

HIRING, RETENTION, AND PAY EQUITY AT NONDESCRIPT SERVICES

Ryan Sison

WHO I AM



- Ryan Sison
- HR Analyst (1 year at Nondescript Services)
- DEI Advocate
- Sparkling water enthusiast
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BUSINESS OBJECTIVE & DATASET

- Nondescript Services is dedicated to creating and maintaining a diverse workforce in order to benefit from the varied perspectives of our employees.
- I have conducted a pay equity analysis and investigated our recruitment/termination data to provide insights to management in order to update our processes in these areas.
- The dataset is our employee roster of 311 historic entries; 207 active and 104 terminated.

WORKFORCE DIVERSITY PROFILE

Personal demographics of the workforce
(Sex, Race, and Generation)

RECRUITMENT AND TERMINATION TRENDS

Which demographic groups are recruited from where?
What reasons for termination apply to different
demographic groups?

PAY EQUITY ANALYSIS

When grouped by position, are employees of different
personal demographics being compensated similarly
when taking into account years of service and
performance?

RECOMMENDATIONS

Process recommendations to attract and retain an
equitably compensated workforce

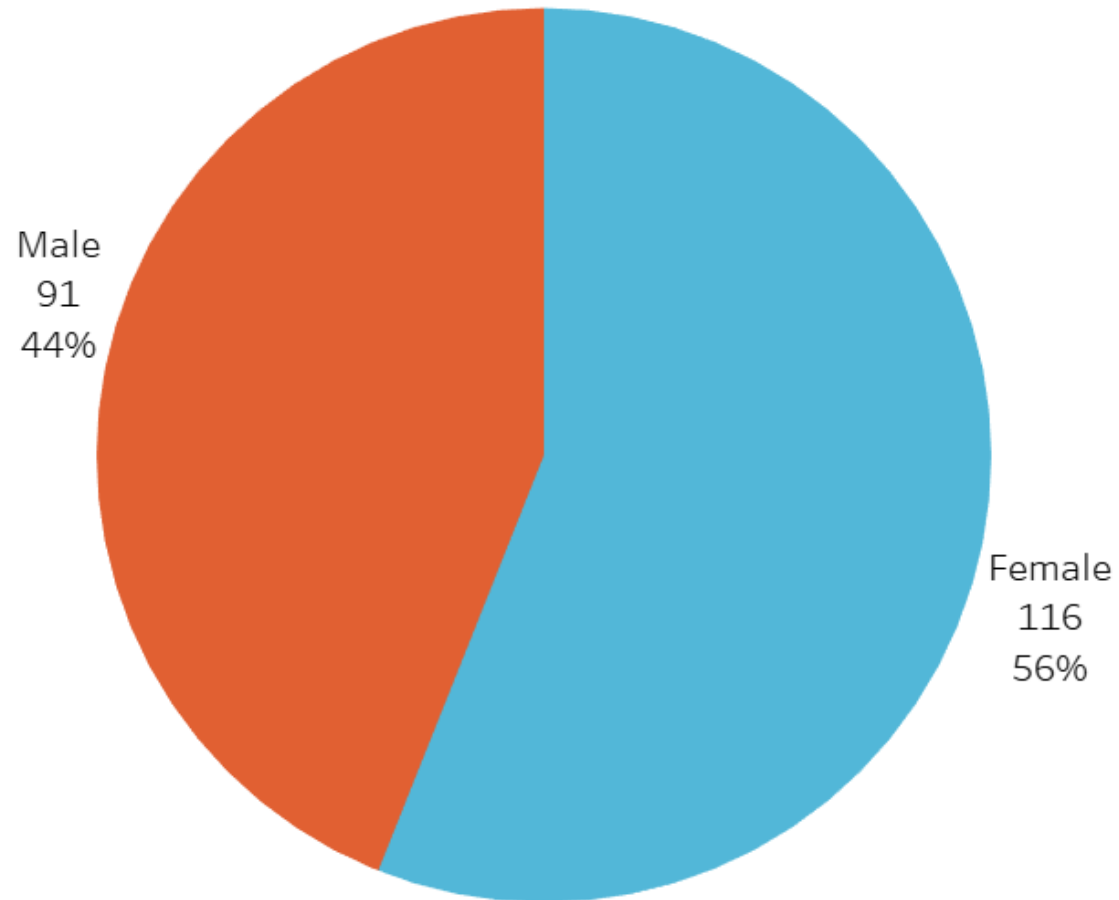
WHERE WE'RE GOING: OVERVIEW

TABLEAU LIVE DEMO

https://public.tableau.com/views/HiringRetentionandPayEquityatNondescriptServices/EmpCountSex1?:language=en-US&publish=yes&:display_count=n&:origin=viz_share_link

