



Attendee Workbook 2017–18



www.aauw.org · salary@aauw.org
#AAUWStartSmart

Welcome to your AAUW Start Smart salary negotiation workshop!

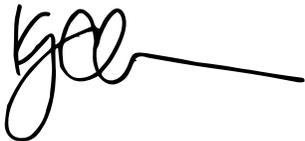
You already know that in the United States women typically are paid less than men are over their lifetimes. The gender pay gap, as it is called, means that women and their families have less money to support themselves, save and invest for the future, and spend on goods and services. Families, businesses, and the economy suffer as a result. And at the slow rate of progress in recent decades, it will take many more generations to close the gender pay gap.

Our hope is that you leave today's workshop with a refreshed sense of confidence, critical negotiation skills, and a new support network to cheer you on. The American Association of University Women (AAUW) is committed to giving you the tools you need to thrive in the ever-growing and developing workforce.

These workshops are an important part of AAUW's multipronged approach to closing the gender pay gap through advocacy, research, and public education. At both the national and local levels, we will continue to fight for fair pay each and every day because we know that our country is stronger, our resources more powerful, and our impact greater when we all work together toward a common goal.

We will keep pushing forward, and we will break through any barriers that stand in our way. I hope you will join us!

Sincerely,

A handwritten signature in black ink, appearing to read 'KChurches', with a long horizontal line extending to the right.

Kimberly Churches
Chief Executive Officer

P.S. After today's workshop I hope you'll join us as we bring people together for the common goal of breaking through educational and economic barriers facing women and girls. Please visit www.aauw.org to become an AAUW member.

ABOUT AAUW

AAUW empowers women and girls through advocacy, education, philanthropy, and research. Our nonpartisan, nonprofit organization has more than 180,000 members and supporters across the United States, as well as 1,000 local branches and 800 college and university members. Since AAUW's founding in 1881, our members have examined and taken positions on the fundamental issues of the day—educational, social, economic, and political.

Connect

 /AAUW.National

 /aauwnational

 /@AAUW

#AAUWStartSmart

Join Us!

Your membership makes AAUW's powerful voice even stronger on critical issues affecting women and girls. Membership is open to anyone holding an associate or equivalent, bachelor's, or higher degree from a regionally accredited college or university. Visit www.aauw.org/join for more.

Empower Women in Two Minutes

Join the AAUW Action Network to receive email alerts and contact your elected officials about public policy issues such as fair pay for women! Learn more and sign up at www.aauw.org/actionnetwork.

"I lowballed my net worth for a large part of my career, only to be frustrated down the road in a job where I don't feel like I'm being paid what I'm worth. I joined the local AAUW after I learned about AAUW's work on pay equity and salary negotiation."

—Alyssa R.

CONTENTS

| | |
|---|----|
| Learning Objectives | 3 |
| Learning Opportunity: The Gender Pay Gap and How It Affects You | 4 |
| Negotiation Step 1: Know Your Value | 8 |
| Negotiation Step 2: Know Your Target Salary and Benefits | 11 |
| Negotiation Step 3: Know Your Strategy | 18 |
| Negotiation Step 4: Practice, Practice, Practice! | 23 |
| Resources | 27 |
| Postworkshop Survey | |
| Prewriteshop Survey | |

LEARNING OBJECTIVES

What You'll Learn

You will gain confidence in your ability to negotiate through facilitated discussion and role-play and learn skills that you will use for the rest of your working life, such as

- How to identify and articulate your personal value
- How to develop an arsenal of persuasive responses and other negotiation strategies
- How to conduct objective market research to benchmark a target salary and benefits
- How the pay gap affects your economic security and life goals

Setting Expectations

We need to set expectations for our time together. Here are a few key expectations for the workshop:

1. Be present and engaged.
 - We have a lot of content to cover in a short amount of time. Please avoid distractions like cell phones or side conversations.
2. Be an active participant and an active listener.
 - Listen to understand, not to respond.
 - Be mindful of others so that we can include everyone in the conversation.
3. Be you.
 - Use your knowledge and experiences. Your viewpoint is valuable in helping you and your fellow participants leave with newfound perspectives.
 - Acknowledge your social and cultural experiences and the resulting differences among us.
4. Be considerate.
 - Respect the confidentiality of any personal stories, anecdotes, struggles, or anxieties shared today.

THE GENDER PAY GAP AND HOW IT AFFECTS YOU

The gender pay gap is real.

AAUW has been on the front lines of the fight for pay equity since 1894. AAUW members were in the Oval Office when President John F. Kennedy signed the Equal Pay Act of 1963 into law, and more than 50 years later we continue to lead the push for policies and legislation to encourage and enforce fair pay in the workplace.

Did you know that in 2016, women working full time in the United States typically were paid just 80 percent of what men were paid, a gap of 20 percent? The gap has narrowed since the 1970s, due largely to women's progress in education and workforce participation and to men's wages rising at a slower rate. But progress has stalled in recent years, and the pay gap does not appear likely to go away on its own.

The pay gap is the difference in men's and women's median earnings, usually reported as either the earnings ratio between men and women or as a pay gap, as defined below. The median value is the middle value, with equal numbers of full-time workers earning more and earning less.

$$\text{Earnings ratio} = \frac{\text{Women's median earnings}}{\text{Men's median earnings}}$$

$$\text{Pay gap} = \frac{[\text{Men's median earnings} - \text{Women's median earnings}]}{\text{Men's median earnings}}$$

In 2016, median annual earnings in the United States for women and men working full time, year-round were \$41,554 and \$51,640, respectively.

