Using DataOnDemand for Strategic Decision-Making: Salary Increases, Equity Analyses, and Prevailing Wage Determinations

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Adam Pritchard, PhD, Senior Survey Researcher, CUPA-HR
Jacqueline Bichsel, PhD, Director of Research, CUPA-HR
Data-Driven Decision-Making

DATA KNOWLEDGE ACTION
Poll Question

How do you use data?

a) Decisions are data-driven and made based on the data
b) Data informs decisions, but does not make them
c) Occasionally perform a review using data
d) Rarely use data
Strategies for Salary Increases
Building A Comprehensive Salary Strategy

• Understanding Your Institution
  • Institutional analysis using *HR Benchmarking Report*

• Planning Your Budget for Salary Increases
  • Strategic approach to using the *Trend Report*
Getting the Data: HR Benchmarking Report

- Turnover rates (voluntary, retirement, involuntary)
- Ratios (e.g., faculty per students, HR staff per all staff)
- CHRO reporting relationship
- Rates of collective bargaining (faculty, adjuncts, staff, grad students)

Statistics are based on any comparison group you choose or create.
Using the Data: HR Benchmarking Report

• Turnover rates – when higher or lower than for comparators, ask:
  • Is this the right comparison group for my institution?

• Are my employees overworked?
  • Check ratios (faculty-to-student, staff-to-student, faculty-to-staff, etc.), are they high?
  • High ratios may mean that working conditions are driving turnover.

• Are my employees underpaid?
  • If ratios are not high, the turnover might be related to salaries.
  • Check salaries against the same peer group (Multi Position Report).
Cross-Survey Reports: HR Benchmarking Report

REPORT PARAMETERS

FOCUS INSTITUTION
Demonstration University (Master's Colleges & Universities: Larger Programs (M1))

COMPARISON GROUP
All Institutions That Contributed Data

YEAR
2018-19

OUTPUT FORMAT
- HTML (Standard Web Page)
- PDF

Go to Report
Cross-Survey Reports: HR Benchmarking Report

Report Parameters

<table>
<thead>
<tr>
<th>Focus Institution</th>
<th>Demonstration College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comparison Group</td>
<td>All Institutions That Contributed Data</td>
</tr>
<tr>
<td>Group Size</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td></td>
</tr>
<tr>
<td>Effective Date of Salary Data</td>
<td></td>
</tr>
</tbody>
</table>

The statistics in this report are calculated based on the most current information supplied by the institution or IPEDS. As institutions update their data, some statistics in this report may change slightly.

### Annual Turnover Rates (# of separations/# of employees)

<table>
<thead>
<tr>
<th></th>
<th>Focus Institution</th>
<th>Comparison Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Median</td>
<td>Average</td>
</tr>
</tbody>
</table>

#### Faculty
- Full-time tenure track faculty: 0.050, 0.063, 0.020, 0.110, 592
- Full-time non-tenure track faculty: 0.100, 0.251, 0.010, 0.330, 650
- All full-time faculty: 0.080, 0.083, 0.030, 0.140, 649

#### Staff
- Full-time exempt staff: 0.120, 0.132, 0.060, 0.210, 658
- Part-time exempt staff: 0.170, 0.367, 0.000, 0.721, 490
- Total exempt staff: 0.130, 0.140, 0.070, 0.220, 599
- Full-time non-exempt staff: 0.140, 0.159, 0.060, 0.260, 646
- Part-time non-exempt staff: 0.200, 0.291, 0.000, 0.586, 593
- Total non-exempt staff: 0.150, 0.178, 0.070, 0.300, 603
- Total staff: 0.140, 0.158, 0.080, 0.240, 576
- HR staff only: 0.080, 0.248, 0.000, 0.357, 812

### Annual Voluntary Turnover Rates (# of voluntary separations not due to retirement/# of employees)
Planning Your Budget for Salary Increases
How Do You Plan Raises?

Key choices if you benchmark against market salaries:

Which salaries?
- All Salaries
- Targeted Salaries
- Trends
Better Ways to Plan Your Budget
Trend Report – Preparation Decisions

• Comparison Group
  • What characteristics of comparators matter for this comparison? (e.g., classification, budget, region)
  • What is best for the employee group of interest?

