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Compensation Survey Participation and Job Matching Seminar

HRA-NCA Compensation Survey Committee

February 28, 2012

Carnegie Endowment for International Peace



Human Resource Association
of the National Capital Area



Agenda

Rob Lockard, President, HRA-NCA

- Seminar Kick-Off

Anna Liu, Survey Committee Member, Navy Federal Credit Union

- Survey Overview

Erika Johnson, Survey Committee Chair, Towers Watson

- Job Matching Process Overview and Tips

Pamela Smith, Survey Committee Member, NAHB

- Job Matching Exercises

Angelo Kostopoulos, Akron, Inc.

- Overview of Survey Portal and Data Submission Options

Erika Johnson

- Benefits Survey Offering
- Questions & Wrap Up
- Survey Committee Members

Seminar Kick-Off

Rob Lockard, President of HRA-NCA

- Welcome
- Objective for Today's Seminar
- Benefits of Membership
- HRA-NCA Annual Call to Office
- Next Chapter Event: "Developing High Performance Employees in Today's Lean Organizations", March 14, 2012



Anna Liu, Survey Committee Member, Navy Federal Credit Union

Survey Overview

Survey Overview

- Comprehensive resource for any HR practitioner
- The 2011 (32nd) edition:
 - 512 survey jobs across 25 job families
 - 131 job tracks
 - 305 participants reporting 76,550 incumbents
 - 78% repeat participants
 - Frequently quoted in national and regional news publications including the Washington Post and the Washington Business Journal

Why Use the HRA-NCA Survey?

- Represents the 4 “Rs” of Survey Selection
 - Reliable/Reputable
 - Professionally tended
 - Quality reviewed
 - Relevant/Representative
 - Industries
 - Jobs
 - Geographic market
 - Reproducible
 - Consistency of output/results
 - Recent
 - Conducted annually

Other Survey Features

- Executive summary including trending analysis
- Federal data section provided by Office of Personnel Management (OPM) and mapped to HRA-NCA Survey jobs
- Special Government Contractors cut available for purchase
- 18 Compensation Policies/Practices Topics