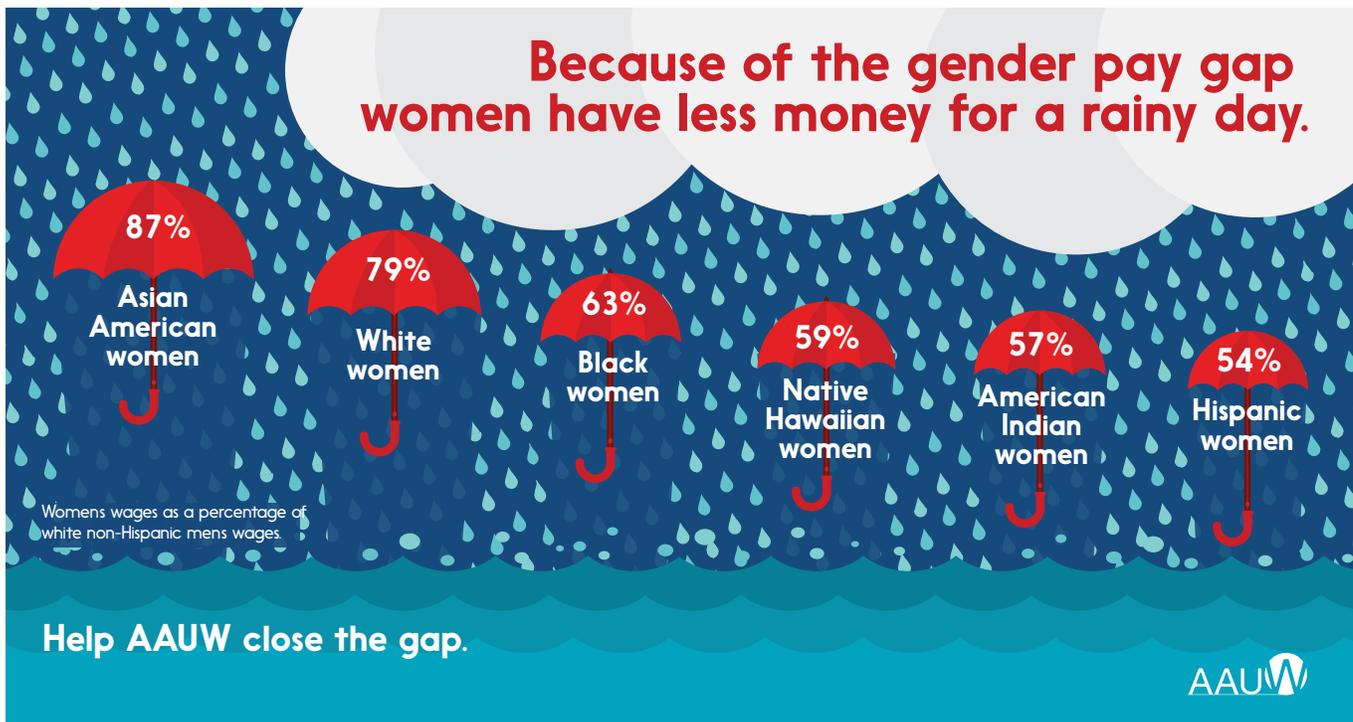
$$\text{2016 earnings ratio} = \frac{\$41,554}{\$51,640} = 80.47 \approx 80 \text{ percent}$$

$$\text{2016 pay gap} = \frac{[\$51,640 - \$41,554]}{\$51,640} = 19.53 \approx 20 \text{ percent}$$

The Gender Pay Gap by Race

Equal pay is not simply a women's issue—it's a family issue. Between 1967 and 2012 the percentage of mothers who brought home at least a quarter of family earnings rose from less than a third (28 percent) to nearly two-thirds (63 percent). Families increasingly rely on women's wages to make ends meet.

A majority of mothers are in the paid labor force, and a growing number of them are responsible for supporting their families. For the 40 percent of mothers with children under the age of 18 who are their families' sole or primary breadwinner, the gender pay gap can contribute to poor living conditions, poor nutrition, and fewer opportunities for their children. For these women, closing the gender pay gap is critical to their families' future.



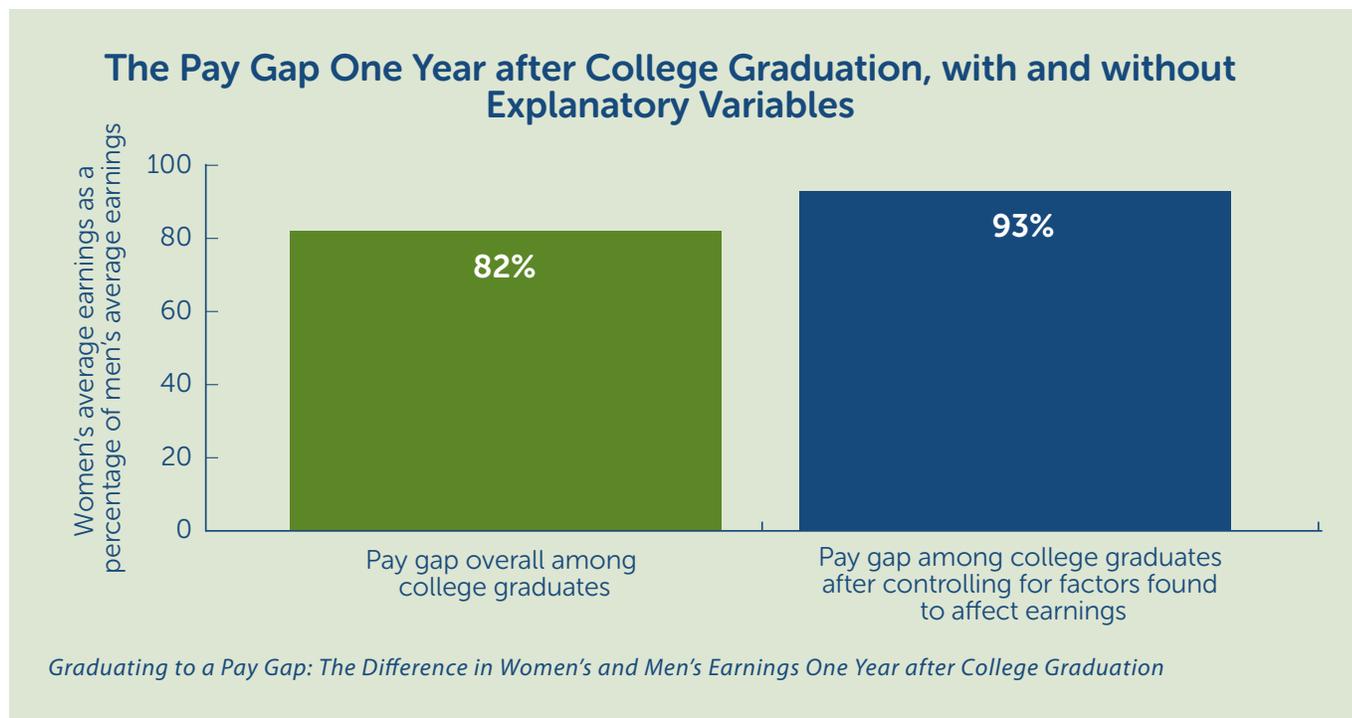
Why the Pay Gap Happens and Why It Matters

What are some possible reasons that the pay gap exists?

- Women are paid less for the same work.
- Women are overrepresented in low-wage jobs and underrepresented in high-wage ones.
- Women's work, such as health, education, and public administration, is devalued because women do it.
- Because women are often caregivers, they face lower pay and promotion opportunities because they are assumed to be distracted and unreliable.

AAUW's groundbreaking research report *Graduating to a Pay Gap* revealed that just one year out of college, women working full time are already paid significantly less than their male counterparts are paid.

After accounting for all the variables known to affect wages, there is still an unexplained 7 percent gender pay gap one year out of college. While we don't know for sure why that is, we can certainly assume that at least some portion of the pay gap is attributable to gender bias.



Negotiation Can Help

One of the reasons we talk about the pay gap is that it motivates each of us to do something about it. Negotiating your salary is something you can do not only for your own economic security but also to help close the unexplained pay gap.

