

City Attorney's Office Raise Allocation Process

Parks, Seattle Center, Libraries and Gender Pay
Committee

Jean Boler
Seattle City Attorney's Office
Civil Division Chief

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- Subjective basis for awarding raises may have unintended consequences.
- While judgments as to performance must have a subjective component, requiring a baseline objective measure and justification for departing from the objective measure, helps ensure fairness.

Factors that can unintentionally lead to gender wage disparity

- Men may negotiate harder for higher entry wages and raises.
- Men may lateral into government work from a higher paying position.
- Women may fall behind due to lesser value put on part time work.
- Women accept lower salaries during times when wages stagnate due to the economy.

Address unintended wage disparity by using objective measure to set a baseline

- Objective measures such as years of experience or educational qualifications can provide a baseline for pay determinations.
- In wage discrimination cases, experts often compare pay of similarly situated employees within and outside a protected class as the initial step in proving wage discrimination.
- Once a baseline is established, more subjective factors for deviation from the baseline can be used and documented.

Process followed by the City Attorney's Office

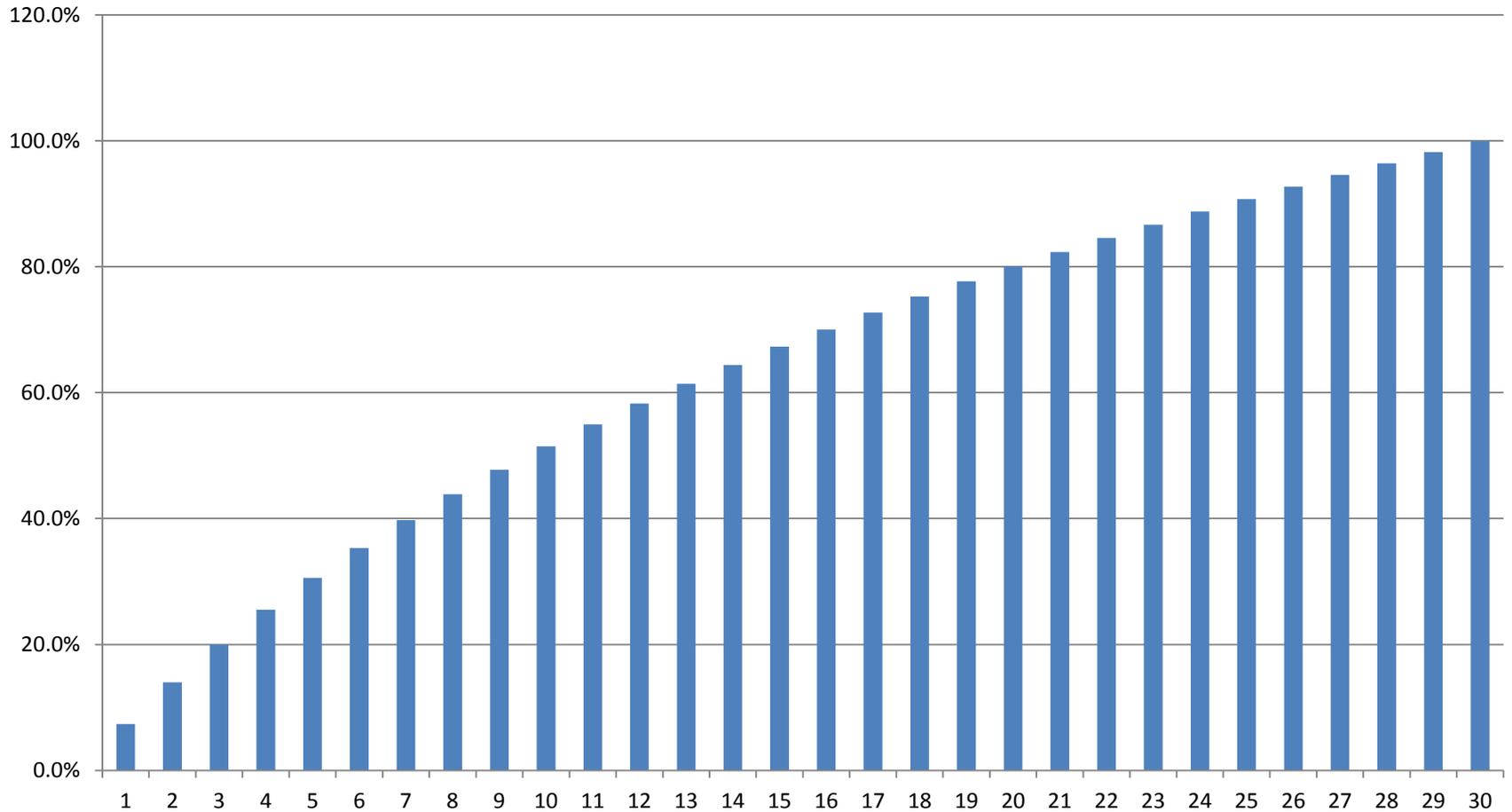
Established years of practice as an objective baseline for salaries

