

November 2017

Gender pay gaps: checklist for managers

The following checklist outlines actions individual managers can take to ensure they are actively involved in the removal of gender bias from pay and performance decisions.

When	Action
Overall	<ul style="list-style-type: none"> <input type="checkbox"/> talk to your HR / team about pay equity <input type="checkbox"/> obtain and review your organisation's remuneration policy <input type="checkbox"/> ask for a data analysis to be conducted for your division, department or team <input type="checkbox"/> work through the causes of like-for-like gaps <input type="checkbox"/> identify specific actions to address these causes <input type="checkbox"/> check in with your own assumptions and views on part-time and flexible work arrangements <input type="checkbox"/> support pregnant women and mothers returning to work to continue to be valued members of the workforce with access to the same opportunities as their colleagues <input type="checkbox"/> talk to your team about what your organisation is doing <input type="checkbox"/> consider whether higher remuneration for greater tenure is justified <input type="checkbox"/> role model the utilisation of flexible working arrangements <input type="checkbox"/> train managers in how to manage employees who adopt flexible work practices <input type="checkbox"/> build an inclusive culture and call out any resistance to employees on part-time or flexible working arrangements
At time of commencement	<ul style="list-style-type: none"> <input type="checkbox"/> check that graduates are starting at the same salary <input type="checkbox"/> look at the impact the commencement salary will have on like-for-like gender pay gaps <input type="checkbox"/> have HR review the commencement salary
At the time of promotion	<ul style="list-style-type: none"> <input type="checkbox"/> review promotion rates by gender <input type="checkbox"/> check if part-time staff have access to the same promotion opportunities
As part of the performance management process	<ul style="list-style-type: none"> <input type="checkbox"/> ensure KPIs are clear from the outset <input type="checkbox"/> provide regular feedback to both women and men in your team and the opportunity to improve performance <input type="checkbox"/> ensure feedback is objective and that women are not penalised for showing strength and determination <input type="checkbox"/> review performance ratings by gender to identify any bias <input type="checkbox"/> conduct performance rating calibration meetings to ensure consistency across the organisation, divisions and teams <input type="checkbox"/> review the alignment between discretionary pay and performance ratings <input type="checkbox"/> include employees on parental leave in the performance review cycle
Remuneration decisions	<ul style="list-style-type: none"> <input type="checkbox"/> take corrective action on like-for-like gaps <input type="checkbox"/> build into your annual budget a pool for corrective action <input type="checkbox"/> ensure employees in the same or similar roles have the same access to levels and types of discretionary pay <input type="checkbox"/> consider the overall pay equity impact of each remuneration decision.