Managing Conversations about Pay Equity

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The Pay Model

From Milkovich & Newman, 2005
Talking about Equity

Employee Concerns

Your Reactions

Employee Concerns: Perceptions of Justice

- **Distributive justice** - degree to which outcomes received relative to inputs invested are considered fair
- **Procedural justice** - degree to which the rules and procedures specified by policies are properly followed by all
- **Informational justice** - relates to the adequacy of explanations given in terms of their timeliness, specificity, and truthfulness
- **Interpersonal justice** - degree to which people are treated with politeness, dignity, and respect
Justice Matters!

Perceptions of Interpersonal Injustice

- A sense that employees are not viewed with dignity or respect
- A sense that employees lack recourse
- Increased legal action

Potential Reactions

- Concerns about equity
- Feeling threatened, criticized, angry, powerless
- Listening pathologies
Your Reaction: Listening with Empathy

Detached concern  Clinical empathy  Engaged empathy
(professional standard)  (nonverbal attunement)  ("I feel your pain")

Practicing clinical empathy leads to:
• deeper and more meaningful experiences
• less professional burnout

Your Reaction: Listening with Empathy

1. Focus on other person, not yourself
   • Perspective taking
2. Attend to verbal and nonverbal cues
3. Check your understanding
   • Ask questions to clarify
   • Paraphrase/summarize content of message
   • Reflect feelings respectfully
Your Reactions: Example Prompts

<table>
<thead>
<tr>
<th>Clarifying</th>
<th>Paraphrasing</th>
<th>Summarizing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Could you explain that again?</td>
<td>• If I understand you correctly...</td>
<td>• Let me summarize...</td>
</tr>
<tr>
<td>• I am not sure I understand...</td>
<td>• So your perspective is that...</td>
<td>• Okay, it seems that your main concerns are...</td>
</tr>
<tr>
<td>• Tell me more about...</td>
<td>• I could be wrong, but I sense that you're feeling...</td>
<td>• Thus far, we've discussed...</td>
</tr>
<tr>
<td>• So, are you saying...</td>
<td></td>
<td>• To recap what you've said...</td>
</tr>
</tbody>
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Key Takeaways

1. Provide explanations and apologies (informational justice)
2. Provide a fair process (procedural justice), even if you can't arrange the desired outcome
3. Treat employees with courtesy and respect (interactional justice)
• We tend to assume that justice means that we get what we want...

• How we talk about pay equity can positively shape our workplace relationships ... even if we can't directly impact pay!

Thank you!
We look forward to your questions.