

- **Gender equity**

- Has your organization made an open commitment to gender equity?
- Does your organization track promotion and hiring decisions to ensure gender equity?
- Does your organization conduct regular compensation analyses to ensure that men and women are paid equally for equal work?
- Has your organization made managers responsible for ensuring that the women they supervise advance at the same rate as the men?

- **Evaluation systems**

- Does your organization use evaluation systems that are detailed, precise, and consistently applied, so that everyone performing the same function at the same level must meet the same standards and performance targets?
- Are your organization's evaluation systems transparent and widely understood?
- Does your organization tie promotion decisions directly to performance or can these decisions be influenced by vague or subjective criteria, such as management ability or leadership potential?
- Is information about your performance collected from a wide variety of sources or does it rest on the judgment of one person?

- **Compensation**

- Does your organization tie salary decisions to performance and use objective criteria such as sales figures, billable hours, department productivity, or employee, student, or customer evaluations?
- Does your organization give all employees a cost-of-living increase every year and award merit increases on top of that? If so, do you understand the process for deciding who gets merit increases? Do you know whether your organization gives merit increases frequently or if this is rare?
- Are there levels, categories, or ranks in your organization and is compensation limited by level?
- Does your organization award bonuses? If so, do you understand how bonuses are determined?
- Does your organization offer any nonmonetary forms of compensation, such as housing assistance, company cars, stock options, college tuition for your kids, access to company-owned vacation properties, sweetened retirement packages? If so, do you understand the system for awarding these alternative forms of compensation?
- Does your company offer managers and/or personnel executives

incentives to keep salaries as low as possible? Does the person you must ask for a raise have a personal stake in not giving you more?

– Does your organization prohibit employees from discussing their salaries, signaling that it may want to restrict access to information in order to keep compensation as low as possible?

- **Advancement**

– Does your organization make promotion decisions (not just salary decisions) based on vague or subjective criteria such as management ability or leadership potential rather than on more objective factors such as sales figures, billable hours, department productivity, or employee, student, or customer evaluations?

– Does your organization rely on a ranking system to identify functional areas or levels of seniority within the organizational hierarchy? If so, is it possible to skip a level or adjust your ranking if you're qualified, you've expanded the scope of your job, or you've been asked to do more than you were originally hired to do?

– Are the lines of advancement at your organization very structured and rigid or is there more than one way to progress in the direction you want to go?

– Are all employees reviewed for advancement at the same time (biannually? annually?) or is the process more unstructured, leaving room for managers to overlook qualified employees or make decisions arbitrarily?

– Do one's personal connections influence advancement decisions? Is it what you know or whom you know that determines whether you're promoted?

– Have you ever discovered that you missed an opportunity to advance because you didn't know an assignment or job was available?

- **Hiring**

– Does your future employer announce salary ranges for particular jobs or functions or does it pay on a case-by-case basis, making negotiation particularly crucial in getting what you're worth?

– Does the company for which you want to work make "I-deals" (idiosyncratic deals), tailoring hiring contracts to suit the qualifications and needs of particularly desirable employees?

– Before making you an offer, has a potential employer asked you to reveal your previous salary or state your salary requirements—forcing you, essentially, to make the first move in the negotiation?