Your Story

Question:

Your direct report, Jay, wants to know why his colleague is paid $10,000 more than he makes.

	A)
Employee's Name	Jay
Employed at Cruise	2 1/2 years
Role	Program Manager, Risk
Level	L5
Compa-Ratio	Jay is above midpoint with a compra-ratio of 1.02.
Reason for Base Pay Range Placement	Jay received his first Exceeds Expectations at the last Engine Check with an Achieves Expectations the previous year. He came to Cruise with previous experience in underwriting, but not in casualty underwriting.
Manager's Notes	*"In the past year, Jay has taken on a greater role working collaboratively with cross-functional teams including Legal, Safety, Product and Government Affairs. He has a proven track record in acting as an internal consultant. Jay is again trending to an Exceeds Expectations rating."*
Your Goal in the Scenario	Redirect focus to the employee and away from the person with whom they are comparing themselves. Explain factors that define base pay range placement to help them understand theirs. Consider steps employee can take to advance their placement in the base pay range.

Story Title: Compensation Conversation: Comparison to Colleague's Salary

B) Conversation Flow Steps	C) Manager Response using Best & Required Practices	D) Common Employee Response
		Thank you for meeting with me. I'm concerned because I was talking to Nick. His salary came up and I found out he makes $10,000 more than I do. That really surprised me and I'm feeling like I'm underpaid. Can we talk about this?
Show empathy.	Thank you for coming to me, Jay. I definitely want to address any of your concerns. You're highly valued on this team and I don't want you feeling underpaid.	Thank you but that's exactly how I feel right now. I mean, what does Nick have that I don't?
Redirect focus away from the person with whom they are comparing themself.	I'm sorry Jay, but for privacy reasons, I can't share specifics of Nick's salary. That's our policy at Cruise. However, I can share there are numerous factors, including compensation negotiations upon hire that can result in different salaries for different people in the same job. There may be situations where candidates leaned more heavily on base pay vs equity during negotiations that resulted in a base pay starting point outside of my control. Cruise monitors pay equity and aims to proactively address significant pay differences. Let's look at these factors with regards to you and we can dive more into areas where you have growth potential.	Sure. I'm open to that. I only mentioned Nick because we both have the same title and I feel like I do as good a job.

Provide further information on considerations for base salary movement.	No worries, Jay, I understand that. I want to explain that job title and performance aren't the only factors that affect salary. Job experience, skills, scope and impact, role complexity, and performance over time also weigh in. Other factors include job progression history, and former Engine Checks. So you can see that there are many factors at play.	Ok... can you give me a specific when it comes to me?
Detail specifics of their history to illustrate base pay range.	Let's take a look at your history with Cruise. So when you were first hired, we took into account that while you had experience in underwriting, it wasn't in casualty. There was a lot you would need to learn specifically about casualty insurance. That placed your base pay on the lower end of the base pay range, which is typical for those who need to develop key knowledge or skills for their role.	Ok, but that was close to three years ago. I have plenty of experience now. Am I still being penalized for something I lacked back then?
Acknowledge their thoughts, show appreciation.	A combination of things come into play. But first let me just say that it definitely is clear that you have gained a lot of experience in the past few years and you are not being penalized. Your last Exceeds Expectations rating shows that and I appreciate your hard work.	Exactly. So then why am I not earning more? I feel like I should be.
Detail other specifics of their history that affect their current salary (if necessary).	Looking at your Engine Check history, your previous rating was Achieve Expectations. That increase moved you on the base pay range at a more gradual pace. Compare that to your more recent Engine Check rating of Exceeds Expectations. That raise was a higher percentage of your base pay because of your rating.	Ok. I can see that. So if I continue to rate at Exceeds Expectations, for instance, that could contribute to further increases?

Check for better understanding about base pay range placement.	Yes, in fact, Engine Check is the time for compensation review and increases for all employees with all ratings. Does that make sense? Do you have a better understanding why your base pay is currently what it is?	Yes, I get it now. I just want to keep on moving through the range. My goal is to be as consistent in my contributions and growth as I possibly can be.
Make a follow-up plan.	Those are great goals to have. Let's set up a meeting to consider ways we can add to your role to help make that happen.	Absolutely! Let's do it!

Pro Tip: Ensure your Story Outline is approved by Ops, QA, and Compliance before sending to Zenarate.