

Gender Equity Tool Kit

Tools and Resources to Help You Address Equity in Your Workplace

Compensation Task Force - Gender Equity Subgroup

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Introduction

Gender inequity is a societal issue and pervasive throughout health care. Female ATs represent 56% of NATA membership, are represented in all practice settings and throughout health care, but glaring gaps exist in the workplace. Inequities in salary, leadership positions and promotion are well documented. We have developed this tool kit to assist every athletic trainer in being informed about equity, identifying inequities, documenting them and collaboratively addressing them to become empowered to create change!

Part One: Leadership for Women

Introduction: In order to achieve gender equity, we must take individual responsibility. There are three main categories that can be focused on. All three of these categories are imperative to achieving goals in our personal and professional lives.

Advocacy and Promotion

We have to learn how to be self advocates and learn to promote ourselves in our workplace. Create awareness about your career, position and your personal skills in order to show your value, and DOCUMENT it! Then, this “value” can be used in negotiations for compensation and advancement. Don’t be afraid to make a list of all the “extra” things you do beyond your job description and take this to your yearly reviews for negotiating ammunition. Many of the resources at the end of this Toolkit can help improve your self advocacy skills. Also, see Section 2 on Quantifying your Value.

Self Promotion

Learn ways to promote yourself and how you contribute to making your position, company, school, organization, colleagues, and patients successful. Are there things that you do that go above and beyond your job description? This information can be presented in a yearly review to prove you are working above and beyond to benefit your employer and/or patients in a positive manner, to support your discussion asking for better compensation. Examples:

1. Are you wearing company clothing (free advertisement) when working outside of the company?
2. Do you do presentations to your community about athletic training topics?
3. Are you mentoring other employees or ATs in another setting?
4. What about holding volunteer positions within the NATA, District or State organizations?
5. Do you volunteer in your community, either for charitable organizations, churches, or even at events such as Fun Runs, or Special Olympics?
6. Have you won any awards? Let your company/school PR department know so it can be posted on social media!

Athletic Training Profession Promotion

In order to continue to raise salaries and overall respect of the AT profession, we need to take an active role in promoting our profession.

1. Take advantage of National Athletic Training Month to show your community and stakeholders what ATs do.
2. Do presentations to the leadership teams at your company, school board, or community organizations about how you, as an AT, are contributing to the safety and health of your patients.
3. Participate in legislative efforts in your state, and/or nationally.
4. Use the resources on the NATA website for other advocacy ideas.

Building a Mentorship Team

Create a multi-dimensional mentorship team within your organization to help achieve your goals and advance in the profession. This team should include men and women! Having a male advocate can be very beneficial. There are many, many men who are unbiased and supportive of achieving gender equity. Ultimately, this multi-dimensional mentorship team should be made up of four types of individuals that will be of great assistance as you rally for better compensation and/or promotion:

- A. **Mentor:** Someone who is a trusted sounding board. They are someone who you learn from, ask for advice, etc. This person should also help share opportunities for advancement with you. Ideally, someone who has been in the profession and at the workplace longer than you.
- B. **Peer:** This is someone who will give you honest feedback and help you reflect on decisions. This person should be trusted to tell you the truth about your skills without risk of negative response.
- C. **Coach:** This person is one who motivates you to improve your skills. They help (whether they know it or not) enhance the quality of your performance therefore increasing your value.
- D. **Sponsor:** Your sponsor is one who shares your accomplishments, promotes your name within the organization, and helps you succeed. They are your fan, your supporter, your ally.



Increasing Leadership Skills.

Simply taking time to reflect and learn to become a better leader is so important for women. These skills will build confidence so that we can feel like we can take on uncomfortable conversations (like asking for better compensation!) and be successful! Begin by using the resources in this Toolkit to your benefit!

The Resource section of this toolkit is separated into three categories:

1. Women's Leadership resources
2. Compensation resources
3. Advocacy/History resources
4. Negotiation Skills

Part Two: Quantifying your Value

Regardless of the setting you are working in as an Athletic Trainer, you need to be able to quantify your value to achieve equity in your workplace.

Compensation is not only how much you are paid, but also comes in many other forms. This section will cover those other elements and further add value to your position.