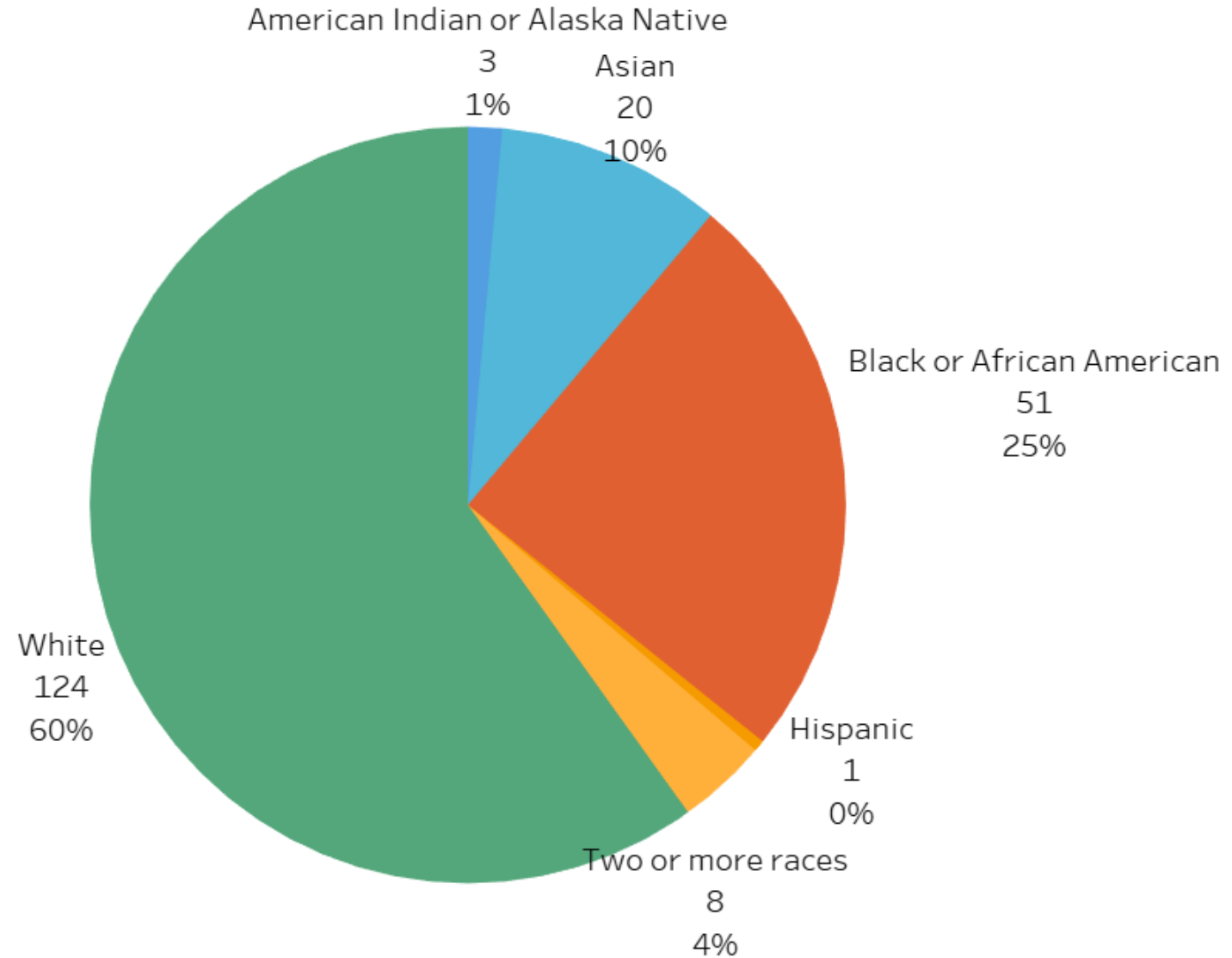
EMPLOYEE COUNT BY SEX

- Majority employees are female

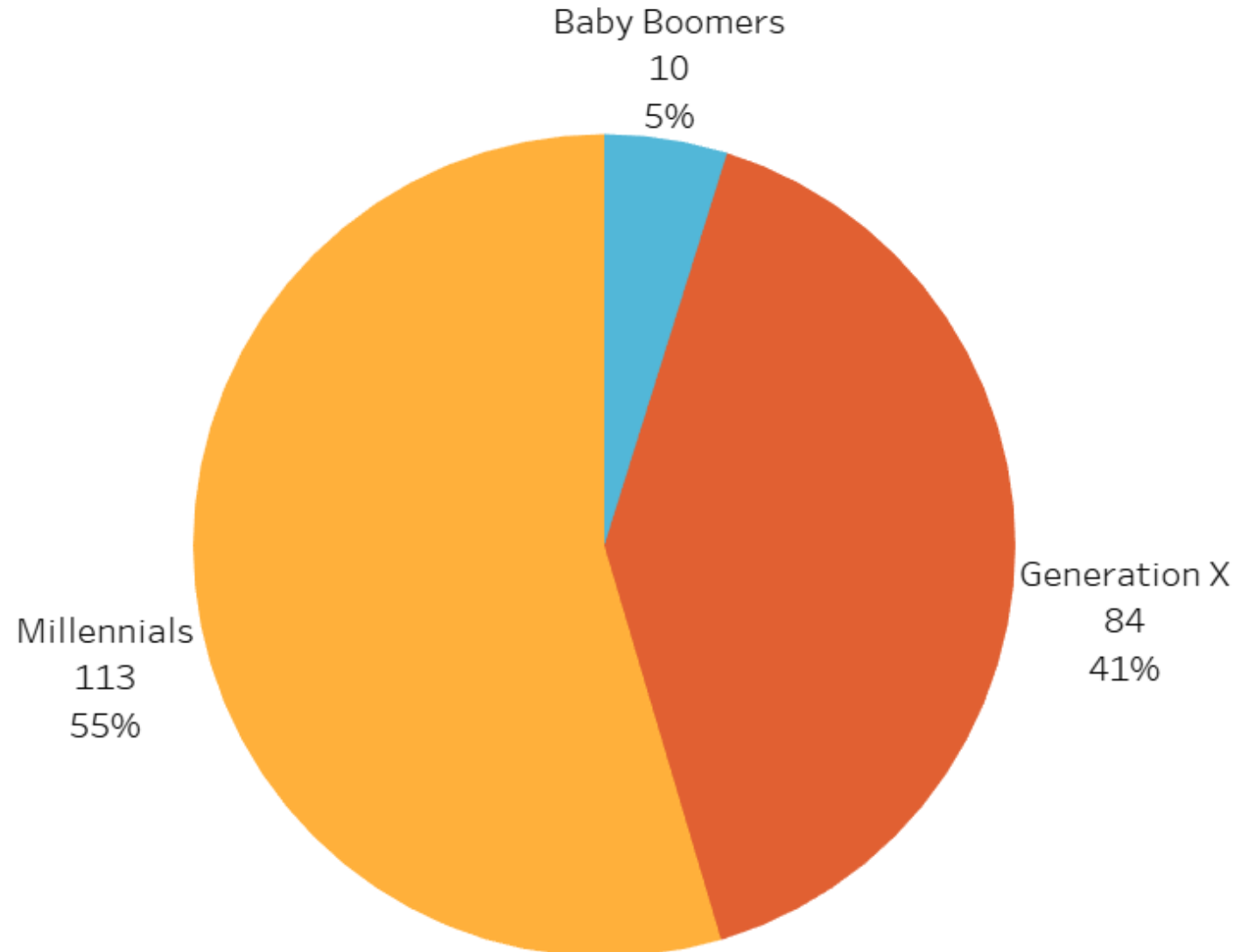


EMPLOYEE COUNT BY RACE

- White employees make up more than half our active roster
- Black or African American employees are second most represented
- Asian employees are third most represented
- We have very few employees who are Two or more races, American Indian or Alaska Native, or Hispanic