To learn more read *The Simple Truth about the Gender Pay Gap* at www.aauw.org/research/the-simple-truth-about-the-gender-pay-gap.

Women Negotiate Less than Men

According to Linda Babcock's *Women Don't Ask: The High Cost of Avoiding Negotiation—and Positive Strategies for Change*

- 55 percent of women are apprehensive about negotiating compared with 39 percent of men
- 30 percent of women always negotiate versus 46 percent of men

A Levo League survey found

- 59 percent of millennials didn't negotiate for any part of their compensation in their current job, and 79 percent didn't negotiate their offers in their first jobs out of school
- 66 percent reported not knowing how to ask for more

And a survey conducted by Earnest discovered that although young adults negotiated the least of any age group, young men report negotiating more often than young women—42 percent of young men negotiate a job offer compared with 26 percent of young women.

How does the gender pay gap affect you in the long term?

Does the idea of negotiating make you anxious? What do you see as your biggest challenge around negotiating your salary and benefits? Why?

KNOW YOUR VALUE

Think about the job you have or are seeking. Ask yourself: How do my accomplishments, contributions, skills, and work experiences demonstrate value or the contribution I will make in this position? How do I bring value to the company or organization?

You'll want to consider

- Professional accomplishments (awards, recognitions, certifications)
- Measurable positive results from your work, such as increases in revenue or client base
- Contributions to a significant project or outcome
- Skill areas where you particularly excel
- Previous work successes

Keep a journal of all of your accomplishments throughout the year, no matter how big or small.

If you are still in school, consider your leadership roles or important accomplishments related to your major.

Below, write down as many accomplishments, contributions, skills, and relevant work experiences as you can.

Take one thing you wrote down and think about what you did to make it happen. What role did you play? What were some positive results? Write down exact numbers to support your case so it is quantifiable.

Then, use this template to help you articulate your value: "As a result of my effort to do [identify your action], I have achieved [results] which provided the following specific benefits to the company: [fill in numerical data]."

As a result of my effort to do _____
[identify your action] I have achieved _____ [result],
which provided the following specific benefits to the company: _____
_____ [fill in quantitative result or other positive outcome].

You are your own brand—and you should feel comfortable talking about your accomplishments.

Sample Candidate Résumé

Olivia Taylor

Olivia.Taylor@email.com

80 Equal Pay Drive, Washington, DC 20005

Summary

A highly motivated and productive graduate with a degree in mass communications. Possesses strong communication, interpersonal, organizational, time management, analytical, and problem-solving skills. Sound knowledge and experience with social media marketing through Facebook, Twitter, LinkedIn, and Instagram.

Education

Sunny State University, Anywhere, USA, May 2017

Bachelor of arts, mass communications with an emphasis in public relations

Related Experience

Creative Kids Toys Inc., May 2017–December 2017

Public Relations Intern

- Secured both print and online placement for Creative Kids' 2017 toy line in the Top Toys annual review
- Developed comprehensive and well researched media lists of at least 50 contacts per list
- Aided in the planning and execution of events, such as the 2017 National Toy Show
- Researched and monitored media coverage for publicity campaigns
- Supported PR staff in arranging meetings, maintaining daily schedules, and other administrative duties

Orange County Tourism Board, May–August 2016

Public Information Assistant

- Helped draft and edit press releases to inform the public of upcoming events
- Wrote content for website, including contributing to a county tourism blog microsite
- Assisted senior staff in designing TV, radio, and online ads to drive tourism into the county
- Increased weekly page views of tourism website from 10,000 to 15,000 in a six-month period

Weekly School Newspaper, August 2015–May 2017

Staff Writer

- Researched articles, conducted interviews, and wrote articles for sports and entertainment sections
- Developed weekly stories without missing a single deadline

Leadership Experience

- College women's soccer team, 2015–17; captain 2016–17 academic year
- AAUW student organization member, 2016–17: coplanned campus events including an annual equal pay rally to raise awareness about the gender pay gap
- Brought an AAUW Start Smart salary negotiation workshop to campus, handling all promotional tasks and sold out the event

Sample Job Posting

Public Relations Specialist, Team Player Sporting Goods—Washington, D.C.

Team Player Sporting Goods, the dynamic and growing sports equipment chain store based in Washington, D.C., seeks an intelligent, detail-oriented self-starter to join our team as a public relations assistant. This is a full-time, entry-level position with plenty of growth potential.

The public relations assistant will work under the product team, communications staff, and senior management to increase brand awareness and maintain a consistently favorable public image. Familiarity with and interest in sports are greatly preferred.

Primary duties

- Assist in the development and execution of media plans and PR campaigns
- Draft and distribute approved press releases and other content, including social media and blog posts
- Work with senior public relations coordinator to facilitate professional athlete partnerships
- Monitor industry standards and trends by identifying potential media outlets and promotional opportunities
- Prepare contracts, maintain the contact database, and field general inquiries from Team Player clients
- Measure and track progress of campaigns, keeping senior management appropriately informed and engaged

Qualifications and skills

- 0–2 years media relations experience, preferably in corporate setting
- Bachelor's degree in marketing, public relations, or a related discipline
- A demonstrated ability to excel in fast-paced environments
- Superb written and oral communication skills
- Proficiency with Microsoft Office, social media, and media-monitoring platforms a must

KNOW YOUR TARGET SALARY AND BENEFITS

Grounding yourself in objective research is essential to preparing for your negotiation. Here are six steps to benchmarking your salary and benefits.

1. Research and identify a comparable job title.
2. Find the salary range and establish your target salary.
3. Identify your target salary range.
4. Create a realistic budget.
5. Determine your resistance or “walk-away” point.
6. Determine the value of your benefits.

Glossary

Here are some terms that come up often when we talk about salary negotiation.

- **Job description:** a summary of the duties and essential responsibilities of a position, also known as a position description
- **Target salary:** your worth based on objective, market wage data
- **Target salary range:** a range that you use to negotiate with an employer. Your target salary is the “anchor” at the bottom of the range.
- **Resistance point:** the lowest salary you are willing to accept and still reach agreement. It’s also a tool to prevent you from accepting a salary you may later regret. (Offers below your resistance point may signal you to walk away from a job offer.)
- **Take-home pay:** the net pay an employee receives after deducting taxes and other obligations
- **Benefits (or fringe benefits):** payment to an employee in addition to salary or wages (This may take the form of cash, goods, or services and may include health insurance, pension plans, and paid vacations.)