Pay Increase Budgets

Pay Increase Practices

Employee Turnover

Variable Pay

Shift Differentials

Severance Pay

Salary Structure

Signing Bonuses

Security Clearance

Compensation Philosophy

On-Call/Standby Practices

Hours Worked, Overtime

Retention/Completion Bonuses

Non-cash Performance Awards

Job Evaluation Practices

Employee Referral Bonuses

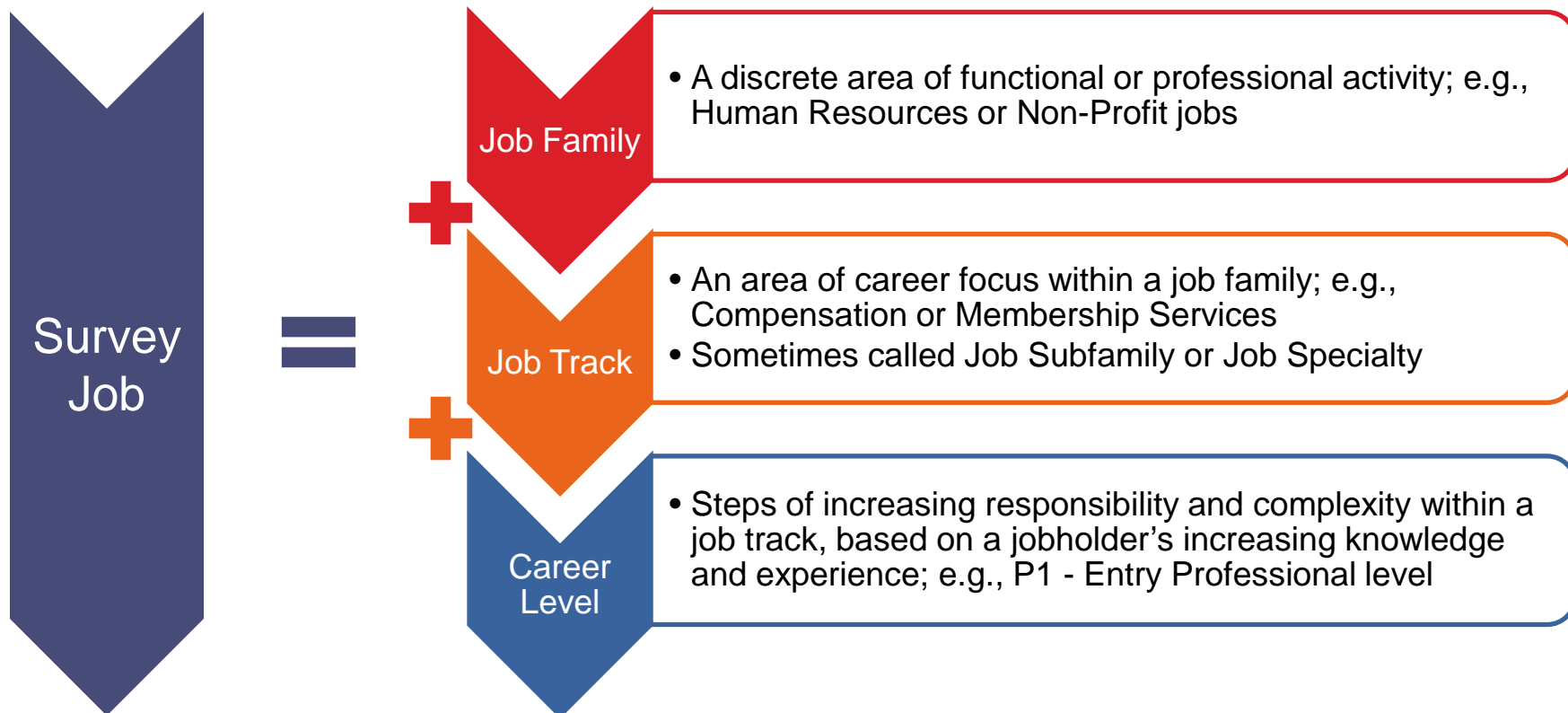
Comp Function Organization

Performance Management

Features of the 2012 Survey

- Job Architecture

- Each survey job is defined as a unique combination of a job family, job track and career level



Features of the Survey

Expanded Job Families/Tracks

- Executive
- Communications
- Training
- Non-Profit
- Research (Scientific & Social Science/Policy)

Roll-up Data



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Erika Johnson, Survey Committee Chair, Towers Watson

Participation Tips & Job Matching

Survey Participation in 5 Easy Steps

Step 1: Prepare and Review Key Dates

- Set aside time to complete survey
- Decide reporting method – web or Excel
- Gather position descriptions or consult with managers and supervisors to understand job content
- Review last year's submission
- Participation deadline:
- Early Bird:
- Effective date of salary information:

Survey Participation in 5 Easy Steps

Step 2: Complete/Update Your Company Profile and the Policy/Practices Section

- Log-in to Survey Portal
- Complete Company Profile
- For policy/practice questions, a reasonable estimate or typical answer may suffice
- Provide an explanation of your answer if necessary
- If you have practices that vary by location or department/unit, provide data on the one that applies to the greatest number of employees in the Washington, DC market area

Survey Participation in 5 Easy Steps

Step 3: Review Useful Links & Job Matching Documents

- Participation Instructions
 - Full-time or FTE positions to be reported
 - Method of reporting salaries (actual vs. average)
 - How to report multiple job sites
 - Exclude employees outside the Washington area
- Matching Tools
 - Detailed Listing of Jobs & Job Descriptions
 - Matrices of Jobs by Job Family, Track and Level
 - Cross-Reference Lists

Useful Links

[Participation Instructions](#)

[2011 HRA-NCA Compensation Survey](#)

[Important Dates To Remember - Deadline Reminder](#)

[Print your survey responses](#)

Job Matching Documents

[Detailed Listing of Jobs and Job Descriptions](#)

[Excel Template](#)

[Matrix of Job Levels & Job Tracks](#)

[New Jobs to Old Jobs Cross Reference](#)

[Old Jobs to New Jobs Cross Reference](#)

Survey Participation in 5 Easy Steps

Step 4: Map Your Jobs/Match Your Jobs

- If applicable, map your 2010 job matches to jobs in the 2012 survey using the “Cross-Reference” tool
- Match new jobs to Job Family and Track
 - Identify fundamental nature of work (HR, Legal etc.) and using the 75% rule, determine most appropriate track by comparing the survey descriptors with your own job descriptions
- Determine career level by comparing:
 - Typical education/years of experience required.
 - Level of complexity
 - Supervision received vs. independence

Matching Process: Using the Mapping Tool

Step 4A

- Your Company has a job titled “Associate Budget Specialist”
- Last year you matched your job to survey job 219 “Budget Analyst”

Step 4B

- Using the Cross-Reference tool, you see that we have suggested that the best match is job 212 “Budget Analyst II” in the new survey hierarchy

Step 4C

- You check the survey descriptor and agree that the Job Track matches, but the career level is too high

Step 4D

- You review the level I job and confirm that the criteria is a better match to your job

Step 4E

- You match and submit data for your “Associate Budget Specialist” against the survey position “Budget Analyst I” instead

Matching Process: New Positions

Step 4A

- Your company has a job titled “Senior Business Applications Programmer”

Step 4B

- You review the detailed job family or the matrix tool and decide that your job is most likely found in the Information Technology and Computer Operations Family

Step 4C

- In the same tool, you review the Job Tracks available for that family and decide that your job most likely matches the Applications Development Job Track