Open Communication

Salary should not be a taboo topic. Talk about salary to your coworkers, Athletic Trainers in your area, and within your conference/setting. This will help with advocating for raises if you are not being paid fairly in comparison to Athletic Trainers with your same experience and setting.

With these conversations about compensation, it is important to document the information discussed. This is so you can see the evolution of these conversations with time to point out trends and for your convenience to reference during meetings where we advocate for higher compensation.

Language for Compensation


When prepping for a discussion in regards to pay and salary, it's imperative you understand the market value of athletic trainers in your setting and geographical area. Fair market value is the value range based on what a company is willing to pay dependant on a number of factors like:

- Education and qualifications
- Experience
- Skillset
- Results and accomplishments
- Geographic location
- Certifications

Understanding your specific fair market value is the first step at setting yourself up for success to being paid your value.

[Three Keys to Determine Your Market Value](#) according to Salary.com are:

1. Match your job description to a benchmark job
 - a. Titles from company to company may not have matching job descriptions; look at the job descriptions to find the desired position you are looking for
2. Assess employer factors

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- a. Employers want to use unbiased, objective data to assess the value of the position- use those factors to your advantage
 3. Evaluate your performance and compensable attributes
 - a. Set aside time to reflect on your performance in an objective manner on your own and with your supervisor on a regular basis

Negotiation

Negotiation is an art that is hard to master, but is very important when it comes to salary discussions. It is recommended to educate yourself on your negotiation style and how to properly set up a negotiation. Once you have invested some time in learning, it is recommended that you practice with someone. It will feel uncomfortable at first, but the more you practice the better you will feel during the negotiation process. In the reference section of this toolkit are some recommended negotiation resources to help you prepare for your next negotiation regardless of the topic.

Monetary and Non-Monetary Benefits

Salary

While going through the interview process, it is a common practice for the institution to ask for your expected salary range. While going through the interview process, you should be interviewing the company just as much as they are interviewing you. When this question comes up you are allowed to give the response “I’d be happy to discuss this further in the interview process when I get more information about the roles and responsibilities of this position”. When the final salary discussion occurs, be confident when you ask for a salary that you feel compensates you fairly for market value. If your employer is not able to meet you at the number that you aspire to be paid, then we recommend understanding the supplemental benefits that are non-monetary forms of payment which are mentioned below to advocate for and extend the benefits you receive.

Continuing Education Budget

It is clear that you will need continuing education to maintain your certification as an athletic trainer. Understanding the budget and the stipulations in regards to the position may be something to consider when taking on a new position. Questions to consider are:

- How much does the company provide me annually to reach the continuing education required of me?

- Does the budget cover the cost for all of my CEUs that will be needed during the two year reporting period?
- Are there travel restrictions associated with attending conferences/symposiums for me to earn my CEUs?
- Does my company pay for my travel associated with attending conferences (flights/mileage reimbursement/rental car/food/ hotel/etc)?

Paying for Membership Fees

Annual professional membership fees can accrue quickly. Understanding if your employer absorbs those fees is a potential non-monetary benefit that could save you hundreds of dollars annually. It is important to establish if the membership fees are separate from your continuing education budget. This could potentially limit your opportunities for continuing education depending on the annual CEU budget determined.

Promotion Opportunities

When interviewing for a new position, you should inquire on the structure they have within and if there are opportunities for growth and promotion. This includes annual bonuses or raises (inflation or non-inflation raises) that may be distributed. This gives you a clear understanding if there is area for growth or if you will be in the same position for a longer duration. If there are minimal opportunities of growth, it is important to assess if you will need to look for growth within a different company after a certain period of time to reach the goals you have set for yourself. You are your biggest advocate.

Additional Benefits

There are a smorgasbord of benefits that are always associated with a position within a workplace. Don't be afraid to ask the question "what other benefits may be associated with this position that may not be advertised?" Some of these additional benefits that may be included but aren't limited to are:

- Relocation assistance/reimbursement
- Gas mileage reimbursement for commute/work trips
- Company assistance with a down payment for a home in the area
- Free car washes
- Company car or monthly car stipend
- Work phone or phone payment monthly stipend

- Working sport camps (establish if this is apart of your job description expectations or if these are an additional source of income for you)

Health Insurance

Depending on your previous medical history, having good health coverage is important to assess when looking for a job. It is recommended that you talk with HR and with employees for a better understanding if the coverage is sufficient for your specific needs.