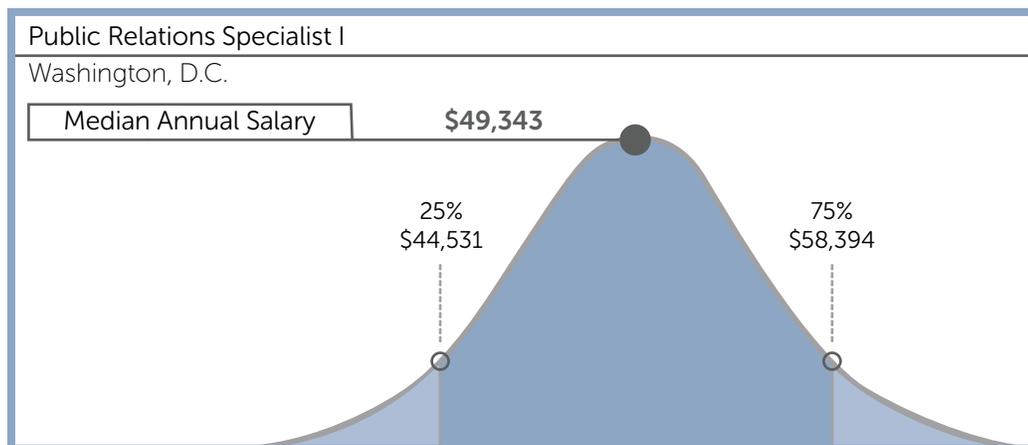
Sample Job Description and Salary Range (from Salary.com)

Public Relations Specialist Job I Description

The following is a full job description for a public relations specialist, along with associated requirements, responsibilities, and statistics. If after reading this page you determine that public relations specialist I is not the position you are looking for, you may want to try browsing similar titles at salary.com.

Requirements and Responsibilities for Public Relations Specialist I

Prepares and disseminates information regarding the organization through newspapers, periodicals, television, radio, and social media. Helps maintain a favorable public image for the organization. May require a bachelor's degree. Typically reports to a supervisor or manager. Works on projects and matters of limited complexity in a supporting role. Work is closely managed. Typically requires 0–2 years of related experience.



Assess the Market

There are many factors you should take into account when you're creating your salary targets:

- The overall economic conditions of the area, the demographics, and special conditions that might have bearing on your particular industry
- Who the company's competitors are
- The company's financial health
- Local occupational growth or decline

Research a Target Salary and Benefits

1. Visit Salary.com and identify a job description that matches the job you are researching. Verify that the selected job description is a good match.

Compare similar job descriptions, and select the job title that most closely aligns with the job description and experience.

2. Look at the salary range for the job title from the 25th to 75th percentile, and identify a target salary—below, at, or above the median. Aim high, but be realistic.
3. Identify a “target salary range,” using the target salary as the bottom of the range. Do not stretch more than 20 percent.
4. Create or update a realistic budget.
5. Calculate the take-home pay for the target salary at PaycheckCity.com.
6. Determine a resistance point, or the lowest salary the applicant should be willing to accept and still reach agreement.
7. Factor in the value of benefits they would be likely to receive, and identify other benefits that would make an offer more enticing.

Sample Employee Profile

Job title _____

Target salary _____

Target salary range _____

Monthly budget _____

Take-home pay _____

Resistance point _____

Benefits _____

Negotiating Hourly Pay?

Use the same techniques to research a target salary and target salary range. You may want to estimate a monthly or annual salary base to help you compare your wage with an annual salary of similar positions.

Benchmark Your Salary and Benefits

1. Visit Salary.com and identify a job description that matches the job you are researching. Verify that the selected job description is a good match.

Compare similar job descriptions, and select the job title that most closely aligns with the job description and your experience.

2. Look at the salary range for the job title from the 25th to 75th percentile, and identify a target salary—below, at, or above the median. Aim high, but be realistic.
3. Identify a “target salary range,” using the target salary as the bottom of the range. Do not stretch more than 20 percent.
4. Create or update a realistic budget.
5. Calculate the take-home pay for the target salary at PaycheckCity.com.
6. Determine a resistance point, or the lowest salary you are willing to accept and still reach agreement.
7. Factor in the value of benefits you would be likely to receive, and identify other benefits that would make an offer more enticing.

Your Profile

Job title _____

Target salary _____

Target salary range _____

Monthly budget _____

Take-home pay _____

Resistance point _____

Benefits _____

Additional Salary Research Resources

Other research sources you should take advantage of include

- Glassdoor.com
- Payscale.com
- U.S. Department of Labor, Bureau of Labor Statistics
- LinkedIn
- The business sections of your local newspapers
- Industry compensation surveys
- Business publications or other publications specific to your industry
- The local chamber of commerce
- Anyone who might know the company, the field, or the region

Create a Realistic Budget

Establishing a monthly budget is essential to preparing your negotiation strategy. Budgeting is a way to determine what your bottom line will be in any consideration of a job or raise.

Below, we have included a budgeting guide to assist in your preparation. Next to each category is a suggested allocation of your salary. When planning a budget, be realistic about your costs and the lifestyle that you are living or aspire to. Don't leave out things like entertainment expenses, the costs of eating out, and other details.

50/20/30 Rule

The 50/20/30 rule is a guideline to help you have a proportionally healthy budget. It is meant to be flexible based on your particular situation and needs. The rule recommends allocating the following:

50 percent (or less) to essential expenses (needs)

These are the absolute necessities of life including housing, food, transportation, and utilities (for example, electric, gas, water, cell phone, cable, et cetera).

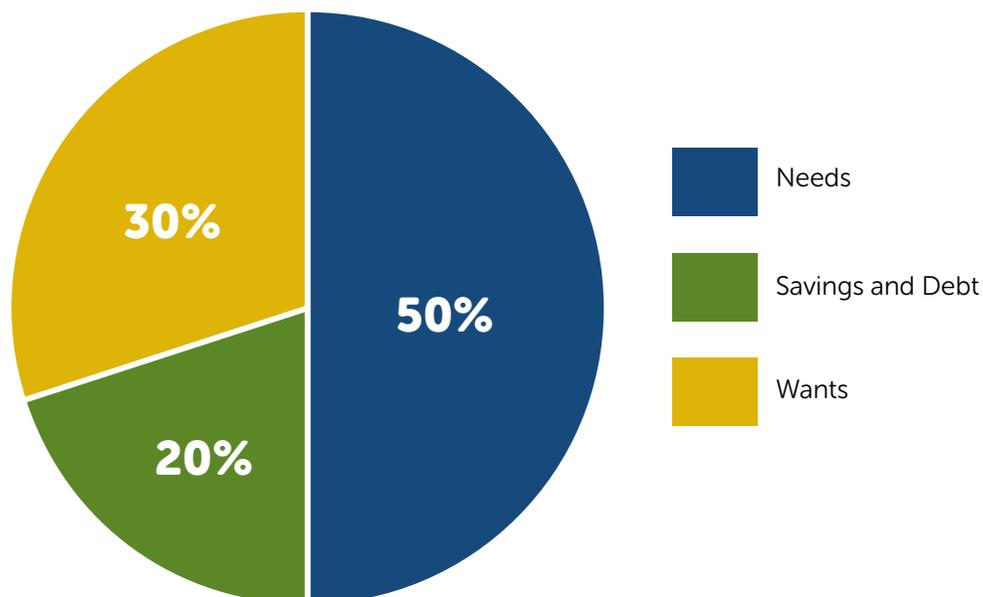
20 percent (or more) to financial goals and obligations (savings and debt)

This includes savings contributions, such as retirement and emergency savings, and debt reduction, such as student loans and credit card debt. This is your "get-ahead" category. Budgeting for this category puts you in a better financial position for the future.

