

Participant Profile Report

- Using the Participant Profile Report
 - Shows company pay compared to average pay of industry & geographic competitors
 - Provides “shortcut” to analyzing survey data
 - Helps answer the question “Are we paying competitively?” at a glance


2018 Manufacturing Compensation & Benefits Survey

Participant Profile Report

Engineering - Design

----- Same Industry -----
 ***** Fabricated Metal Products *****

----- Same Area -----
 ***** 20 to 45 Miles from Minneapolis *****

<u>Survey Title</u>	<u>CMD Job Title</u>	<u>Variance</u>				<u>Variance</u>			
		<u>Survey</u>	<u>YourCo</u>	<u>\$</u>	<u>%</u>	<u>Survey</u>	<u>YourCo</u>	<u>\$</u>	<u>%</u>
CNC Programmer	CNC PROGRAMMER	29.89	32.03	2.14	6.7% 	32.40	32.03	-0.37	-1.1% 



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Putting Survey Data to Work: Salary Range Structure Basics

Build a Job Hierarchy by Market Value

Job	Market Value		
Production Manager	\$88,500		
Sr. Engineer	\$77,200		
IT Specialist	\$67,500		
Engineer	\$67,200		
Production Supv	\$57,700		
HR Representative	\$49,600		
Accountant	\$45,000		
Admin Assistant	\$42,900		
Cust Service Rep	\$38,100		
Technician	\$37,900		
Receptionist	\$33,100		



Putting Survey Data to Work: Salary Range Structure Basics

Create a Series of Grades/Midpoints that Span Market Values

Job	Market Value		Grade	Midpoint	Diff1
Production Manager	\$88,500		10	\$89,000	15%
Sr. Engineer	\$77,200		9	\$78,000	15%
IT Specialist	\$67,500		8	\$67,000	15%
Engineer	\$67,200		7	\$58,000	15%
Production Supv	\$57,700		6	\$51,000	15%
HR Representative	\$49,900		5	\$44,000	15%
Accountant	\$45,000		4	\$38,000	15%
Admin Assistant	\$42,900		3	\$33,000	-
Cust Service Rep	\$38,100				
Technician	\$37,900				
Receptionist	\$33,100				



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Assign Jobs to Grade Whose Midpoint is Closest to Market

Job	Market Value	Grade	Midpoint	Diff1
Production Manager	\$88,500	10	\$89,000	15%
Sr. Engineer	\$77,200	9	\$78,000	15%
IT Specialist	\$67,500	8	\$67,000	15%
Engineer	\$67,200	8	\$67,000	15%
Production Supv	\$57,700	7	\$58,000	15%
HR Representative	\$49,900	6	\$51,000	15%
Accountant	\$45,000	5	\$44,000	15%
Admin Assistant	\$42,900	5	\$44,000	15%
Cust Service Rep	\$38,100	4	\$38,000	15%
Technician	\$37,900	4	\$38,000	15%
Receptionist	\$33,100	3	\$33,000	15%



Putting Survey Data to Work: Salary Range Structure Basics

Create Salary Ranges (50% wide, minimum to maximum)

Job	Market Value	Grade	Minimum	Midpoint	Maximum
Production Manager	\$88,500	10	\$71,200	\$89,000	\$106,800
Sr. Engineer	\$77,200	9	\$62,400	\$78,000	\$93,600
IT Specialist	\$67,500	8	\$53,600	\$67,000	\$80,400
Engineer	\$67,200	8	\$53,600	\$67,000	\$80,400
Production Supv	\$57,700	7	\$46,400	\$58,000	\$69,600
HR Representative	\$49,900	6	\$40,800	\$51,000	\$61,200
Accountant	\$45,000	5	\$35,200	\$44,000	\$52,800
Admin Assistant	\$42,900	5	\$35,200	\$44,000	\$52,800
Cust Service Rep	\$38,100	4	\$30,400	\$38,000	\$45,600
Technician	\$37,900	4	\$30,400	\$38,000	\$45,600
Receptionist	\$33,100	3	\$26,400	\$33,000	\$39,600



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Putting Survey Data to Work: Salary Range Structure Basics

Slot Any “Non-Benchmark” Jobs, Document Accordingly

Job	Market Value	Grade	Minimum	Midpoint	Maximum
Production Manager	\$88,500	10	\$71,200	\$89,000	\$106,800
Sr. Engineer	\$77,200	9	\$62,400	\$78,000	\$93,600
Sr. IT Specialist*	N/A	9	\$62,400	\$78,000	\$93,600
IT Specialist	\$67,500	8	\$53,600	\$67,000	\$80,400
Engineer	\$67,200	8	\$53,600	\$67,000	\$80,400
Production Supv	\$57,700	7	\$46,400	\$58,000	\$69,600
HR Representative	\$49,900	6	\$40,800	\$51,000	\$61,200
Accountant	\$45,000	5	\$35,200	\$44,000	\$52,800
Admin Assistant	\$42,900	5	\$35,200	\$44,000	\$52,800
Cust Service Rep	\$38,100	4	\$30,400	\$38,000	\$45,600
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Receptionist	\$33,100	3	\$26,400	\$33,000	\$39,600



A Look at Employee Retention

2018 Manufacturing Trends Survey shows that getting and keeping talent is a top priority among participants.

- 67% of participants are currently taking or considering steps to encourage employee **retention** with non-monetary incentives.
- 51% of participants are currently taking or considering steps to encourage employee **retention** with monetary incentives.



A Look at Employee Retention

Is the Peanut Butter approach still the best?

- Spread retention efforts evenly across the organization like peanut butter?
- OR seek to understand which employees are retention priorities...
- So we can focus retention efforts on employees and roles most critical to the future success of the organization?



A Look at Employee Retention

- Define “key talent” for YOUR company
 - Given business strategy and direction, what are the most critical skills and attributes – and where do you anticipate shortfalls?
- Identify YOUR key talent
 - Which employees possess the most critical skills and attributes?
- Assess YOUR current state
 - Is retention currently or anticipated to be a problem for these?
 - Do we have data on their needs, concerns and preferences?



A Look at Employee Retention: Think TOTAL Rewards

Individual Growth

- Investment in people
- Learning and development
- Performance management
- Career enhancement

Compelling Future

- Vision and values
- Company growth and success
- Company image and reputation
- Stakeholdership
- Win-win over time

Total Pay

- Base pay
- Variable pay (cash & equity)
- Benefits or indirect pay
- Recognition and celebration

Business Goals & Results

Positive Workplace

- People focus
- Leadership
- Colleagues
- Work itself
- Involvement
- Trust and commitment
- Open communications

Source: Patricia K. Zingheim and Jay R. Schuster,
*High-Performance Pay: Fast Forward to Business
Success*. Scottsdale, AZ: WorldatWork, 2007.



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Final Questions?

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