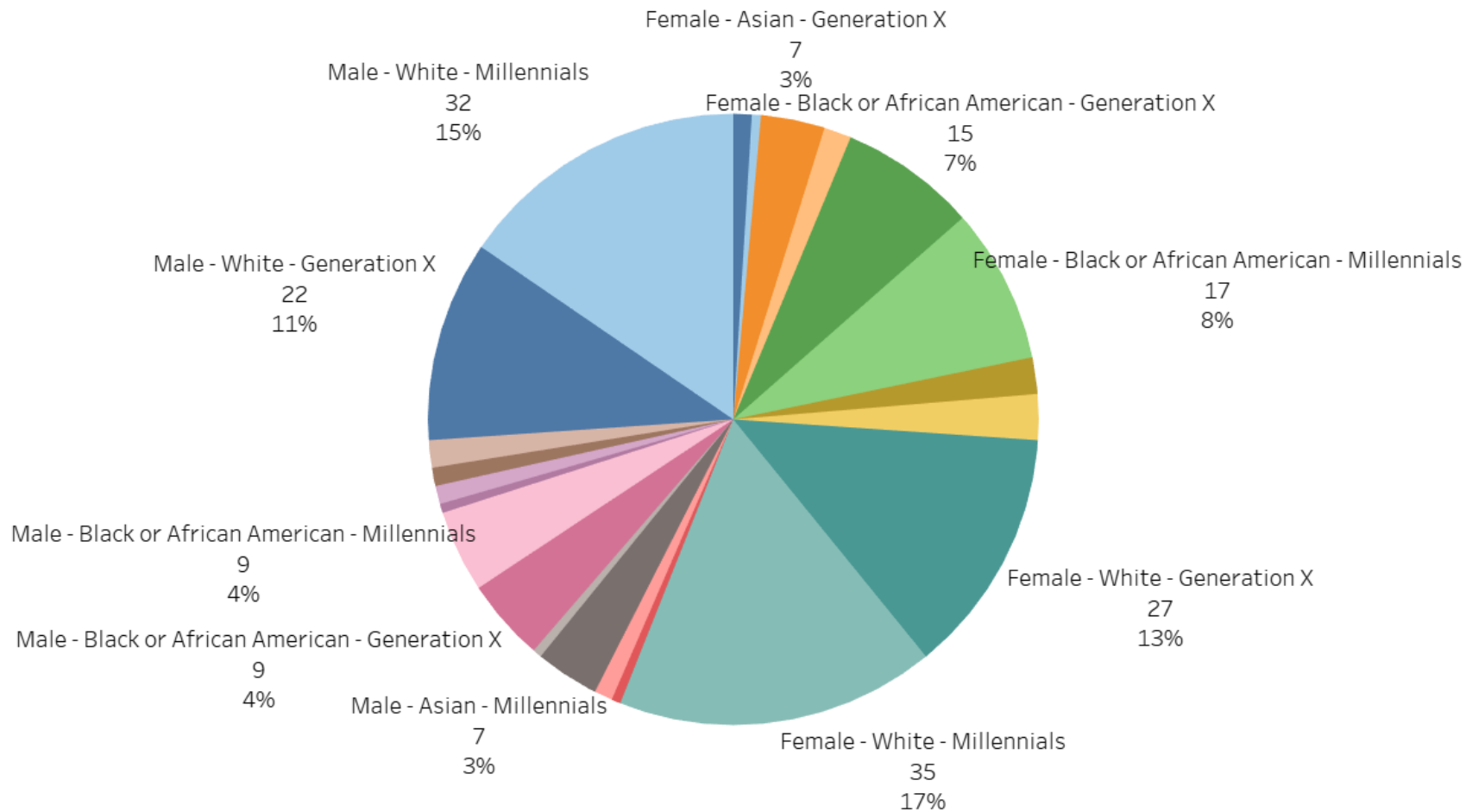


EMPLOYEE COUNT BY GENERATION



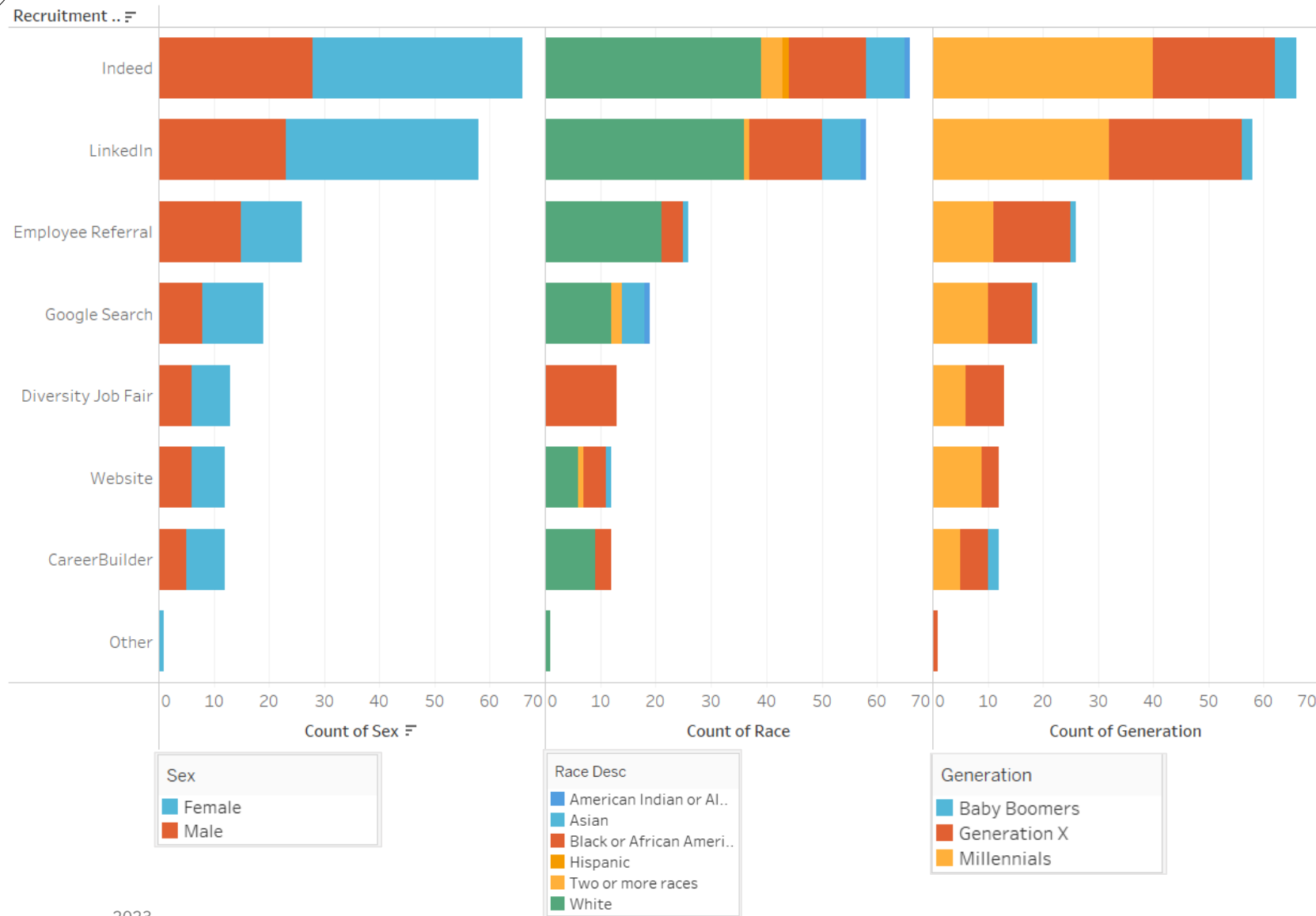
- Millennial employees make up more than half of our active roster
- Generation X employees make up close to half of our workforce
- Baby Boomer employees are only 5% of our workforce

EMPLOYEE COUNT BY COMBO DEMOGRAPHICS



- 1st Male White Millennials
- 2nd Female White Millennials
- 3rd Male White Generation X
- 4th Female White Generation X
- 5th Female Black or African American Millennials
- 6th Female Black or African American Generation X
 - 5th & 6th groups combined equate to our largest group
- All other combo demographic groups are in single digit percentages with single digit counts of employees