30 percent to flexible spending and personal choices (wants)

This includes discretionary expenses like shopping, personal care, hobbies, and entertainment.

You may find that percentages fluctuate slightly based on the cost of living in your area. See the following section for more information on budgeting and financial literacy tools.



We'll use Olivia Taylor's budget as an example in our salary benchmarking exercise. The values given in each category are based on the average cost of living in the Washington, D.C., metropolitan area.

Olivia Taylor's Sample Monthly Budget

50% Essential Expenses (Needs)

| Category | Olivia's Budget | Your Budget |
|-------------------------|-----------------|-------------|
| Cell phone | \$70 | _____ |
| Groceries (shared) | \$200 | _____ |
| Haircut | \$25 | _____ |
| Health Insurance | \$40 | _____ |
| Internet/cable (shared) | \$40 | _____ |
| Laundry | \$20 | _____ |
| Rent (shared) | \$850 | _____ |
| Transportation | \$100 | _____ |
| Utilities (shared) | \$25 | _____ |
| Total: | \$1,370 | _____ |

20% Financial Goals and Obligations (Savings and Debt)

| Category | Olivia's Budget | Your Budget |
|----------------------|-----------------|-------------|
| Credit card payments | \$50 | _____ |
| Retirement | \$200 | _____ |
| Savings | \$200 | _____ |
| Student loans | \$100 | _____ |
| Total: | \$550 | _____ |

30% Flexible Spending (Wants)

| Category | Olivia's Budget | Your Budget |
|------------------------------|-----------------|-------------|
| Coffee shops | \$40 | _____ |
| Dining out/bars | \$200 | _____ |
| Fast food/delivery | \$100 | _____ |
| Movies | \$50 | _____ |
| Music | \$20 | _____ |
| Netflix | \$10 | _____ |
| Other entertainment | \$100 | _____ |
| Other miscellaneous | \$100 | _____ |
| Wardrobe | \$200 | _____ |
| Total: | \$820 | _____ |
| | | |
| Total monthly budget: | \$2,740 | _____ |

More Financial Literacy and Planning Tools

Tools to track expenses

- [Mint.com](https://www.mint.com)
- [LearnVest.com](https://www.learnvest.com)

Other financial literacy and planning sites

- [Mymoney.gov](https://www.mymoney.gov)
- [Nerdwallet.com](https://www.nerdwallet.com)
- Check out local offerings for financial literacy workshops.

Other resources for budgeting and market conditions

- Local business section in paper or regional business publications
- Local chamber of commerce

KNOW YOUR STRATEGY

Your negotiation strategy can differ depending on whether you are looking for a new job or preparing to ask for a raise or promotion. Let's look at the entire life cycle of negotiation, from negotiating your way through a new job offer to asking for a raise or promotion.

The cycle starts with applying for and accepting a position. Later on in your job, you may decide to go for a raise or promotion. Alternately, you may decide to transition to a brand-new position, in which case the negotiation cycle starts over again.



Seeking a New Job

Deflection Strategies

First, it's important that you do your best to avoid discussing or negotiating your salary until after you have received a job offer. During the interview, or even in the application stage, you may be asked about your salary history or salary expectations. You want to deflect those questions until after you have an offer. Make it clear that you want to learn more about the job before you share your salary expectations and that your requirements are negotiable and depend on the offered salary and benefits package.

If your employer asks you to share your salary expectations or desired salary, here are some possible responses:

- "I'd rather talk about that after I've received a job offer."
- "I'd like to see if I'm a good fit first before we discuss salary."
- "I'd like to learn more about the role before I set my salary expectations. As we move forward in the interview process, I would hope and expect that my salary would line up with market rates for similar positions in this area."
- "I'd appreciate it if you could make me an offer based on whatever you have budgeted for this position, and we can go from there."
- "What is the salary range for this position or similar positions with this workload at this organization?"
- "Before we can come to an agreement, I need to know more about your strategy for compensation, as well as confirm my understanding of the results you're looking for. Can we hold that question for a bit?"

If your employer asks you to share your salary history, here are some possible responses:

- “This position is not exactly the same as my last job. I’d like to discuss what my responsibilities would be here and then determine a fair salary for this job.”
- “I’d appreciate it if you could make me an offer based on whatever you have budgeted for this position, and we can go from there.”
- “My salary history and expectations are in line with my professional achievements and experience and with the requirements of the position.”

In several states, such as California, Delaware, Massachusetts, and Oregon, asking for salary history is or will be illegal. Research equal pay laws with your local government.

Practice Persuasive Responses

Employer: What salary are you looking for?

Employer: How much are you currently making?

If an employer asks you to name a range or salary requirements in an employment application leave these fields blank or write “zero” or “N/A.” If the field requires a figure, put down your target salary or target salary range. Remember, even if you have to share a number, you can always say that your expectations changed as you gained a better understanding of the role, the company, and the full package. It may be possible to avoid this altogether by visiting your employer’s website and seeing if they accept applications via email.

Responding to an Offer with Persuasive Responses

When you receive a job offer, you should receive the starting salary number as well. If not, you should ask what the starting salary is, along with any benefits package. Get it in writing so you can take your time to review it.

Listen carefully. Pause, reflect, and do not respond immediately—no matter what the offer is. At this point, you can start negotiating right away or thank them and ask for time to consider the offer. You may want to ask for more information about benefits, such as health care costs or retirement savings.

If you get an offer at or above your target salary, congratulations! You should look at the overall package and decide whether you want to negotiate further on salary or benefits. But you should definitely consider negotiating.

If you get an offer below your resistance point, then you should attempt to negotiate upward. Consider what benefits may bridge the gap and make the offer more acceptable. If you cannot negotiate to a number above your resistance point, then you might need to consider whether this job will realistically meet your needs.

The best way to prepare and practice your negotiation strategy is to anticipate how your employer will react and

prepare persuasive responses. Here's how:

- Have your notes in front of you as you follow up with the employer, including a prioritized list of what you want to negotiate for and in what order.
- Brainstorm three to five different ways that the employer might respond during a negotiation.
- Use your value statements (see page 24) and the information you gathered in your job research to prepare talking points for each potential response.
- Practice your persuasive responses aloud.

