



AAUW

START SMART

Attendee Workbook



Welcome to your AAUW Work Smart salary negotiation workshop!

Dear Start Smart participant,

Take it from me, the pay gap is real and the American Association of University Women (AAUW) has the research to prove it. Our goal is to close the **gender pay gap**, a term that refers to the fact that women are paid less than men at nearly every stage of their careers and across almost all occupations. This issue can affect women as early as their first job—and means that women have less money to pay their bills, reduce student loan debt, save for retirement and achieve economic security. And women aren't the only ones who suffer: Families, communities, businesses and the economy as a whole are hurt by this persistent gap.

When you're offered a new job, you might be hesitant to ask about benefits or to negotiate for a higher salary. After all, talking about salary can be uncomfortable and you don't want to appear ungrateful. But we're here to tell you that knowing your value and discussing these matters is totally acceptable and even expected in today's job market. In fact, doing so is the best way to ensure you're being paid fairly.

To empower you to advocate for yourself, we created AAUW Start Smart, a training program that will give you the skills you need to thrive in your career. This course will show you how to research your market value, teach you how to talk about salary and benefits and, best of all, provide the tools to increase your confidence and be more successful in your negotiations.

For more than a century, AAUW has been working to advance economic security for American women. We embrace a multipronged approach to fighting for equal pay: researching equity issues; advocating for state and local equal pay laws; and working with employers to implement practices and policies to ensure fair and equal pay. And, of course, we are working directly with women to help them develop the necessary skills to maximize their earning potential and to thrive in their careers. AAUW Start Smart is a key part of that effort!

Women can't wait for equal pay. We know this course is a gamechanger—and we have the testimonials and results to prove it. We hope you come away better prepared to negotiate confidently and positioned for success!

Sincerely,



Gloria L. Blackwell
Chief Executive Officer

P.S. In addition to taking our training, I hope you become a part of the AAUW network. Together, we are working to break through educational and economic barriers facing women and girls. Please visit www.aauw.org to learn more.

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.

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#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 my.aauw.org/onlinejoin 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.

Work Smart Online

Want to share the course with friends or colleagues who could not make it to the in-person workshop, or think you might want a refresher? Visit salary.aauw.org to access our free digital interactive version of Work Smart.

"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.

THE GENDER PAY GAP AND HOW IT AFFECTS YOU

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.

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.

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

Over half a century after pay discrimination became illegal in the United States, a persistent pay gap between men and women continues to hurt our nation's workers and our national economy.

Women working full time in the U.S. are still paid less than men ([get the most up to date pay gap data on our website](#)), and the consequences of this gap affect women throughout their lives, from building less wealth and struggling to pay off debt, to saving less for retirement.

The Gender Pay Gap by Race

The impact of the gender pay gap goes beyond the fact that women overall are paid less than men. It also affects families and future economic security. More, the gender pay gap has an even greater impact on Latinas, Black women, and Native American women.

The history of the gender and racial wage gaps is inextricably linked to the history of labor in America. From depriving Black women of wages under slavery and its aftermath, to creating lasting disparities in health, education and opportunity for Native women through land theft, to the legal and cultural limitations on women's ability to earn money, our nation's story is replete with discrimination and its consequences. Mothers, women with disabilities, and members of the LGBTQ community are also impacted, but by varying degrees.

Learn more and read AAUW's research report, *The Simple Truth About the Gender Pay Gap*, [on our website](#).

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-dominated professions, such as health care, education and public administration are devalued because they're seen as "women's work."
- 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 wage gap is attributable to gender bias.