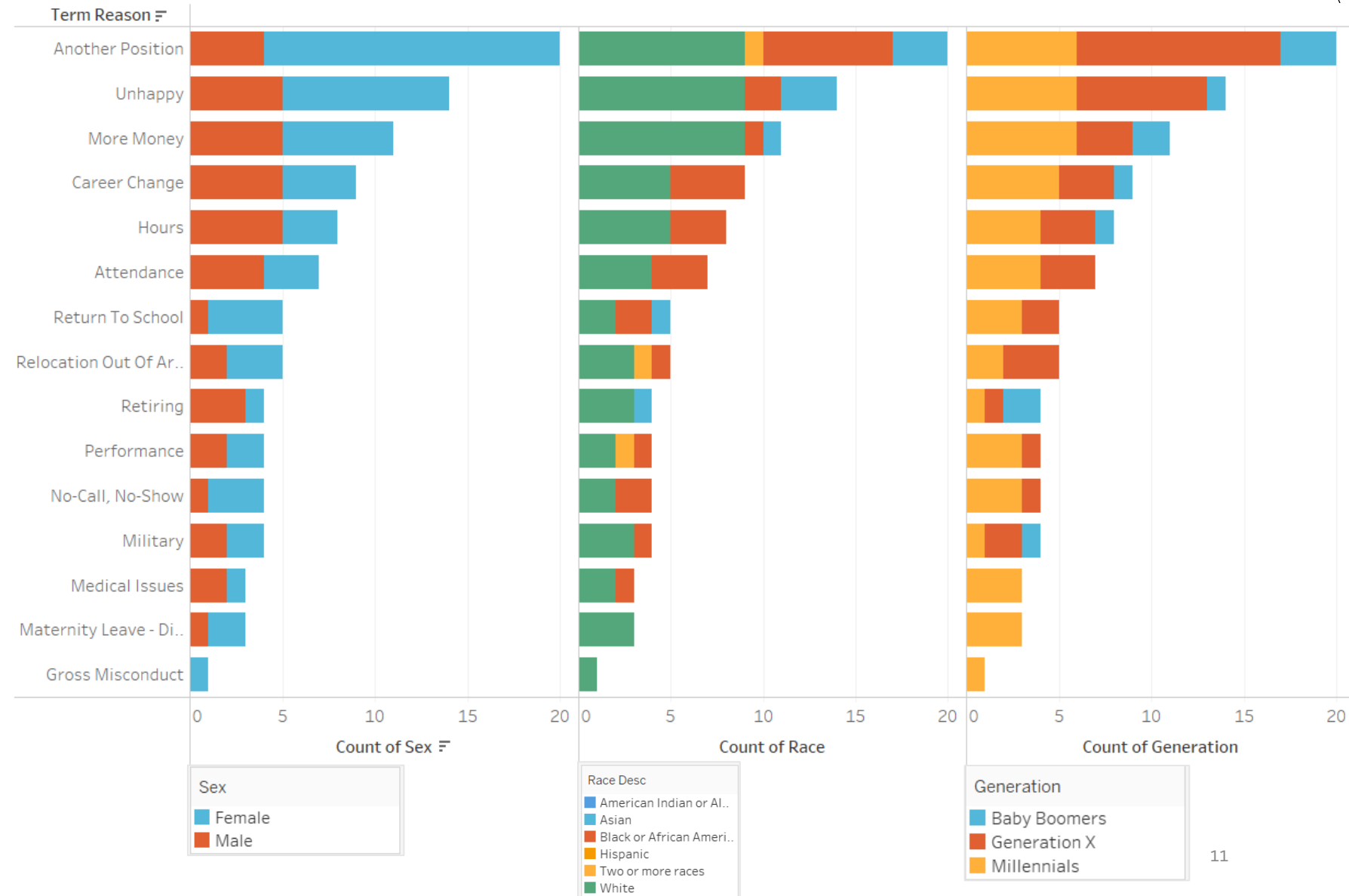
RECRUITMENT TRENDS



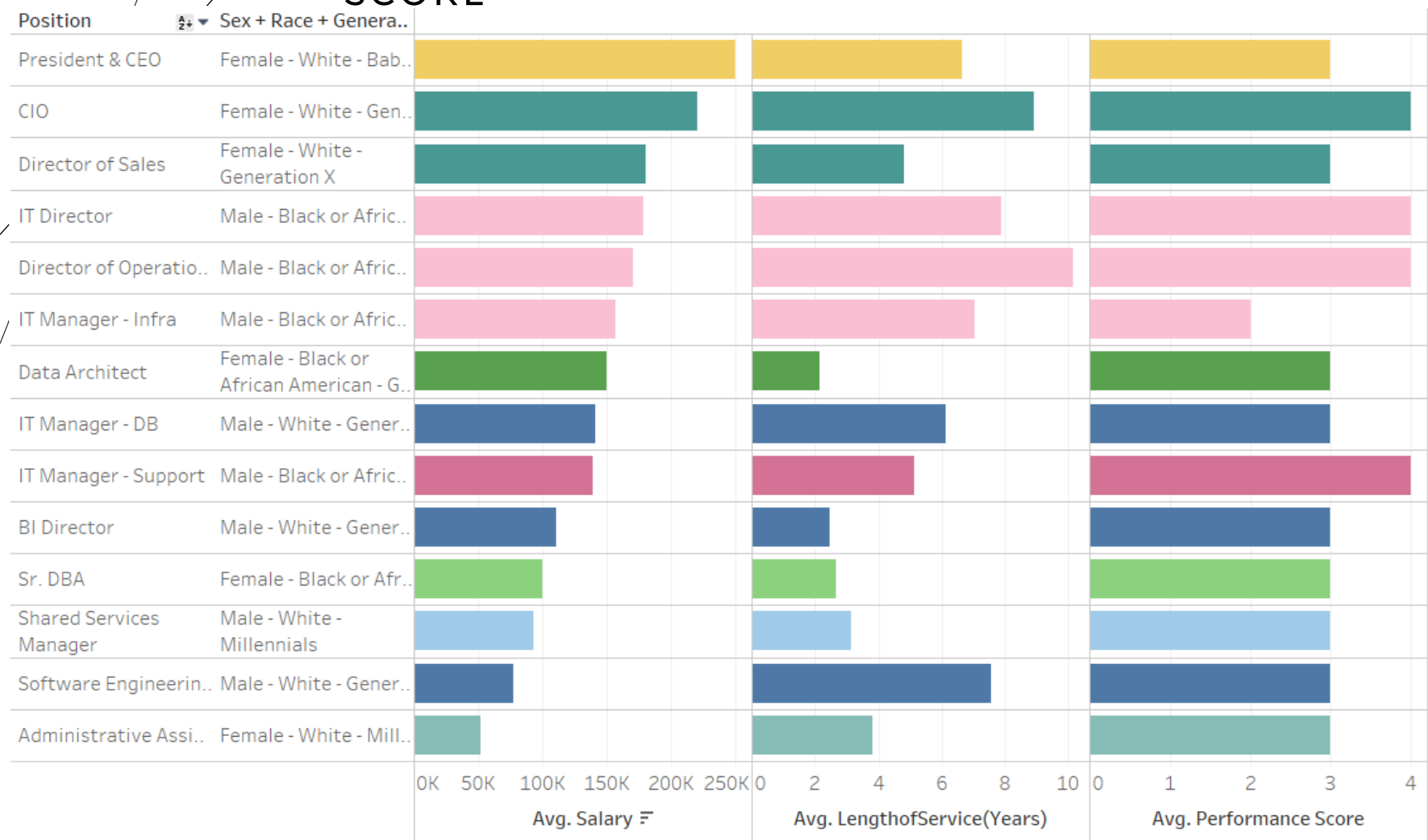
- Indeed is our most used recruitment source across all demographics
- LinkedIn is similar to Indeed, just less hires from this source
- Employee Referral is our third most used recruitment source and has majority male white employees
- Diversity Job fair is the outlier in recruitment sources, having only Black or African American hires

TERMINATION TRENDS

- The termination trends reflect the demographic distribution as a whole
- Another Position, Unhappy, and More Money are the top three reasons why employees have been terminated
- These three reasons can be intertwined; employees may be unhappy and search for another position because their bottom line is not being met