- Not all years of service were considered equal.
- Criminal practice was not as beneficial as civil practice and counted less.
- Time spent since licensed as a lawyer not working as a lawyer was not as beneficial and counted less.
- Years of part-time service were not discounted because discounting disfavored women and work life balance.

Determine how you expect a person's pay to increase over time on the pay band

- The Personnel Department determines the pay band based on the market.
- Within a given pay band, we expect a person's salary to increase over time.
- The annual raises will be greater at the start and slowly taper off as one reaches 30 years of experience.
- Given the pay band used in this hypothetical example, this tapering of increases means we expect someone to reach the middle of the band in terms of dollars when one is only a third of the way through in terms of years (Year 10).
- These expectations can differ with type of job.

Determine how you expect a person's pay to increase over time on the pay band



Process followed by the City Attorney's Office

Create an Excel spreadsheet that allows you to track expected vs actual pay

- Input actual pay.
- Formula provides expected pay.
- You will be able to see variance in expected vs actual pay.
- You will be able to adjust your goal for the work group based on amount budgeted for raises.
- In hypothetical the goal was to bring everyone to 95% of expected pay.

Sample calculations

Name	F/M	Yrs Exp *	2013 Annual Pay @ FT	Expected salary based on band + yrs exp	Variance of actual from expected	Expected raise based on targeted minimum	Post-raise expected salary	Variance of post-raise expected salary from expected salary	adjusted variance	ADJUSTED Expected raise	AJUSTED post-raise expected salary
Name 1	M	13	\$100,898	\$107,071	94.2%	\$1,000	\$101,898	95.2%		\$1,000	\$101,898
Name 10	F	13	\$89,266	\$107,071	83.4%	\$12,452	\$101,718	95.0%	96.0%	\$13,522	\$102,789
Name 11	M	18	\$98,430	\$113,535	86.7%	\$9,427	\$107,858	95.0%	94.0%	\$8,292	\$106,722
Name 12	F	12	\$92,158	\$105,599	87.3%	\$8,161	\$100,319	95.0%	96.0%	\$9,217	\$101,375
Name 13	F	14	\$94,920	\$108,477	87.5%	\$8,132	\$103,053	95.0%	96.0%	\$9,217	\$104,138
Name 14	M	20	\$102,116	\$115,784	88.2%	\$7,879	\$109,994	95.0%	93.0%	\$5,563	\$107,679
Name 15	M	12	\$95,921	\$105,599	90.8%	\$4,399	\$100,319	95.0%	96.0%	\$5,455	\$101,375
Name 16	F	9	\$93,160	\$100,709	92.5%	\$2,513	\$95,674	95.0%	98.0%	\$5,535	\$98,695
Name 17	M	30	\$120,189	\$125,081	96.1%	\$1,000	\$121,189	96.9%		\$1,000	\$121,189

Process followed by the City Attorney's Office

Adjust percentage of expected variance based on more subjective factors

- Adjust percentage based on qualitative assessment of work.
- Employees who have taken on more responsibility or performed at a higher level than expected for years of experience may receive higher percentage.
- Employees who have fallen behind peers receive lower percentage.
- Reasons for deviation are documented.

Effect of process was to shrink gender differences in pay

	Years Of Serv	Current salary	Expected salary	Current Variance	Expected raise	Post raise Expected salary	Expected Variance	Actual variance	Adjusted raise	Adjusted salary
Male average:	23	114,058	118,016	96.5%	2,762	116,820	98.9%	98.6%	2,412	116,470
Female average:	15	99,176	108,440	91.1%	6,036	105,212	96.8%	98.1%	7,352	106,528
Difference:	8	14,882	9,576	5.4%	(3,274)	11,608	2.1%	0.5%	(4,940)	9,942

Key Components of Process

- Same type of job done by men and women.
- Objective baseline available.
- Plot expected salary based on objective baseline.
- Eliminate components of baseline that disadvantage women.
- Justify any departures from expected salary.