1. If you are taking medication, does it cover the cost(s) of this?
2. If you are looking to start a family, but need help with getting pregnant, does your insurance help with IVF appointments and medications?
3. Does the coverage for dental and/or eye insurance provide sufficient coverage for your needs?
4. Are there additional benefits at work for

Maternity/Paternity Leave

If you are planning on starting or growing your family, it is important to understand your company's maternity/paternity leave policy. Unfortunately, the USA does not have a standardized maternity/paternity leave policy. This increases the importance for you to prepare ahead of time to create a plan that best works with you and your family- YOU will have to be your biggest advocate.

Questions to ask/consider:

1. What are mine and my significant other (SO)'s maternity/paternity leave policies through each workplace?
2. Do both parents have to take their leave right after the child is born or are they allowed to be staggered?
3. Will I be paid at all during my maternity/paternity leave? If not, am I financially ready to begin a family and do not feel rushed to go back to work when my body is still healing from childbirth?
4. How much does my health insurance through work provide coverage for women's health appointments (pre/during/post pregnancy)?
5. Does my workplace allow for flexibility to leave for appointments and/or pump during the work day?
 - a. Is there a space available for me to pump at work?
6. If you are looking into adopting or having a surrogate, do these policies still apply?



Maternity/Paternity Leave Resources

[The Ultimate Maternity Leave Roadmap to Keep Your Career on Track](#)

[Maternity Leave Plan Template: Keep Your Career on Track](#)

Family Sick Leave

Children and family don't plan their sickness to align with your vacation days. It's important to understand if the days you take off to care for your loved ones are counting against your vacation days or if there is a separate sick bank of days that this can count towards. Now, if the leave is extended to take care of a loved one or for your own health, through FMLA, an employee has 12 weeks of unpaid, job-protected leave- this is something that should be discussed with your HR representative to help create a plan that works best for you and your family.

Vacation

Vacation- the thing we all want more of but don't take because "we're so busy". This is your sign to use your vacation- even if it is a "stay-cation". Take that time to relax and fill your cup up. It is important to know how much you get annually through your company.

Some of the questions you may ask are:

1. How many vacation days do I get annually?
2. What are your expectations of me while I am on vacation?
3. If I do not use my vacation days, do they roll over into the next year?
4. If I leave the company, do I get paid out the vacation and/or sick days that are unused?

Retirement

When beginning a new position, it can be daunting with all of the tasks you need to choose. One of the important tasks is choosing the retirement plan that works best for you. It is important to know your company's retirement policy and if/when they begin matching your retirement payments and what percentage they match. Regardless of where you are at in your career, preparing for your retirement should be a high priority to prepare you for a successful retirement in the future.

Some questions you may ask are:

1. What percentage does the company match my retirement savings?

2. Do I have to be vested before the company begins to match my retirement? If so, when would that begin if I started on ___ date and how much would be contributed?
3. Can I change how much I contribute depending on the phase of life I am in?

Self/Family Education

If you are an athletic trainer working in the traditional setting, there is often a program or affiliate school where you or your family members can take classes for free or at a discounted rate. This is potentially a huge perk if you, your spouse, and/or children are looking to further their education.

If you are not in the traditional setting, your company may also have an affiliate program for you to continue your education for a free or discounted price. Through these agreements, establish if there is a commitment to serve within the organization after completing your degree to.

Some questions to ask/consider:


1. Is this program available to me in this position?
2. How much of a discount is it? If it isn't the full amount, is there a company assistance/payment program to help me further afford to take these courses?
3. Are there stipulations on how many credits I can/cannot take?
4. Do I have to be enrolled for a specific program or can I enroll in courses that peak my interest?
5. Do I have to be furthering a degree that is in direct correlation to my job or is there freedom for me to choose my degree?
6. Are there regulations on how many of my family members can be taking courses within this program?