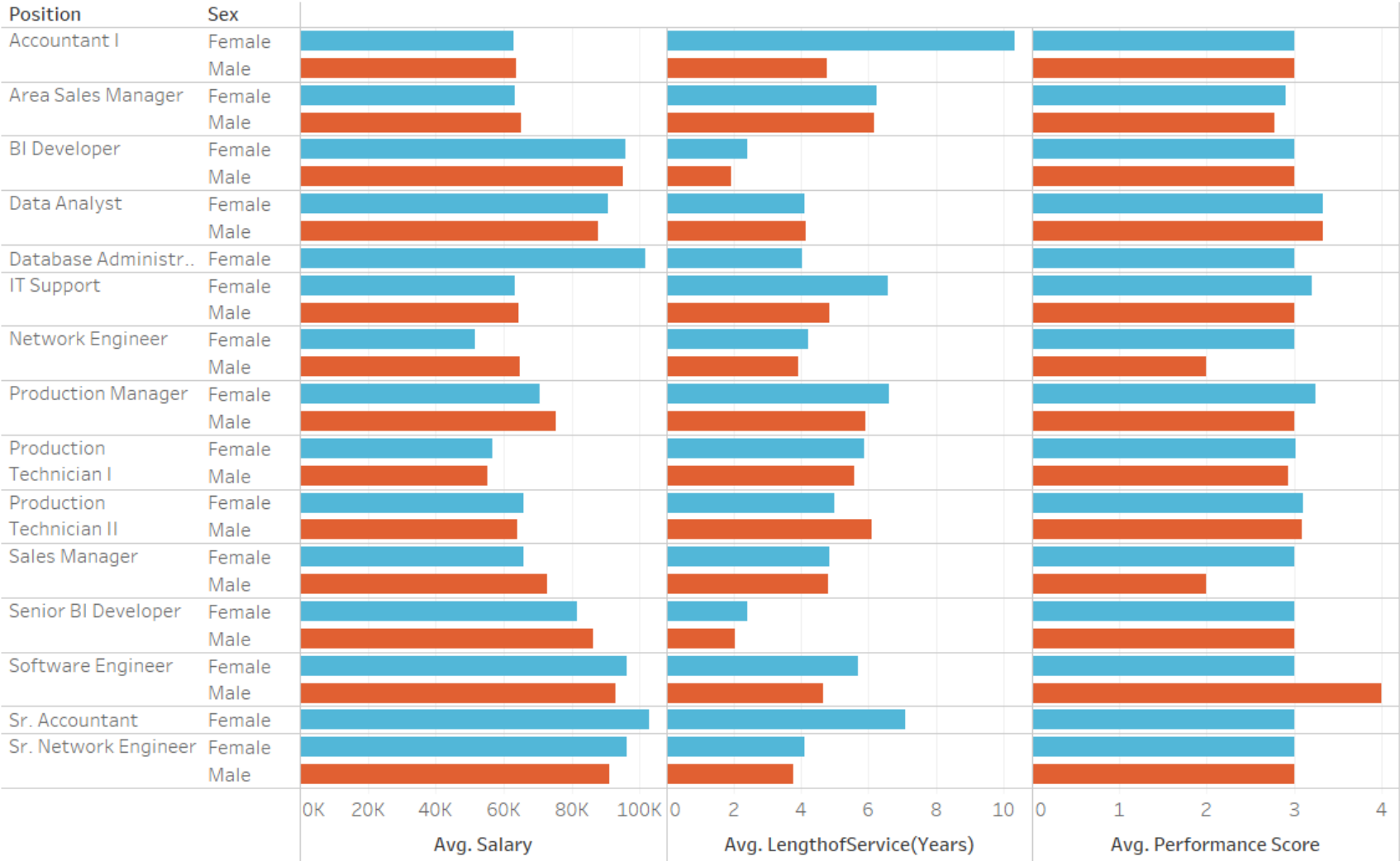
SINGLE EMPLOYEE POSITIONS AVERAGE SALARY BY COMBO DEMOGRAPHIC, LENGTH OF SERVICE, AND PERFORMANCE SCORE



- Top Earning - President & CEO; a Female White Baby Boomer
- 10 other single employee positions earning six figures
- Length of service and performance score do not tell us a lot here because these are single employees
- Data Architect (Female Black or African American Generation X) and BI Director (Male White Generation X) have only two years of service, yet are highly paid

MULTI EMPLOYEE POSITIONS AVERAGE SALARY BY SEX, LENGTH OF SERVICE, AND PERFORMANCE SCORE

- We see many positions for which average salary is very close between male and female employees; with length of service and performance also being similar



MULTI EMPLOYEE POSITIONS AVERAGE SALARY BY SEX, LENGTH OF SERVICE, AND PERFORMANCE SCORE

- Network Engineers who are male make around 13,000 more than female engineers. That is 25% of the average female network engineer salary. Male and female engineers have the same service length and female engineers have a higher performance score
- Sales Managers who are male make about 7,300 more than females, yet they have the same length of service and females have a higher performance score. That difference is 11% of the average female Sales Manager salary
- One female accountant has 10 years of service but is paid about the same as the other two male accountants who have half as many service years
- One male Software Engineer is making slightly less than his female peers, but has a 4 “Exceeds” expectations performance score

