVIEW

Use one record for each role or job family. Add rows as needed; do not compare unlike roles without a documented job-evaluation rationale.

ROLE / JOB FAMILY: ________________________________

Employee	Current pay	Time in role	Relevant experience	Notes

Range: $____________ to $____________ Average: $____________ Highest / lowest: $____________

Patterns to examine: ____

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EQUITY FINDINGS AND PAY BANDS

Document what the review shows

Potential finding	Likely explanation	Action / owner
Historical pay decision		
Market-driven difference		
Justifiable difference		
Unexplained difference		

Estimated adjustment budget: $____________________

Define pay bands by role level

Use a consistent framework. Adapt role labels and ranges to your own organization and market.

Level	Example titles	Primary scope	Minimum	Midpoint	Maximum
1	Coordinator / Associate	Execution			
2	Specialist / Supervisor	Execution + support			
3	Senior / Lead	Project ownership			
4	Manager / Director	Team leadership			
5	Senior manager / VP	Function leadership			

PLACEMENT CRITERIA AND ADJUSTMENTS

Define why someone is placed at a particular point in a range. Use job-relevant evidence rather than prior pay alone.

Example placement framework

MINIMUM

First time in this role; limited directly related experience; still building core skills.

MIDPOINT

Demonstrates all key competencies; works independently; has established experience at this level.

AT OR ABOVE MIDPOINT

Brings sustained impact at this level; contributes scarce skills, mentoring, or broader responsibility.

Factors to document

- Relevant experience: ____
- Education or certifications: ____
- Current market position for the skill set: ____
- Sustained performance and scope of impact: ____
- Skills in high demand: ____

Address identified gaps

Employee	Current pay	New range	Adjustment	Implementation timing
	$			
	$			
	$			

Plan: ☐ Immediate priority ☐ Within 6 months ☐ Within 12 months ☐ Other: ____________

COMMUNICATION AND ONGOING REVIEW

Communicate the system

- ☐ The pay bands: show minimum, midpoint, and maximum for each applicable role.
- ☐ The placement criteria: document how pay is set within the range.
- ☐ Individual pay conversations: explain range position, rationale, and the path for future growth.
- ☐ The purpose: make compensation decisions more consistent, understandable, and equitable.

Annual review process

- ☐ Review market data and range competitiveness.
- ☐ Assess role changes, promotions, and demonstrated growth.
- ☐ Plan merit and market adjustments.
- ☐ Communicate updates and the reason for material changes.

Monitoring schedule

- ☐ Review new-hire offers against established ranges.
- ☐ Conduct periodic equity reviews that fit your organization's size and legal requirements.
- ☐ Track range position, promotion rates, and identified patterns.
- ☐ Address confirmed gaps through a documented plan.

CLOSING REFLECTION

Hidden pay decisions create confusion. A documented, reviewable system gives leaders a better basis for explaining compensation and correcting inconsistencies.