

SANDBOX

Virginia Pay Transparency

You already know what changed.

Today is how to actually run your process with it.



What “Good Faith” Actually Covers

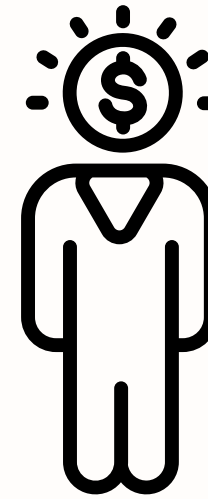
- 1 Every posting needs a good-faith range - external, internal, promotion, transfer
- 2 It's not just posting a number
- 3 "Are we even in the right range?"

How to Actually Set a Range You Can Stand Behind



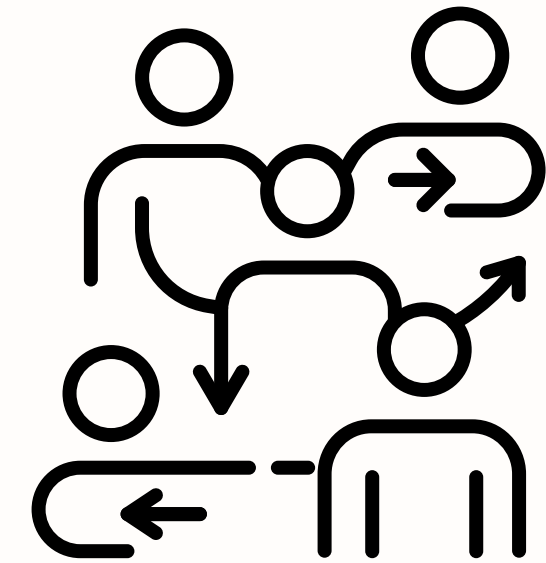
MARKET DATA

External benchmarking from salary surveys and comp databases - the anchor point that tells you if you're even in the neighborhood



ROLE VALUE

Scope, authority, revenue impact, and how hard the role is to backfill- what justifies where you land inside the market range



INTERNAL CONSISTENCY

Whether the range matches what similar roles already pay - the exact issue that resurfaces later as compression

Advertising It: Where and How the Range Shows Up



- 1 Post The Same Range, Everywhere: job boards, LinkedIn, your careers page, and internal postings for promotions/transfers (the one people forget)
- 2 Framing The Range: a posted range is a filter, not a risk. It does the qualifying work for you before a candidate ever applies
- 3 Knockout Questions: clean up adjacent application questions (citizenship, location, etc.). Not a legal requirement, just the natural moment to do it

Real example: without a posted range, we've fielded plenty of pay questions and wasted time on both sides — including candidates asking for salary expectations right in the phone screen, which is an awkward moment to navigate but a completely fair ask on their part

The Application & First Conversation: Do's and Don'ts



- Ask what they're looking to make going forward (compensation expectations, not history)
- State the posted range and ask if it aligns with what they're looking for
- Remember: if salary history is volunteered unprompted, it can only support a higher offer, never a lower one



- Ask current or past salary, in any phrasing, any version of salary history
- Use voluntarily-disclosed salary history to justify a lower offer or to screen someone out
- Penalize a candidate for declining to share salary history, or for asking what the range is

Holding the Line: Same Range, Same Conversation



Consistency isn't just fairness - it's your good-faith defense if this is ever questioned.

Scenario 1: An internal employee could technically flex into an open role. An external candidate applies with similar skills. Same range. Same conversation - or not?

Scenario 2: How to balance business need with team retention.

The Offer: Negotiating When Someone Starts at the Top of the Range



1

OLD HABIT TO WATCH FOR:

- Asking "what would it take" instead of holding the range

2

NEGOTIATE ON SCOPE OR LEVEL, NOT NUMBER:

- Is this genuinely a top-of-range candidate, or anchoring high out of habit

3

WHEN FLEXING IS LEGITIMATE VS. WHEN TO HOLD FIRM:

- Tie it back to the good-faith documentation from Stage 1



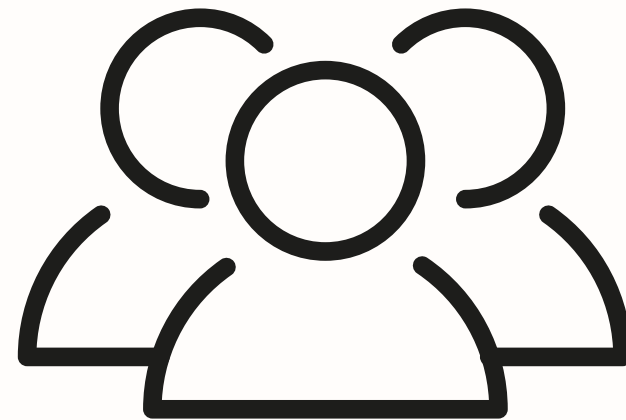
The Scenario Everyone's Quietly Worried About



A new hire lands near the top of the range. A tenured employee in the same role sits below it.

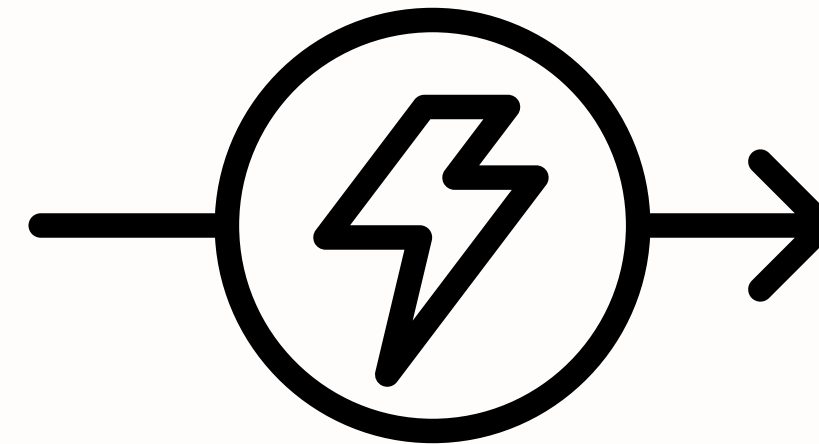
- Most people in the room have already worried about this privately - for some, it's not hypothetical, it's already true
- Rarely one bad decision - it's compression, accumulating gradually as ranges shift and market floors rise
- Shows up even without a dramatic gap - small drifts between someone hired years ago and someone hired today add up quietly over time

How to Actually Set a Range You Can Stand Behind



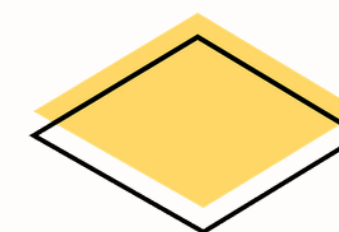
LOOK INWARD

Reuse the same range-setting exercise- market data, role value, internal consistency - but point it at your current team, not just new postings



GET AHEAD OF IT

A proactive five-minute conversation beats an employee discovering a pay gap on their own - you don't need the fix in hand, just the honesty



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Q & A

- Any questions?
- Open the floor for scenarios or situations specific to your organization
- Follow-up: free 20-minute 1:1 session available for anything too specific to cover in the group setting