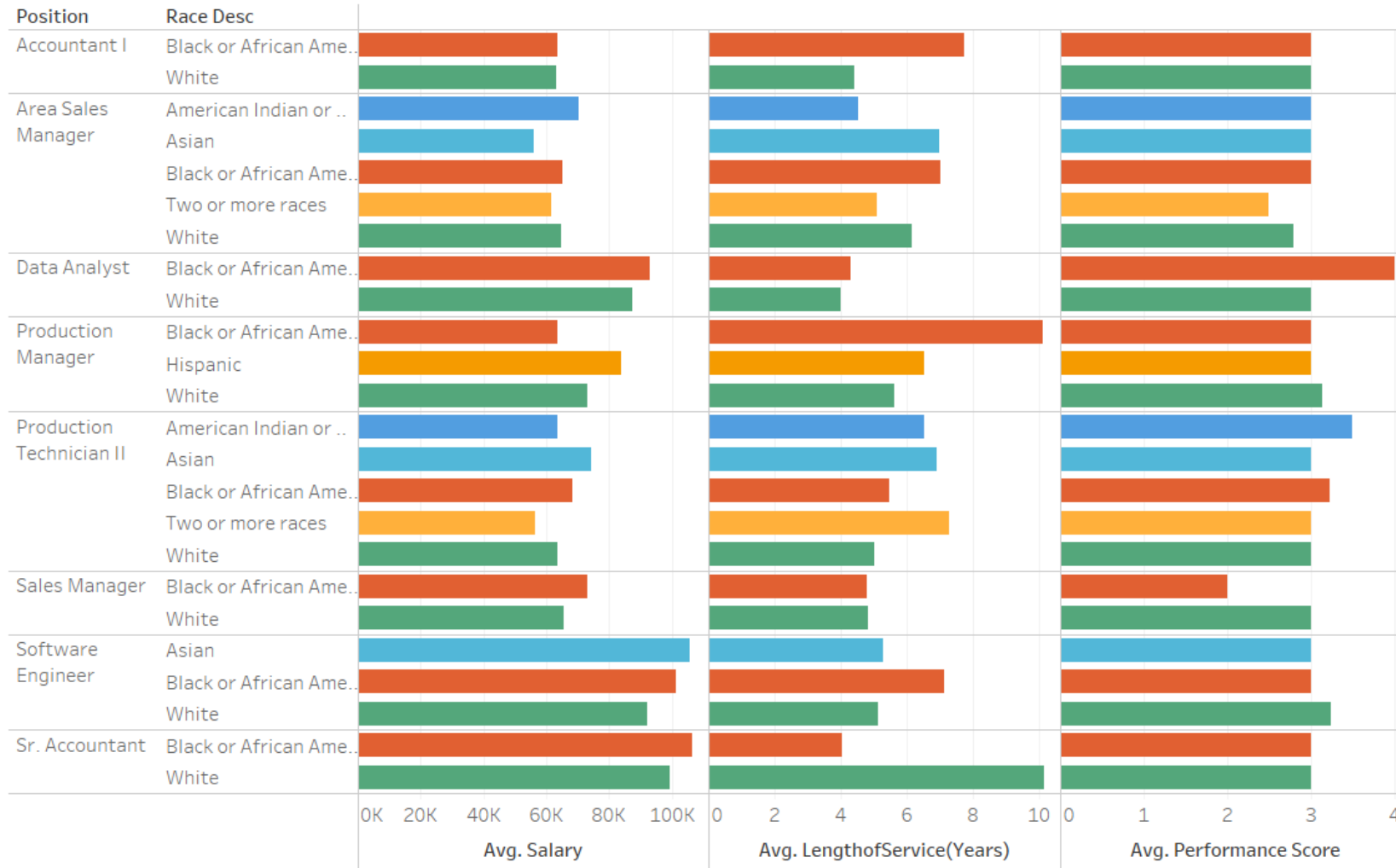


MULTI EMPLOYEE POSITIONS AVERAGE SALARY BY RACE, LENGTH OF SERVICE, AND PERFORMANCE SCORE



- Many positions salary is comparable across races and length of service and performance are similar
- We will focus on positions where the difference is 10% or more of a groups current average salary... with white employees being our base group for comparison
- Note that white employees are not always the highest paid race within a position, but they are used for our initial pay comparison across groups

MULTI EMPLOYEE POSITIONS AVERAGE SALARY BY RACE, LENGTH OF SERVICE, AND PERFORMANCE SCORE



- Area Sales Managers who are White make about 8,981 more than Asians. That difference is 16% of the current average salary for an Asian Area Sales Manager.
- American Indian or Alaska Native Area Sales Managers make the most; about 5,700 more than their white counterparts.
- Production Managers who are White make about 9,400 more than Black or African American. That is 15% of the average salary for a Black or African American Production Manager.
- A Hispanic Production Manager is making about 11,000 more than their White counterparts.
- The Product Technician IIs who are White make about 7,300 more than the employee of Two or more races. That is 13% of that employee's salary.
- An Asian Product Technician II is making about 11,000 more than their White counterparts.
- The Sales Manager who is Black is making about 7,300 more than their White counterpart. The difference accounts for 11% of the White employee's current salary.
- For the Software Engineer position, the Asian employee is making about 14,000 more than the average salary of their White counterparts. The difference accounts for 15% of the White employee's current salary.

