

Assess

* questions added by WID for negotiation topic

TRANSPARENCY

Do all employees understand the firm's compensation system? · How does your firm communicate its compensation structure, policies, and procedures? · Do you have clear job descriptions? · Do employees know your pay bands and evaluation processes and metrics? · Are there consistent messages relating to what work is valued and how rewards are given?

How are issues addressed? · Is pay adjusted based on regular pay audits? · Are legal requirements for equal pay and nondiscrimination followed? · Do you have a process for addressing complaints?

POWER

Who determines compensation in your workplace?

· Is there consensus in leadership on how compensation practices relate to the organization's business goals? · Are managers and supervisors equipped to make aligned and equitable compensation decisions? · How are employees involved in establishing or understanding the wage structure? · Are employees free to discuss compensation issues among themselves?

Who benefits from the compensation system and who suffers?

· Is the ratio of pay between the highest- and lowest-paid employees reasonable? · Do the firm's and employees' values around compensation align? · How do compensation practices support everyone to do their best work? · Is there equal access to desired opportunities and benefits? How is interest gauged and availability determined?

* what is the process when someone says something to take your power in an interview?

FAIRNESS

What is rewarded? · Do you value performance over hours and determine fee structures accordingly? · Have you established guidelines for pay and opportunities for employees who use flexible options? · Does your negotiation policy ensure the final outcome is fair to all?

How is compensation determined? · Do you have a process for determining wages that is free from bias? · Do you measure required skills and effort, level of responsibility, experience, and working conditions consistently? · Is your firm's performance review process objective and fairly administered? · Are bonuses comparable for similar levels of performance? · If there are gaps and variances, are they justifiable using legitimate rationales?

* how does your firm ensure that opportunities are fairly distributed?
What is the process when something goes wrong?

CONNECTIONS

How do your business practices affect compensation?

· How do your practices influence client and public opinion about the value of architectural services? · Do economic pressures (such as to lower fees to secure work or to provide employee benefits) have a disparate impact on compensation of certain employees? · How do you monitor the ways competitive practices affect equity across pay levels?

What other factors impact compensation? · Are your pay and other benefits perceived as fair when employees compare them to those of other similar organizations, and is this helping or hurting your equity goals? · How does your compensation philosophy relate to your community and culture? · Do client preferences for subjective things, like certain employee personalities or identities, divert compensation decisions from the firm's objective criteria?