

**FREQUENTLY ASKED QUESTIONS (FAQS)** related to the *JHU Report on Staff Pay Equity***Q: What is pay equity?**

**A:** Pay equity, also known as equal pay for equal work, is the principle of ensuring that employees receive fair compensation for performing similar work, regardless of their gender, race, ethnicity, or any other non-job-related characteristics.

**Q: How is staff pay determined?**

**A:** Each staff position is associated with a specific salary range within the compensation framework. An employee's pay is based on experience and the scope/complexity of the role. It's appropriate to have some variations in pay among employees in the same job title, based on differences in each employee's related experience, performance, and/or specialized job duties. In addition, there may be differences in pay for similar jobs in different JHU divisions based on factors such as budget availability and funding sources. HR Compensation also utilizes external salary benchmark data to guide their understanding of what jobs are being paid elsewhere.

**Q: How are salary ranges determined?**

**A:** JHU uses external salary benchmark data from 25 different sources to determine salary ranges for roles with similar scope, expertise, responsibilities, level of autonomy, and more.

**Q: Shouldn't all employees in the same job title be paid the same?**

**A:** Pay equity requires that employers pay "similarly situated" employees equitably. This means that employees with comparable related experience and in similar geographies, who work in jobs that have equal size, scope, complexity, responsibilities, and technical requirements are paid in alignment with one another.

**Q: How do you measure a job's scope or complexity?**

**A:** Job-related factors like budget oversight, supervisory duties, number of direct reports, required training, job expertise, level of independent thinking versus more routine duties, level of autonomy to accomplish goals, short-term versus long-term strategic duties and specialized technical requirements are all used to measure scope and complexity for JHU positions.

**Q: I did not receive a salary increase in the period mentioned in the Staff Pay Equity Report. Will I be eligible for a raise in light of this report?**

**A:** Pay equity reviews are continuous and ongoing. JHU follows a rigorous, data-driven, supportive, and programmatic approach to reviewing pay and addressing disparities. Divisional HR and Finance work with HR-Compensation to regularly review staff compensation and plan how available funds will be directed to make adjustments.

**Q: I've been working at JHU for many years and haven't received a pay equity increase. Why haven't I received a pay adjustment?**

**A:** An employee's years of service is only one factor used to determine their pay. Equity increases focus on situations where employees with comparable related experience and in similar geographies, who work in jobs that have equal size, scope, complexity, responsibilities, and technical requirements are not paid in alignment with one another.

**Q: I know a coworker in a similar role makes more than I do. Why?**

**A:** An employee's pay is based on their experience, performance, and specialized job duties and the scope/complexity of their role. Variations within salary ranges may exist and reflect differences in each employee's related experience, responsibilities, level of autonomy, and more. In addition, there may be differences in pay for similar jobs in different JHU divisions based on factors such as budget availability and funding sources (e.g., sponsored research limitations). These differences by division are not the focus of this pay equity report but will be taken into account as part of our plans to design a new University-wide market-based pay structure.

**Q: I'm concerned that I'm not being paid fairly. How should I handle that?**

**A:** Please reach out to your manager. Managers can discuss your concerns and reach out to divisional or departmental HR business partner to initiate a review with JHU's HR-Compensation team if that's the appropriate next step.

**Q: Why do recently hired employees sometimes get paid as much as long-time employees?**

**A:** The external labor market experienced major swings during the past three years as the world tried to find economic balance after the pandemic. At times, the external market rate of a job requires a newly hired employee to be brought in near or above the salary of current employees. When those situations occur, the hiring manager is made aware of the internal equity challenges, as well as necessary steps that should be taken to make related salary adjustments for affected employees.

**Q: If there's available grant money, why can't that be used for pay increases?**

**A:** Even with salaries that are funded by grants, it's still important to maintain equity between jobs that are at the same level, scope, and complexity among employees with similar experience and performance. This is a federal compliance requirement JHU follows when making pay decisions.

**Q: What is the purpose of the Staff Pay Equity report?**

**A:** The *JHU Report on Staff Pay Equity* is part of an ongoing process for ensuring fair pay for equal work at JHU. We're sharing this report to provide more transparency into how pay equity is reviewed, the investment JHU is making to eliminate pay disparities, and accountability to our diversity, equity, and inclusion goals, as highlighted in the *Second Roadmap on Diversity, Equity, and Inclusion* [<https://diversity.jhu.edu/second-jhu-roadmap-on-diversity-equity-and-inclusion/>].

**Q: How often will the Staff Pay Equity Report be published?**

**A:** Going forward, we intend to share staff pay equity reporting every other year as a part of the larger *JHU Report on Staff Composition* [<https://hr.jhu.edu/about-hr/jhu-report-on-staff-composition/>], to further align these two related universitywide priorities. We anticipate the next pay equity report will be published in 2025, with updated data through 2024.

**Q: Are there other ways for an employee to get help with a pay equity concern, beyond their manager or local HR point of contact?**

**A:** Employees are able to contact the HR-Compensation team via email at [Comp-JHUCentral@jhu.edu](mailto:Comp-JHUCentral@jhu.edu) if they need additional support. The HR-Compensation team will then follow their normal review process by working with local HR to gather necessary details.

**Q: What's next after this report?**

**A:** In the coming weeks and months, we will share information about new initiatives that aim to help staff identify clear pathways to develop and advance their careers at JHU, as well as tools to help managers have transparent discussions around careers and salaries.