• Positions to Include
  • Include all positions, only positions at my institution, or only certain positions at my institution?
## Administrator Survey Reports: Trend Report

### Report Parameters

#### Focus Institution
- Demonstration University (Master's Colleges & Universities: Larger Program)

#### Comparison Group
- Student FTE Q2 (1749-3460)

#### Later Year
- 2018-19

#### Earlier Year
- 2017-18

#### Output Format
- [ ] HTML (Standard Web Page)
- [ ] PDF

#### Percentiles (Maximum of 9 Allowed - Only 50th/Median is Required)
- [ ] 5%
- [ ] 10%
- [ ] 15%
- [ ] 20%
- [ ] 25%
- [ ] 30%
- [ ] 33%
- [ ] 40%
- [ ] 45%
- [ ] 50%
- [ ] 55%
- [ ] 60%
- [ ] 67%
- [ ] 70%
- [ ] 75%
- [ ] 80%
- [ ] 85%
- [ ] 90%
- [ ] 95%

---

#### Positions to Include

- Select All

#### Top Executive Officers: 100000 - 145000
- [ ] Chief Executive Officer, System
- [ ] Chief Executive Officer, Single Institution or Campus within a System
- [ ] Executive Vice President/ Vice Chancellor
- [ ] Chief Academic Affairs Officer/ Provost
- [ ] Chief Administrator, Campus or Site
- [ ] Chief Business Officer
- [ ] Chief Athletics Administrator
- [ ] Chief Audit Officer

[Save Selection]
### Key
- N₁: Number of Incumbents in Earlier Year (1)
- N₂: Number of Incumbents in Later Year (2)
- 🌟: More than 2.0 times the group median
- 🌙: Less than 0.5 times the group median

Only institutions that reported both years for a given position are used to find the percent change in annual salary for that position. Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of institutions is less than 5 (too few data) or, if weighted statistics are selected, when one institution's data comprise more than 25% of the total (unbalanced data).

<table>
<thead>
<tr>
<th>Code/Title</th>
<th>A. Focus Salary</th>
<th>B. Comparison Group Statistics</th>
<th>Ratio of A to B</th>
<th>Additional Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N₁</td>
<td>N₂</td>
<td>Median % Change in Average</td>
<td>Median</td>
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<tr>
<td>Across All Positions Selected</td>
<td>0</td>
<td>0</td>
<td>2.3</td>
<td>2.3</td>
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</table>

### Additional Table

<table>
<thead>
<tr>
<th>Code/Title</th>
<th>A. Focus Salary</th>
<th>B. Comparison Group Statistics</th>
<th>Ratio of A to B</th>
<th>Additional Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N₁</td>
<td>N₂</td>
<td>Median % Change in Average</td>
<td>Median</td>
</tr>
<tr>
<td>Top Executive Officers: 100000 - 102000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[100000] Chief Executive Officer - System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[101000] Chief Executive Officer - Single Institution or Campus within a System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[102000] Executive Vice President/ Vice Chancellor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Institutional Officers: 105000 - 145000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[105000] Chief Academic Affairs Officer/Provost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Median</td>
<td>Average</td>
<td>25th Pct</td>
<td>75th Pct</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>---------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>2017</td>
<td>2.3</td>
<td>2.3</td>
<td>0.6</td>
<td>3.7</td>
</tr>
<tr>
<td>2018</td>
<td>2.1</td>
<td>2.5</td>
<td>0.4</td>
<td>4.1</td>
</tr>
<tr>
<td>2019</td>
<td>2.3</td>
<td>2.5</td>
<td>0.5</td>
<td>4.0</td>
</tr>
</tbody>
</table>

**Comparison Group Statistics (Change Based on Average Salaries)**

- **2017**: 2.3%
- **2018**: 2.1%
- **2019**: 2.3%

2017-19: 2.23%
Focus Your Strategy

• Change the Comparison Group
  • What happens when you compare against affiliation instead of classification? Geographic region? Similar enrollment size?

• Select Certain Positions
  • What happens when you select certain sub-groups? Do you want a different strategy for retaining faculty, unit heads, executives, coaches, etc.?

• Remember: Data is only as useful as your reason for choosing a certain comparison over others.
Benchmarking Diversity and Pay Equity
Why do diversity and equity matter?

• Organizations with a more diverse workforce perform better
  • Gender-diverse companies are 15% more likely to outperform their peers (McKinsey Research)
  • Ethnically diverse companies are 35% more likely to outperform their peers

• Pay equity is critical in attracting and retaining talent

• Lawsuits over pay equity are making headlines

• It’s the right thing to do
Poll Question

Which diversity and equity benchmarking efforts does your institution have in place for its employees (faculty and staff)? [Mark the highest response that applies.]

a) Our institution does not assess representation and pay equity for protected groups in our employees.

b) Assessment of representation and pay equity is informal and anecdotal, and there is no formal reporting of outcomes.

c) Assessment is somewhat formal. Data on representation and pay equity is collected but not used.

d) Representation and pay equity are formally assessed for outcomes using data collected internally.