Once the employer proposes a starting salary, you can counteroffer in several ways:

- "Do you have any flexibility on the salary number?"
- "Thank you for the offer. Based on my research with comparable roles in this area, I was thinking of something in the range of [your target salary range]."
- "Based on my prior experience and familiarity with this role, I believe that an additional \$_____ would be fair."

With a partner, practice drafting persuasive language in response to a job offer. Pretend that your employer has made you an offer under your target salary; draft two or three persuasive responses. When possible, articulate your value, as discussed on page 8.

What can you say if you get an offer at or above your target salary?

What can you say if you get an offer below your target salary?

Suggested Persuasive Responses

Employer: In the future you'll have opportunities for growth and raises.

Because this number is a little lower than I feel comfortable with, I'd love to discuss my opportunities for the future. I know that one of the most important things in this role is [key metric here]. If I'm able to deliver that in [time frame], would you be open to raising my compensation to [target salary] then?

Employer: I don't have the budget for this high a salary.

If that is the case, would you be open to us working together to identify ways to cover this salary this year or to plan for increased funds next year?

Can you share with me what is in the budget?

Would you be open to discussing including an increase for me for next year? Can we talk about benefits or other nonmonetary benefits?

I absolutely understand our budget constraints, but with my work history, I have demonstrated success

in saving our company money. If not now, do you think we can revisit this in six months for a review?

Employer: I'll never be able to sell this to the boss or HR.

There are two possible interpretations of this response. Either the employer agrees you deserve this salary but can't sell it to the higher-up, or the person is trying to avoid giving you this salary, and this is an excuse. Take the employer at her or his word. Perhaps say

I've really appreciated your support throughout these discussions. If you are open to even trying to "sell this to the boss," I'll do everything I can to help you make a strong case.

You can't have a better ally than your supervisor or soon-to-be supervisor advocating for you with the CEO!

Employer: If I give you this salary, you'd be the highest-paid employee in this position in our company.

I appreciate the challenge that presents. Based on my research, the range I've asked for is fair market value and reflects the contributions and value I bring to this position. What is a more realistic range that we can consider?

Employer: Yes.

Thank you. Now I would like to discuss my benefits.

Thank you for your consideration. As I think about what we've discussed today, would it be OK if I followed up with a question or two?

Employer: Unfortunately, we don't have any room to negotiate.

Once you've decided what benefit you'd like to focus on, try

I understand that at this point, salary isn't negotiable. I see that you have a tuition reimbursement program, and I want to get my project management certification. Would you consider sponsoring my certification?

Employer: Wait until next year.

Thank you for your support. I do want to continue to align my value with the needs of this organization. Can we check in again in four to six months?

Employer: No.

Stay silent and wait to see what she or he says, in case an explanation is offered. Listen to the language that is used as you craft your response. If no explanation is offered, say a polite "thank you for your time" and ask

Is there any feedback you can give me on the best way to revisit this conversation at a later time?

I appreciate your consideration. Can you explain why?

I understand that a raise isn't available, but I think it would be important for us to reevaluate my job description to see if a job title change is in order.

Even if you are disappointed or offended or you begin thinking about moving to another company, do not say anything to this effect. Just be respectful and professional and leave.

Assessing Benefits

Remember that benefits are an important part of your overall compensation. You should always be thinking about how to negotiate for benefits, even if you get the salary you want. Check out page 27 for a list of benefits you can consider negotiating for.

Here's some sample language you can use to ask for a better benefits package.

If the employer offers a benefits package that is significantly smaller than a standard benefits package

Thank you for our discussion about the salary offer. After reviewing the benefits, I have a few questions. Looking more closely at the package, could you consider providing transportation assistance for my commute?

If the employer offers a benefits package that is similar to or exceeds a standard benefits package

Thank you for our discussion about the salary offer. After reviewing the benefits, I am pleased with the package and just have a few follow-up questions. First, is there a possibility of receiving professional development or teleworking?

Concluding the Negotiation

Based on your objective research, you should know whether or not the final salary and benefits offer is worthy of consideration. If you are satisfied with the salary and benefits you negotiated, you can give a verbal acceptance of the offer in the negotiation. Be sure to ask for the complete job offer in writing and read it carefully before signing to make sure everything you discussed is included.

Can Negotiating Backfire?

Because most employers have some latitude when it comes to salaries, negotiating can pay off. But negotiation skills are especially tricky for women because some behaviors, like self-promotion, that work for men may backfire for women. Knowing what your skills are worth, making clear what you bring to the table, emphasizing common goals, and maintaining a positive attitude are some negotiation tactics that are effective for women. If you ever feel at risk during a negotiation, remember that it is within your power to stop the discussion at any time.

PRACTICE, PRACTICE, PRACTICE!

Your negotiation skills will not improve without practice. With each practice, you can improve your abilities to be objective, persuasive, and strategic. The more you practice with others, the more assistance they can provide with positive and constructive feedback to improve your verbal and body language.

Sample Role-Play Scenario

Olivia (employee): Hello! Thank you for meeting with me today. I am so excited to talk about your offer and review the details about joining the organization.

Maya (employer): Well, we think you are an excellent candidate for the position and would fit in well at our company. Given that, we hope you will accept our offer of \$58,000 a year plus benefits.

Olivia: Thank you. I am confident I will bring value to the organization. However, according to my research, the market rate in the area for someone in this position with my demonstrated skill set is \$60,000–\$68,000 per year. Would you consider an offer within that range?

Maya: Hmm. Going above \$58,000 is close to the maximum salary I can offer for this position.

Olivia: I appreciate that. However, given my experience reducing expenses and increasing revenue by 15 percent in my current position, I hope we can work together to come to a salary that reflects my qualifications.

Maya: You are very qualified, and we are impressed with your track record. The best I can offer you is \$62,000.

Olivia: Thank you. I'm also interested in discussing what benefits are available.

Maya: Sure. What are you looking for?

Olivia: Do you offer funding for professional development that would enhance my work and increase my value to the organization?

Maya: Yes, we can offer you up to \$500 toward professional development annually.

Olivia: Thank you! This is a very generous offer. Can I please get this in writing and get you an answer by the end of the week?

Maya: Absolutely!

Role-Play Worksheet

Playing the Employee

Practicing is a critical component of becoming a competent negotiator. When practicing take a few minutes and answer the questions below to prepare for your turn as the employee.

1. Decide whether you will negotiate for a new job or a raise/promotion. When you're ready to play the employee, you'll start the role play by telling your partner (the employer) whether you're negotiating for a new job or a raise/promotion.
2. How will you start the conversation? See below for ideas. _____
3. Write down three value statements about yourself (accomplishments, experiences, and awards work well) that you will use during the negotiation exercise. Be strategic and make sure that these points really demonstrate your value as you negotiate for the job.
 - _____
 - _____
 - _____
4. Write down two benefits that would make this offer especially compelling to you.
 - _____
 - _____
5. Write down the target salary range that your facilitator puts on the screen.
\$_____ (target salary) to \$_____

Now use your preparation and try role-playing a conversation. As you do the exercise, remember the goals: Be objective! Be strategic! Be persuasive!