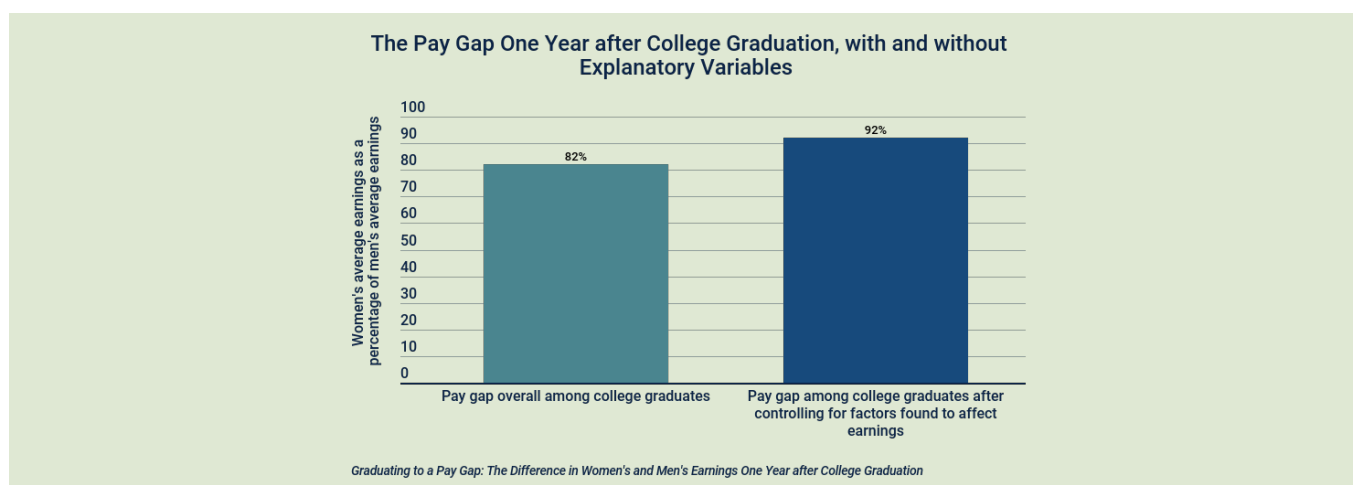


Figure 1

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 AAUW's annual research report [The Simple Truth about the Gender Pay Gap](#).

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.

KNOW YOUR VALUE

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

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

Related Experience

Creative Kids Toys Inc., 6 months

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, 3 months

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, 18 months

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, 2 years
- AAUW student organization member, 1 year: 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

Resume Writing Tips

A few ways to enhance your resume:

- Use key words from the job posting.
- Use active language.
- Focus on accomplishments not just job descriptions.
- Place the most important information at the top.

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: "I accomplished [list one accomplishment], using my [list skill used], which benefited my company by: [list results]".

I accomplished _____
[list one accomplishment] using my _____ [skills],
which benefited my company by: _____
_____ [list results].

KNOW YOUR TARGET SALARY AND BENEFITS

Research salary ranges for a particular job in the location you will be working and to determine a target salary.

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

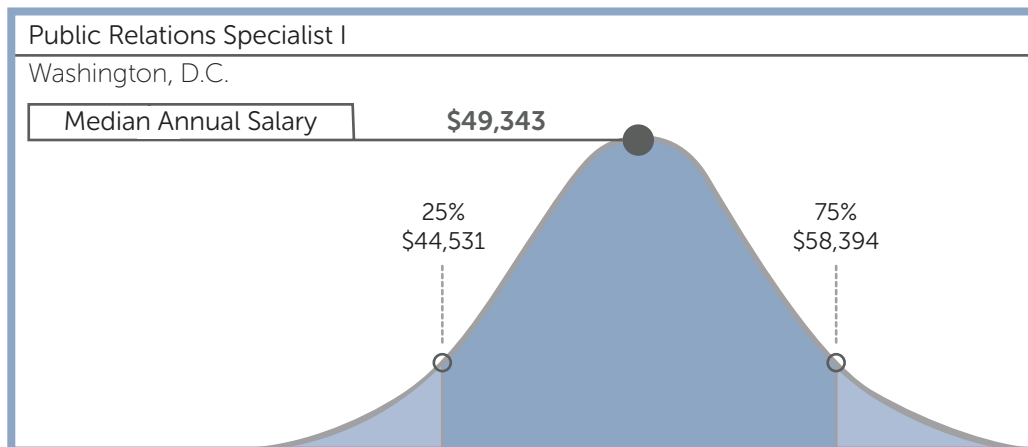


Figure 3

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
- 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
- Industry compensation surveys

Research a Target Salary and Benefits

1. Visit Salary.com and identify a job description that matches the job you are researching.
2. Compare similar job descriptions, and select the job title that most closely aligns with the job description and experience.
3. Look at the salary range for the job title from the 25th to 75th percentile, and identify a target salary (your worth based off objective, market wage data)—below, at or above the median. Aim high, but be realistic.
4. Identify a “target salary range,” using the target salary as the bottom of the range or as the “anchor”. Do not stretch more than 20 percent.
5. Create or update a realistic budget.
6. Calculate the take-home pay for the target salary at PaycheckCity.com.
7. Determine a walk-away point, or the lowest salary the applicant should be willing to accept and still reach agreement, this prevent you from accepting a salary you will later regret..
8. Factor in the value of benefits they would be likely to receive, and identify other benefits that would make an offer more enticing.