Equating Value

Many of these resource breakdowns will be found in the NATA Value Model Resources which are found hyperlinked below.

Meetings

As mentioned in the communication section of section 2, we encourage open communication with your supervisors about compensation and how that translates with your roles and responsibilities. It is recommended that you set up meetings with your supervisor to go over performance where you can openly discuss strengths, opportunities for improvements, and actionable steps moving forward. There may be performance appraisal meetings already established within your company every six months, but this additional meeting, potentially quarterly, set up by you shows initiative to meet the goals you both have set and helps to ensure



you are on track. This also provides an opportunity for your supervisor to be a part of your growth and show your value within the organization.

Hour Logs

We all are so busy, but what are we getting done? By tracking and breaking down your hours, you will be able to present data to your supervisors. Supervisors typically love data of the work that is being done within their organization. The log can just include the number of hours you have worked within the day or you can break it down into the many elements that go into your day (travel, rehab/treatment, coverage, admin roles, documenting, continuing eds, etc.). The more detailed it is, the more you will be able to reflect on how much of your time is being allotted to each task and if you are being paired with fair market value for the work you are putting in. This is data that can be reflected on in the meetings you have with your supervisor and can be used in conversations regarding an increase in salary and/or hiring more athletic trainers to help with the load.

Value of continuing education in daily practice

There are a number of continuing education courses for us to choose from, but are any of these courses decreasing the number of referrals out to other practitioners and therefore decreasing costs for your employer? Understanding the value of some of these courses in your daily practice is an asset to advocate for a higher salary. We document as part of our daily tasks, but keeping a lot of this specific skill will allow for you to assess estimated costs savings annually for your organization. This is a small task to complete on a daily basis that could reap rewards for you.

Injury Log at end of year

Like mentioned in the above section, we use documenting on a day to day basis for our roles. Are you using this information for your benefit? It is recommended that you have a yearly document where you track your injuries. The information that is presented when tracking injuries can indicate:

1. Trends in injuries that you were able to implement preventative measures
2. How much time was spent on each injury that may have cost the parent/patient/company more money to refer out for continued care
3. The number of referrals out versus treating in house
4. Acute versus chronic injuries

These are only a few indicators of information injury tracking can present. This information can display your efforts and role in keeping patients active within their daily responsibilities whether that is on a field or within a factory. Your role within these injuries likely saved the company money and helped them reach the company goals which can be having the starter on the field for the championship game or that same factory worker packaging boxes. These elements can be computed into monetary value within the workplace.

Part Three: Resources:

Leadership Resources:

1. [NATA Leadership Academy](#)
2. NATA News: [Matt Kutz Leadership Series](#); Making Athletic Training Stronger
3. NATA News: [Matt Kutz Leadership series](#); Leadership is Not Same as Mgmt
4. NATA News: [Matt Kutz Leadership Series](#); Leadership Literacy
5. NATA News: [Matt Kutz Leadership Series](#); Finding Competitive Advantage
6. NATA EducATe Leadership courses
 - a. [Interpersonal Communication in Athletic Training: Connecting to Our Stakeholders](#)
 - b. [Job Classification and Work-Life Balance Strategies for the Emerging AT Professional](#)
 - c. [Learning from Leaders: Perspectives on Conflict Management](#)
 - d. [Making the Transition from Invaluable to Valuable Demonstrating Your Worth in an Athletic Training Setting](#)
 - e. [Management in Athletic Training](#)
 - f. [Moving Beyond Cost-Savings: How Aligning With the Triple Aim of Health Care Can Demonstrate the Full Value of Athletic Trainers to Stakeholders](#)
 - g. [The Business of Athletic Training \(series of 5 webinars\)](#)
 - h. [Understanding the Story of an Organization Using Their Financial Statements](#)
 - i. [Understanding Your Value Using Real Math: Applying A Fee-For-Service And Fee-For-Value Construct](#)
 - j. [Upstanders and Bystanders: Carving our Professional Future through Education](#)

Books:

1. **“Brag: The art of tooting your own horn”** by Peggy Klaus

2. **“How Women Rise: Break the 12 Habits Holding You Back from Your Next Raise, Promotion, or Job”** by Sally Helgesen and Marshall Goldsmith
3. **“Lean In: Women, Work, and the Will to Lead”** by Sheryl Sandberg
4. **“That’s What She Said: What Men Need to Know (and Women Need to Tell Them) About Working Together”** by Joanne Lipman
5. **“Rising Strong: How the Ability to Reset Transforms the Way We Live, Love, Parent, and Lead”** by Brené Brown
6. **“Grit: The Power of Passion and Perseverance”** by Angela Duckworth
7. **“The Little Black Book of Success: Laws of Leadership for Black Women”** by by Elaine Meryl Brown, Marsha Haygood, et al
8. **“The Confidence Code: The Science and Art of Self-Assurance—What Women Should Know”** by Katty Kay and Claire Shipman

Compensation and Value Resources:

NATA Compensation Resources

1. [NATA-Cast: “Compensation Conversation”](#)
 - a. Gender Equity Introduction
 - b. Gender Equity Part 2: Utilizing DEIA resources
 - c. [Live Podcast at NATA 2023 -NATA Now Article](#)
 - d. Live Podcast at NATA 2023
2. NATA News: [2021 Salary Survey Results Issue](#)
3. NATA News: [2018 Salary Survey Results Issue](#)
4. **Gender Equity subgroup of Compensation Task Force and DEIA Presentation: “Gender Equity: Strategies and Tools to Level the Playing Field” LINK coming soon**
5. [Principles of Compensation Document- Hospital Administrators Subgroup](#)
6. [ICSM Compensation Task Force Survey Results](#)

NATA Value Resources

1. [Worth to Value: How do you define?](#)
2. [Link to NATA Value Models](#)
 - a. [Secondary Schools](#)
 - b. [College/University](#)
 - c. [Physician Practice](#)
 - d. [Public Safety](#)

Advocacy and Women's History Resources:

1. [National Athletic Training Month Resources](#)
2. [NATA Advocacy Webpage](#)
3. [Mentorship program information](#)
4. [NATA Now Women's History Month Blogs](#)
5. [Title IX 50th Anniversary Celebration \(2022\)](#)
6. **"Madame Athlete"** Podcast

Negotiation Resources:

Websites:

1. <https://www.nerdwallet.com/cost-of-living-calculator> Uses pre-tax income and compares current city to potential future city to give you an estimate of what you'll need to make to maintain your current standard of living
2. <https://www.numbeo.com/cost-of-living/calculator.jsp> Also compares cities. Unlike NerdWallet, it is international and converts needed salary to correct currency
3. <https://www.payscale.com/cost-of-living-calculator> Similar to NerdWallet but also allows comparison to the national average
4. Public and Private Salary Databases are available for your area with a Google Search to use as a negotiation tool for salary.

Books:

1. Never Split the Difference
2. Bargaining for Advantage: Negotiation Strategies for Reasonable People
3. Getting to Yes: Negotiating Agreement Without Giving In
4. The First Minute: How to Start Conversations That Get Results
5. Think Again
6. The Power of a Positive No
7. Influence is Your Superpower
8. You Can Negotiate Anything
9. Crucial Conversations
10. Influence: The Psychology of Persuasion
11. How to Talk to Anyone



Videos

1. [Science of Persuasion](#)
2. [e:course The Art of Negotiation](#)
3. [Margaret Neale: Negotiation: Getting What You Want](#)
4. [Pre-Suasion by Robert Cialdini- Summary & Review \(ANIMATED\)](#)
5. [3 Steps to Getting What You Want in a Negotiation- The Way We Work, a TED Series](#)
6. [The Psychological Trick Behind Getting People to Say Yes](#)
7. [14 Common Negotiation Mistakes](#)

Podcasts

1. [NATA Cast- Compensation Taskforce](#)
2. Negotiate Anything
3. Negotiation in Real Life

Presentations

1. Dr. Julie M. Cavallario PhD, ATC: "Preparation for Salary Negotiations: What Data is necessary to Obtain the Salary You Need?" (NATA 2023)
https://static.coreapps.net/nata2023/handouts/c1a384af6ba12e49c3e1fe54e6546818_21.pdf