e) Comparative data are used to assess whether representation and pay equity for protected groups meets or exceeds goals. These assessments are done only on an ad hoc basis.

f) We use both internal and comparative data to regularly set goals and assess outcomes for representation and pay.
<table>
<thead>
<tr>
<th>Position</th>
<th>Comparison Group Statistics</th>
<th>Minority*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>White</td>
<td>Average S</td>
</tr>
<tr>
<td>Across all positions</td>
<td>60,486</td>
<td>63,965</td>
</tr>
<tr>
<td>[402010] Librarian - Head of Acquisitions</td>
<td>58,500</td>
<td>63,536</td>
</tr>
<tr>
<td>[402020] Librarian - Head of Technical Services</td>
<td>67,475</td>
<td>70,221</td>
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<tr>
<td>[402030] Librarian - Head of Public Services</td>
<td>64,568</td>
<td>69,137</td>
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<tr>
<td>[402040] Librarian - Head of Cataloging</td>
<td>64,737</td>
<td>66,255</td>
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<tr>
<td>[402050] Librarian - Head of Collection Development</td>
<td>72,177</td>
<td>76,545</td>
</tr>
<tr>
<td>[402060] Librarian - Head of Special Collections and Archives</td>
<td>67,288</td>
<td>70,251</td>
</tr>
<tr>
<td>[402065] Librarian - Systems/ Digital Resources</td>
<td>63,500</td>
<td>66,665</td>
</tr>
<tr>
<td>[402070] Librarian - Reference &amp; Instruction (Ref Level I)</td>
<td>63,996</td>
<td>67,287</td>
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<td>[402080] Librarian - Reference and Instruction (Ref Level I)</td>
<td>58,031</td>
<td>60,163</td>
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<tr>
<td>[402090] Librarian - Cataloger/ Metadata (Level II)</td>
<td>58,115</td>
<td>61,013</td>
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<td>[402100] Librarian - Cataloger (Level II)</td>
<td>48,333</td>
<td>49,449</td>
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<tr>
<td>[402110] Librarian - Electronic Resources/ Serials</td>
<td>57,472</td>
<td>59,821</td>
</tr>
<tr>
<td>[402120] Librarian - Media</td>
<td>60,304</td>
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<tr>
<td>[402130] Librarian - Distance Education</td>
<td>55,839</td>
<td>58,987</td>
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<tr>
<td>[402140] Librarian - Government Documents/ Publications</td>
<td>59,275</td>
<td>61,042</td>
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<tr>
<td>[402150] Librarian - Head of Reference &amp; Instruction (Ref Level I)</td>
<td>77,490</td>
<td>82,492</td>
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<tr>
<td>[402160] Librarian - Head of Access Services</td>
<td>67,456</td>
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<tr>
<td>[402170] Librarian - Access Services</td>
<td>56,610</td>
<td>56,642</td>
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<tr>
<td>[402180] Librarian - Special Collections and Archives</td>
<td>57,702</td>
<td>59,786</td>
</tr>
<tr>
<td>[402190] Librarian - Access Services</td>
<td>57,958</td>
<td>58,029</td>
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</table>

**Ethnicity Demographic Report**
## Gender Demographic Report

<table>
<thead>
<tr>
<th>Position</th>
<th>Comparison Group Statistics</th>
<th>Females</th>
<th>Males</th>
<th>TotalNP</th>
<th>TotalNI</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Median S %</td>
<td>Average S %</td>
<td>NP</td>
<td>NI</td>
<td>Ratio*</td>
</tr>
<tr>
<td>Across all positions</td>
<td>145,656</td>
<td>164,052</td>
<td>40.8</td>
<td>3,549</td>
<td>1,012</td>
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<tr>
<td>[105000] Chief Academic Affairs Officer/ Provost</td>
<td>192,020</td>
<td>212,789</td>
<td>43.8</td>
<td>407</td>
<td>400</td>
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<tr>
<td>[107000] Chief Business Officer</td>
<td>178,111</td>
<td>201,252</td>
<td>32.2</td>
<td>214</td>
<td>212</td>
</tr>
<tr>
<td>[109000] Chief Athletics Administrator</td>
<td>115,242</td>
<td>142,548</td>
<td>19.3</td>
<td>132</td>
<td>132</td>
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<tr>
<td>[111000] Chief Audit Officer</td>
<td>123,444</td>
<td>134,569</td>
<td>49.2</td>
<td>98</td>
<td>97</td>
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<tr>
<td>[113000] Chief Development/ Advancement Officer</td>
<td>165,000</td>
<td>181,730</td>
<td>44.2</td>
<td>342</td>
<td>339</td>
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<tr>
<td>[115000] Chief Enrollment Management Officer</td>
<td>149,663</td>
<td>156,819</td>
<td>43.4</td>
<td>291</td>
<td>287</td>
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<td>[121000] Chief Facilities Officer</td>
<td>148,930</td>
<td>162,585</td>
<td>8.9</td>
<td>66</td>
<td>60</td>
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<tr>
<td>[123000] Chief Financial Officer</td>
<td>171,477</td>
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<td>152</td>
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<td>[127000] Chief Human Resources Officer</td>
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<td>[129000] Chief Information/ IT Officer</td>
<td>146,736</td>
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<td>161</td>
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<td>[133000] Chief Institutional Research Officer</td>
<td>98,172</td>
<td>103,819</td>
<td>54.2</td>
<td>334</td>
<td>329</td>
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<tr>
<td>[137000] Chief Legal Affairs Officer</td>
<td>205,023</td>
<td>235,098</td>
<td>44.2</td>
<td>149</td>
<td>149</td>
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<tr>
<td>[145000] Chief Student Affairs/ Student Life Officer</td>
<td>149,350</td>
<td>159,918</td>
<td>53.6</td>
<td>415</td>
<td>405</td>
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### Age Demographic Report