Negotiation Sentence Starters

These are ideas to get you started, but you should modify the phrasing to fit your personal style and the specifics of the situation.

Thank you for meeting to discuss the details of your offer.

According to my research, a fair salary range for people doing this job in this area is from \$_____ to \$_____.

We share common goals, such as _____.

Given my previous experience doing _____, I believe this is a fair salary range for this position.

It sounds like you and I are on the same page about what I can contribute to the company.

Playing the Employer

What salary range are you allowed to offer for this position? Write down the range the facilitator puts on the screen.

\$_____ (starting offer) to \$_____ (maximum budgeted)

Constraints

- You are only authorized to offer up to the maximum budget amount your facilitator shares with you.
- You have more flexibility in negotiating benefits. Listen carefully for what your partner (the employee) is requesting.

Remember

- Fair pay attracts and keeps good employees.
- Don't "give away the farm." You can only afford a certain range.
- Your goal is to get your partner to accept what you consider to be a fair offer.

Possible Employer Objections

These are some ideas to get you started, but react to the particulars the employee brings forward and get creative!

We think you are an excellent candidate for this position and a good fit in the company, however ...

Wait another year.

You haven't demonstrated that you're ready for those increased responsibilities.

If I gave you this salary, you'd be the highest-paid employee in this position in our company.

I don't have the budget for a salary this high.

I'll never be able to sell this to the boss.

Whoa! That's way more than I have budgeted!

The best I can offer is \$_____ plus benefits.

Next Steps for Salary Negotiation Success

There are many things you can do to keep your momentum going after you leave today.

- **Keep practicing.** Use the resources from this workshop each time you prepare to negotiate.
- **Strike a pose.** Research has shown that holding a power pose (think: Wonder Woman) for as little as two minutes can make you feel more confident and willing to take risks. Consider doing this exercise before going into your next negotiation to give yourself an extra boost!
- **Share your stories.** When you negotiate, we want to know about it! Share your experiences with us at salary@aauw.org. The more AAUW can showcase women negotiating, the more we can question the stereotype that women don't ask.
- **Pay it forward and share AAUW Start Smart with others.** Today you gained significant confidence and skills. Spread the word with other people in your life to make sure they get paid fairly, too! And help bring this workshop to others: Talk to your facilitator about how to help bring AAUW Start Smart workshops to your community.

What was an aha moment for you during this workshop?

What is one thing you will do to practice what you learned in today's workshop?

RESOURCES

Benefits You Can Negotiate For

Remember that benefits are worth a lot of money; that's why they're considered part of your compensation.

Consider the following benefits when you're negotiating.

- **Accidental death insurance:** This is especially important for dangerous jobs.
- **Bonus:** You can request additional pay as a reward for strong performance.
- **Business travel insurance:** If you travel a lot for the job, it's wise to have this extra coverage.
- **Dental insurance:** This is not included in most medical plans. It's gaining in popularity and is often cheaper through employers than you could get on your own.
- **Dependent care:** Some employers offer a plan for employees to deduct pretax income for care of dependents. Others subsidize child care (or even offer it on-site).
- **Disability insurance:** There are actually two kinds of disability insurance: short term (up to six months) and long term (beyond six months). You should really take advantage of this insurance. Sometimes, short-term disability insurance is how employers offer paid parental leave.
- **Employee-assistance programs:** Some employers offer free or low-cost counseling for employees dealing with situations such as substance abuse or family problems.
- **Flexibility in hours and in office time:** Many organizations are open to employees setting their own schedules and having flexibility in on-site time in the office. This is usually highly dependent on the type of work and office culture.
- **Health and wellness:** Some organizations get a group discount to health clubs and country clubs for their employees.
- **Home office equipment:** If you arrange to work at home for part of your position, you can negotiate for the company to purchase certain equipment or pay for a specific service.
- **Life insurance:** This is something we often don't like to think about, but many organizations provide basic term coverage, which you can supplement to provide more protection for your family.
- **Overtime, travel premiums, and comp time:** Many organizations offer some compensation for employees who work past normal hours—whether at the office or while traveling on business.
- **Paid holidays:** Most organizations are closed for business on certain holidays and pay their employees for the day off (such as Thanksgiving, New Year's, or Labor Day).
- **Parking and commuting reimbursement:** Not many companies offer these perks, but some companies do provide benefits related to commuting.
- **Pension plans:** Employers contribute to plans that accumulate over time but may also require you to be employed for several years to be fully vested.
- **Professional development:** To improve in your field, you may want to attend specific conferences, trainings, or continuing education courses. Some organizations pay for these opportunities.
- **Profit sharing:** If you are working for a growing organization, profit-sharing programs can offer you great year-end bonuses based on the success of the organization or your division.
- **Retirement plans:** Employers sometimes offer a 401(k) or 403(b) retirement account. Often, the employer will match part of your contribution.

- Salary progression: What kind of increases can be expected in the first three to five years? What is the average range of raises? Are there performance-based raises and bonuses?
- Sick or personal days: Most organizations give employees a certain number of paid sick or personal days per year. Sometimes they're lumped in with vacation time as "paid time off."
- Stock options or employee stock-ownership plans: These plans allow employees to purchase company stock options at below-market prices.
- Title: During negotiation you can suggest a change to align your title with your current responsibilities and your long-term career goals.
- Travel assignments: If jet-setting appeals to you, you can negotiate to have a specific number of travel opportunities to fulfill your work duties.
- Tuition reimbursement: Organizations that want to encourage their employees to gain further education and training offer partial or complete tuition reimbursement.
- Vacation days: Most organizations have a system based on level in the organization and tenure. Entry-level workers often start with a week or two of paid vacation.
- Vision insurance: Eye exams, glasses or contact lenses, and other eye-related issues are not covered by most medical plans, so some employers offer a separate plan.

Questions an Employer Cannot Ask You

There are many questions an employer cannot legally ask you. We encourage you to research these questions and prepare responses to them. Some examples of questions that you cannot be asked include

- What is your religious affiliation?
- Are you pregnant?
- What is your political affiliation?
- What is your race, color, or ethnicity?
- How old are you?
- Do you have a disability?
- Are you married?
- Do you have children or plan to?
- Are you in debt?
- Do you socially drink or smoke?

Likewise, employers cannot make stereotypical comments about women and their work habits or make assumptions about the work habits of women with children.

If you are asked these questions, you can turn the conversation toward your qualifications for the position, but you may want to consider notifying human resources.