Employee Profile

Job title _____

Target salary _____

Target salary range _____

Monthly budget _____

Take-home pay _____

Walk away point _____

List top three 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 pay with similar salaried positions.

To figure out an exact hourly wage from an annual salary, you need to figure out how many hours a week you work. If you work 40 hours a week, divide the annual salary by 2,080 (or multiply an hourly wage by 2,080 to determine the annual salary). If you work 37.5 hours a week, divide the annual salary by 1,950 (or multiply an hourly wage by 1,950 to determine the annual salary).

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.

Types of Expenses

Fixed Expenses

These are the absolute necessities of life including housing, food, transportation and utilities (e.g., electric, gas, water, cell phone, cable, etc.).

Variable expenses (financial goals)

This includes savings contributions, such as retirement and 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.

Variable expenses (personal choices)

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.

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

Olivia Taylor's Sample Monthly Budget

Fixed Expenses (Needs)

Category	Olivia's Budget	Your Budget
Cell phone	\$70	_____
Groceries (shared)	\$200	_____
Internet/cable (shared)	\$40	_____
Laundry	\$20	_____
Rent (shared)	\$850	_____
Transportation	\$100	_____
Utilities (shared)	\$25	_____
Total:	\$1,305	_____

Variable Expenses (Financial Goals)

Category	Olivia's Budget	Your Budget
Credit card payments	\$50	_____
Retirement	\$200	_____
Savings	\$200	_____
Student loans	\$300	_____
Total:	\$750	_____

Variable Expenses (Personal Choices)

Category	Olivia's Budget	Your Budget
Coffee shops	\$40	_____
Haircut	\$25	_____
Dining out/bars	\$200	_____
Fast food/delivery	\$100	_____
Movies	\$50	_____
Music	\$20	_____
Netflix	\$10	_____
Wardrobe	\$200	_____
Total:	\$645	_____

Total monthly budget: **\$2,700** _____

KNOW YOUR STRATEGY

Seeking a New Job

Deflection Strategies

During the interview and application phase of a job search, you may be asked questions about salary. Do your best to avoid discussing or negotiating salary until after you have received the job offer.

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

- “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 expect that my salary would line up with market rates for similar positions in this area.”
- “I’d appreciate it if you made me an offer based on what is budgeted for the role, and we can go from there.”

If your employer asks 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, and some cities, asking for salary history is or will be illegal. Research equal pay laws with your local government.

Online Applications

Often online applications will require you to list your salary expectations. If possible, leave these fields blank, or type “zero” or “N/A”. If you must enter an actual value, put your target salary. You can always say that your expectations changed as you gained a better understanding of the role.

Responding to an Offer with Persuasive Responses

When you receive a job offer, you should receive the starting salary number as well. If not, 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 walk away 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 walk away 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 and the information you gathered in your job research to prepare talking points for each potential response.

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."

Suggested Persuasive Responses

Consider the following scenarios as you prepare your own 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?

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: 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 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.

Standard benefits may include:

- Health, dental, and vision insurance
- Retirement accounts and matching contributions
- Paid time off
- Stock options
- Parental/family leave

Nonstandard benefits include:

- Flextime
- Telecommute days
- Gym or wellness reimbursement
- Tuition and student loan assistance
- Commuter benefit (parking, public transportation, biking, etc.)
- Professional development programs
- On-site childcare

Negotiable Benefits

Rather than asking for more of everything, focus on the benefits you might be able to get and the benefits that

might have some value for you. Many benefits can be negotiable, especially nonstandard benefits, including those listed above. An employer might see telecommuting or professional development as simple things that don't cost much, while you might see them as providing plenty of value to you.

Using the same strategy as you approached your salary negotiation, be prepared to ask for the benefits that are important to you. Particularly if your negotiated salary was below your target salary, your benefits package can help make up for the lack of salary. In some cases, benefits may be a considerable added-value, such as if your employer provides tuition reimbursement, relocation expense coverage, or child care assistance.

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.

PRACTICE, PRACTICE, PRACTICE!

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 Work 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! Talk to your facilitator about how to help bring AAUW Work Smart workshops to your community.

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.

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 are negotiating for a new job, or raise or promotion and share that with your partner.
2. How will you start the conversation?
3. Go back to the value statements you drafted earlier in the workshops to use in your negotiations
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. \$_____ 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 range for people doing this job in this area is from \$_____ to \$_____.

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 role? 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.

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 this high a salary.

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

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

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AAUW Research Reports

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

Broken Ladders: Barriers to Women's Representation in Nonprofit Leadership, AAUW, www.aauw.org/research/broken-ladders

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