<table>
<thead>
<tr>
<th>Position</th>
<th>Comparison Group Age</th>
<th>Median A</th>
<th>Average A</th>
<th>Median S</th>
<th>Median S NP</th>
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<tbody>
<tr>
<td>Across all positions</td>
<td></td>
<td>53</td>
<td>51</td>
<td>48,672</td>
<td>39,548</td>
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<tr>
<td>[705020] Carpenter Lead</td>
<td></td>
<td>56</td>
<td>53</td>
<td>50,337</td>
<td>44,331</td>
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<tr>
<td>[705030] HVAC Lead</td>
<td></td>
<td>56</td>
<td>54</td>
<td>55,020</td>
<td>47,011</td>
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<tr>
<td>[705040] Electrician Lead</td>
<td></td>
<td>53</td>
<td>52</td>
<td>57,680</td>
<td>53,837</td>
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<tr>
<td>[705050] Plumber Lead</td>
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<td>56</td>
<td>54</td>
<td>55,996</td>
<td>53,837</td>
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<tr>
<td>[711000] Electrician (Journeyman)</td>
<td></td>
<td>52</td>
<td>50</td>
<td>52,540</td>
<td>47,024</td>
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<tr>
<td>[713000] Electronic Equipment Mechanic</td>
<td></td>
<td>52</td>
<td>50</td>
<td>48,777</td>
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<td>[715000] Carpenter (Journeyman)</td>
<td></td>
<td>55</td>
<td>53</td>
<td>45,676</td>
<td>42,000</td>
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<tr>
<td>[717000] HVAC Mechanic (Journeyman)</td>
<td></td>
<td>51</td>
<td>50</td>
<td>48,900</td>
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<td>[721000] Locksmith (Journeyman)</td>
<td></td>
<td>56</td>
<td>53</td>
<td>45,366</td>
<td>42,000</td>
</tr>
<tr>
<td>[729000] Boilermaker</td>
<td></td>
<td>57</td>
<td>54</td>
<td>49,237</td>
<td>41,964</td>
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<tr>
<td>[730000] Power Plant Operator</td>
<td></td>
<td>54</td>
<td>52</td>
<td>52,531</td>
<td>45,302</td>
</tr>
<tr>
<td>[731000] Painter (Journeyman)</td>
<td></td>
<td>54</td>
<td>53</td>
<td>41,310</td>
<td>35,383</td>
</tr>
<tr>
<td>[733000] Plumber (Journeyman)</td>
<td></td>
<td>52</td>
<td>51</td>
<td>49,779</td>
<td>44,116</td>
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<tr>
<td>[735000] Printer/ Bookbinder</td>
<td></td>
<td>55</td>
<td>53</td>
<td>37,976</td>
<td>35,942</td>
</tr>
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</table>

### Median Age Comparison by Position:

- Median Age Across all positions: 53
- Median Age Carpenter Lead: 56
- Median Age HVAC Lead: 56
- Median Age Electrician Lead: 53
- Median Age Plumber Lead: 56
- Median Age Electrician (Journeyman): 52
- Median Age Electronic Equipment Mechanic: 52
- Median Age Carpenter (Journeyman): 55
- Median Age HVAC Mechanic (Journeyman): 51
- Median Age Locksmith (Journeyman): 56
- Median Age Boilermaker: 57
- Median Age Power Plant Operator: 54
- Median Age Painter (Journeyman): 54
- Median Age Plumber (Journeyman): 52
- Median Age Printer/Bookbinder: 55