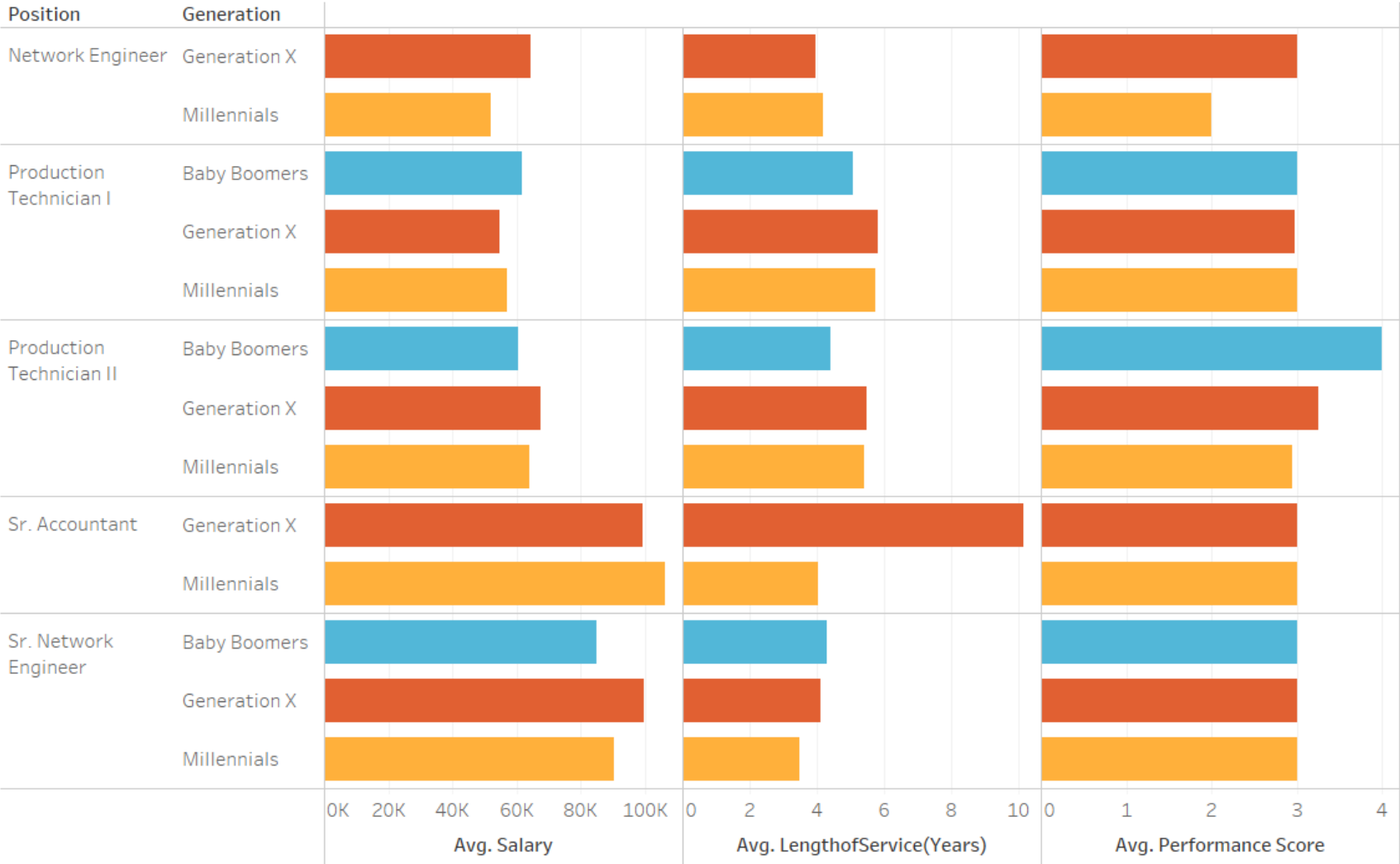
MULTI EMPLOYEE POSITIONS AVERAGE SALARY BY GENERATION, LENGTH OF SERVICE, AND PERFORMANCE SCORE

- Baby Boomers will be the base group for comparison except in instances where there are none; Generation X is used
- Note that Baby Boomers are not always the highest paid generation within a position, but they are used for our initial pay comparison across groups



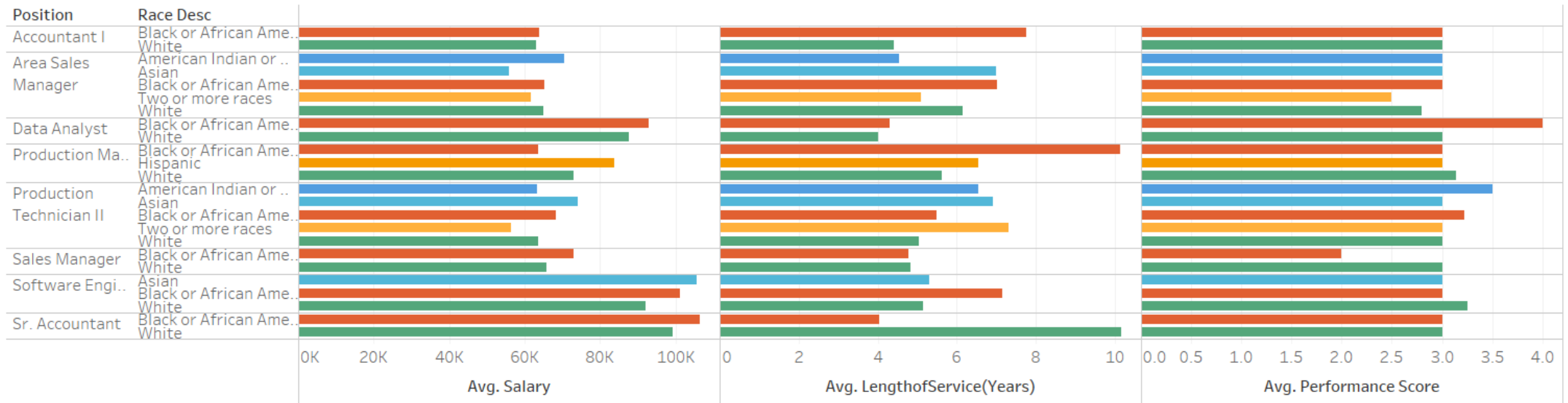
MULTI EMPLOYEE POSITIONS AVERAGE SALARY BY GENERATION, LENGTH OF SERVICE, AND PERFORMANCE SCORE

- Network Engineers who are Gen X make about 12,000 more than Millennials. That difference is 24% of the average salary for the Millennial employees.
- Product Technician I who are Baby Boomers make about 6,900 more than Gen X. That difference is 13% of the current average salary for the Gen X employees.
- Product Technician II who are Gen X make about 6,800 more than Baby Boomers. That difference is 11% of the current average salary for the Baby Boomer employees.
- Sr. Network Engineer who are Gen X make about 14,700 more than Baby Boomers. That difference is 17% of the current average salary for the Baby Boomer employees.



PAY INEQUITIES DASHBOARD

Positions Average Salary by Race, Length of Service, and Performance Score



Positions Average Salary by Sex, Length of Service, and Performance Score



Positions Average Salary by Generation, Length of Service, and Performance Score





RECOMMENDATIONS

- Raise wages for employees in identified positions with inequity.

Individual employee salaries will need to be analyzed for adjustment as we have used averages here to identify initial inequity.

- Recruit more from diversity job fairs and less from employee referrals. Identify additional sources like “diversity job fair” to recruit groups for which we have very few employees.
- Implement a pay structure that includes years of service and merit-based increase (performance score).

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THANK YOU