Suggested Reading

Ask for It: How Women Can Use the Power of Negotiation to Get What They Really Want, by Linda Babcock and Sara Laschever

Barriers and Bias: The Status of Women in Leadership, AAUW, www.aauw.org/research/barriers-and-bias

The Confidence Code: The Science and Art of Self-Assurance—What Women Should Know, by Katty Kay and Claire Shipman

Deeper in Debt: Women and Student Loans, AAUW, www.aauw.org/research/deeper-in-debt

Graduating to a Pay Gap: Women's and Men's Earnings One Year after College Graduation, AAUW, www.aauw.org/research/graduating-to-a-pay-gap

Knowing Your Value: Women, Money, and Getting What You're Worth, by Mika Brzezinski

Negotiating at Work: Turn Small Wins into Big Gains, by Deborah M. Kolb and Jessica L. Porter

"The Simple Reason for the Gender Pay Gap: Work Done by Women Is Still Valued Less," World Economic Forum, www.weforum.org/agenda/2016/04/the-simple-reason-for-the-gender-pay-gap-work-done-by-women-is-still-valued-less

The Simple Truth about the Gender Pay Gap, AAUW, www.aauw.org/research/the-simple-truth-about-the-gender-pay-gap

"The Wage Gap: The Who, How, Why and What to Do," National Women's Law Center, nwlc.org/resources/the-wage-gap-the-who-how-why-and-what-to-do

"What Are the Causes?" European Commission, ec.europa.eu/justice/gender-equality/gender-pay-gap/causes/index_en.htm

Women Don't Ask: Negotiation and the Gender Divide, by Linda Babcock



 /AAUW.National

 /aauwnational

 /@AAUW

Postworkshop Survey 2017–18

Workshop location (host organization name): _____

Workshop date: _____

Please answer the following questions to help AAUW continue to improve our program. All answers are confidential.

1. Please rate the quality of the workshop:

| | Unsure | Poor | Average | Good | Excellent |
|---|--------|------|---------|------|-----------|
| Quality of the workshop overall | | | | | |
| Clarity of the preworkshop communication | | | | | |
| Usefulness/relevance of the information | | | | | |
| Facilitator's responsiveness to participant needs | | | | | |
| Facilitator's knowledge of subject matter | | | | | |
| Pace of the workshop | | | | | |
| Organization of the workshop content | | | | | |
| Facilitator's use of visual aids/demonstrations | | | | | |
| Quality of the facilitator overall | | | | | |

2. After taking the AAUW Start Smart workshop what is your level of skill with and understanding of the following? Please use a seven-point scale (1–7) with 1 representing a low level of skill/understanding and 7 representing a high level.

| | Low | | Neutral | | | High | |
|--|-----|---|---------|---|---|------|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The wage gap between men and women | | | | | | | |
| How to use a budget to prepare for negotiation | | | | | | | |
| How to research the market value of a particular job | | | | | | | |
| How to identify your target salary | | | | | | | |
| How to calculate your resistance point | | | | | | | |
| How to calculate your target salary range | | | | | | | |
| How to create a strategy for asking for a raise | | | | | | | |
| In a new job search, the best time to engage in salary negotiation | | | | | | | |
| How to avoid providing your salary range too early in the process | | | | | | | |
| How to be prepared to support your ask with objective research | | | | | | | |
| The best time to negotiate benefits | | | | | | | |
| How to prepare persuasive responses to use during a negotiation | | | | | | | |
| How to negotiate a salary and benefits package | | | | | | | |
| How to conclude the salary negotiation | | | | | | | |

3. Please rate how confident you feel in your ability to do each of the following:

| | Not at All Confident | A Little Confident | Somewhat Confident | Very Confident |
|--|-------------------------|-----------------------|-----------------------|-------------------|
| Benchmark a salary | | | | |
| Identify a target salary | | | | |
| Deflect salary questions until after I receive a job offer | | | | |
| Negotiate a salary | | | | |
| Negotiate a benefits package | | | | |

4. How likely are you to implement ideas and concepts you learned during the workshop?

- Not at all likely
- Not very likely
- Somewhat likely
- Extremely likely
- Does not apply to me

5. Please indicate the impact that you believe your attendance at this workshop will have on your ability to negotiate a fair salary for yourself.

- No impact at all
- A little impact
- Some impact
- High impact
- Does not apply to me (please specify) _____

6. How familiar are you with AAUW's role in your community?

- Not at all familiar
- A little familiar
- Somewhat familiar
- Very familiar
- Not sure

7. How might the workshop be improved?

8. Please share any other comments you have.

Preworkshop Survey 2017–18

Workshop location (host organization name): _____

Workshop date: _____

First and last name: _____

Affiliation (if any): _____

Preferred phone: _____

Preferred email: _____

Mailing address: _____

City and state: _____

Zip code: _____

Date of birth
(MM/DD/YYYY): _____

1. Are you a current AAUW member?

- Yes
- No
- I don't know.

6. Undergraduate major: _____

2. What is your highest level of education earned?

- High school or equivalent (GED)
- Associate degree
- Bachelor's degree
- Master's degree
- Medical degree (MD, DO, DDS, DVM)
- Law degree (LLB or JD)
- Ph.D. or Ed.D.
- Other: _____

7. Race and ethnicity (optional—select all that apply)

- African American/black
- American Indian or Alaska Native
- Asian and Pacific Islander
- Caucasian/white
- Hispanic
- Multiracial
- Other: _____

3. What is your gender?

- Male
- Female
- Transgender
- Prefer not to specify

4. What undergraduate college or university did you attend?

5. Graduation year (or expected): _____

8. Please rate how confident you feel in your ability to do each of the following:

| | Not at All Confident | A Little Confident | Somewhat Confident | Very Confident |
|--|-------------------------|-----------------------|-----------------------|-------------------|
| Benchmark a salary | | | | |
| Identify a target salary | | | | |
| Deflect salary questions until after I receive a job offer | | | | |
| Negotiate a salary | | | | |
| Negotiate a benefits package | | | | |

9. What is your level of skill with and understanding of the following? Please use a seven-point scale, with 1 representing a low level of skill/understanding and 7 representing a high level.

| | Low | | Neutral | | | High | |
|--|-----|---|---------|---|---|------|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The wage gap between men and women | | | | | | | |
| How to use a budget to prepare for negotiation | | | | | | | |
| How to research the market value of a particular job | | | | | | | |
| How to identify your target salary | | | | | | | |
| How to calculate your resistance point | | | | | | | |
| How to calculate your target salary range | | | | | | | |
| How to create a strategy for asking for a raise | | | | | | | |
| In a new job search, the best time to engage in salary negotiation | | | | | | | |
| How to avoid providing your salary range too early in the process | | | | | | | |
| How to be prepared to support your ask with objective research | | | | | | | |
| The best time to negotiate benefits | | | | | | | |
| How to prepare persuasive responses to use during a negotiation | | | | | | | |
| How to negotiate a salary and benefits package | | | | | | | |
| How to conclude the salary negotiation | | | | | | | |