### Average Age Comparison by Position:

- Average Age Across all positions: 51
- Average Age Carpenter Lead: 53
- Average Age HVAC Lead: 54
- Average Age Electrician Lead: 52
- Average Age Plumber Lead: 54
- Average Age Electrician (Journeyman): 50
- Average Age Electronic Equipment Mechanic: 48
- Average Age Carpenter (Journeyman): 53
- Average Age HVAC Mechanic (Journeyman): 50
- Average Age Locksmith (Journeyman): 53
- Average Age Boilermaker: 54
- Average Age Power Plant Operator: 52
- Average Age Painter (Journeyman): 52
- Average Age Plumber (Journeyman): 51
- Average Age Printer/Bookbinder: 53
Prevailing Wage Report for H-1B Visa

• **H1-B visa**
  • Most commonly used in higher education for faculty, professionals, and postdocs
  • The first step is to obtain a prevailing wage determination for the position

• **Prevailing Wage**
  • The average wage paid to similarly employed workers in the occupation in the geographic area of intended employment
  • Wages offered to a foreign worker must be equal or higher than the prevailing wage rate
How to obtain a Prevailing Wage

• Submit a request to Department of Labor (DOL) prevailing wage center
  • Current processing time is two months
  • May receive a wage that seems too high
• Use an alternate survey that meets DOL’s criteria
Task: Your institution wants to hire a foreign national for a tenure-track assistant professor in psychology. To support the application of an H-1B visa, you are asked to find the prevailing wage for this position. Suppose your institution is in the state of Florida.
Step 1: Create a comparison group that includes all institutions in the state of Florida that participated in the most recent faculty survey.
### INSTITUTIONS

Select institutions, then save or search again. Survey Participation shows the last time the institution finished a survey.

<table>
<thead>
<tr>
<th>Include In Group</th>
<th>34 Institutions</th>
<th>HEDunitID</th>
<th>unitID</th>
<th>Academic Year</th>
<th>Professional Survey</th>
<th>Staff Survey</th>
<th>Ready Survey</th>
<th>Survey Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Broward College (Fort Lauderdale, FL)</td>
<td>132709</td>
<td>23460</td>
<td>2018-19</td>
<td>2018-19</td>
<td>2018-19</td>
<td>2018-19</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

**SAVE**

**NAME**

FL Faculty Participants

**SELECTION CRITERIA DESCRIPTION**

Institutions in FL who participated in 2019 Faculty Survey
Step 2: Run a prevailing wage report using the comparison group you just created.
Position
42.01 Psychology, General: A general program that focuses on the scientific study of individual and collective behavior, the physical and environmental bases of behavior, and the analysis and treatment of behavior problems and disorders.

Level
Assistant Professor (Incl New)

Tenure
Tenured/Tenure Track

Comparison Group
FL Faculty Participants

If the data are unbalanced, the Incumbent based mean and median will not display.

Statistics

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean of Incumbent Salaries (weighted mean)</td>
<td>$73,123</td>
</tr>
<tr>
<td>Median of Incumbent Salaries (weighted median)</td>
<td>$75,844</td>
</tr>
<tr>
<td>Mean of Institutional Average Salaries (unweighted mean)</td>
<td>$70,270</td>
</tr>
<tr>
<td>Median of Institutional Average Salaries (unweighted median)</td>
<td>$65,943</td>
</tr>
<tr>
<td>Number of Incumbents</td>
<td>86</td>
</tr>
<tr>
<td>Number of Institutions</td>
<td>14</td>
</tr>
</tbody>
</table>

Comparison of DOL OES Wage Guidelines and CUPA-HR Salary Survey Procedures

Institutions in Comparison Group That Provided Data For Salary Statistics

Broward College (Fort Lauderdale, FL)
Florida International University (Miami, FL)
Important Links

Survey Participation
https://www.cupahr.org/surveys/survey-participation/

Survey Schedule
https://www.cupahr.org/surveys/survey-participation/schedule/

Survey Results
https://www.cupahr.org/surveys/results/
Ask Us Anything: Using Data Strategically

What: A facilitated online discussion

Topic: Practical ways to use CUPA-HR data for strategic planning

When: April 29-May 3

Where: The Data User Group in CUPA-HR Connect

www.cupahr.org/connect/ask-us-anything
Questions? Our research team is here for you.

research@cupahr.org

Adam    Jasper    Jackie    Suzi
Thank You!

Using DataOnDemand for Strategic Decision-Making: Salary Increases, Equity Analyses, and Prevailing Wage Determinations

April 30, 2019