Step 4D

- You then review career level descriptors for the 6 jobs in this Job Track and using the 75% rule, you decide that your job operates at a Career Level P3

Step 4E

- You match and submit data for your “Sr. Business Applications Prog.” against the survey position “Applications Analyst/ Developer III”

Survey Participation in 5 Easy Steps

Step 5: Gather Data, Do a Quality Check, & Provide Comments

- Try to match as many jobs as possible and as many data fields as possible
- Before you submit, quality check your work
 - No duplicates
 - Consistency
- Please complete the Comments and Suggestions section
 - We value your feedback; the Committee uses your feedback to guide future additions or changes to the survey



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Pamela Smith, Survey Committee Member, National Association of Home Builders

Survey Overview

Exercise 1: Sample Organization Job

Business Development Specialist in an IT Solutions Firm

The Specialist will be responsible for generating sales pipeline through nurturing and qualifying marketing leads, prospecting, and cold calling

- Answers Company's inbound call line
- Understands and articulates the breadth of company's technology, IT products and services, and Virtualization
- Understands customer's industry and core business processes and the IT/web-based applications to support these

Minimum Requirements: B.A./B.S preferred or high school and 3 years related work experience

- Ability to perform individually and as part of a team environment
- Excellent verbal and written communication skills
- Effective problem-solving, time, and project management skills
- Proficient in MS Office Suite and CRM applications

Exercise 1: Which Job Family is most likely to contain a match?

A. Marketing & Sales

B. Information Technology & Computer Operations

Exercise 1: Which Job Track is most likely to contain a match?

A. Business Development

- ✘ Due to the title, this may seem to be the likely match, however business development is more focused on capturing new business and customers, penetrating existing markets, creating new markets, and researching new types of business, products and services; this job does not do that.

B. Marketing

C. Sales

D. Inside Sales

- ✔ The primary job duties are making and receiving sales calls regarding the sale of products or services by sales personnel who reach customers by phone or online, rather than traveling to meet them face-to-face.

This examples illustrates the importance of matching jobs based on job content rather than job title.

Exercise 1: Which Career Level reflects the most accurate match?

A. Representative II (S2)

✓ Experience and duties are consistent with this level

B. Representative I (S1)

Exercise 1: Answer

Your Job

**Business
Development
Specialist**



Survey Job

**Inside Sales
Representative II**

Exercise 2: Sample Organization Job

Requirements Analyst in a Software Development/Management Consulting Company

Support management and PMO in IT and management initiatives concerning portal and Web consolidation, data center consolidation and data management strategies. Support efforts to conduct IT efficiency reviews, determine best consolidation and legacy reduction practices and planning strategies, and promote the effective and efficient use of resources. Plan and execute complex financial and acquisition processes. Identify functional requirements through process analysis; review documents and procedures; interview and meet with stakeholders; document the customer requirements and business processes. Work with technical team to translate the requirements into a high level concept of operations and system design. Work with the test team to develop test procedures that map to the requirements. Perform functional testing to ensure the system fulfills the requirements.

Qualifications: BS degree and 5 years related experience. Experience conducting analytical reviews, developing and writing policies, processes and implementation guides, and developing recommended approaches and solutions to compliance processes. Experience in software process analysis/refinement. Background in enterprise integration activities and techniques, as well as some systems architecture experience. Ability to analyze requirements and manage requirement changes. Ability to design the system concept of operation. Ability to use SQL and Oracle.

Exercise 2: Which Job Family is most likely to contain a match?

A. Program/Project Management

- ✗ Primary analysis and effort is not related to the running or management of the program

B. Information Technology & Computer Operations

- ✓ The job and its content is mainly focused on technical, operational, process and requirements analysis and development

Exercise 2: Which Job Track is most likely to contain a match?

A. Operations/Management Analyst

- ✓ The emphasis of the job is business and operations process analysis and improvement

B. Systems Analyst

- ✗ The job is not a hands-on systems analysis job and is less technical

This demonstrates the importance of matching jobs based on job content and not based on our respective organization structures.

Exercise 2: Which Career Level reflects the most accurate match?

A. Operations/Management Analyst I (P1)

B. Operations/Management Analyst II (P2)

? Education and experience fall into this level

C. Operations/Management Analyst I (P3)

? Duties are consistent with this level

Exercise 2: Answer

Your Job

Requirements
Analyst

=

Survey Job

Operations/
Management
Analyst III



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Angelo Kostopoulos, Survey Administrator, Akron, Inc.

Survey Portal & Data Submission

Accessing & Using the Portal

- Log-in
- Profile
- Useful Links
- Practices Section
- Job Matching Tools
- Job Matching/Salary Reporting
- Comments
- Submission



Erika Johnson, Survey Committee Chair, Towers Watson

Wrap-Up

Benefits Survey Offering

- In-depth coverage of 22 health, welfare and work-life topics
- Excellent companion to the Compensation Survey – together, the surveys provide you with the Total Rewards picture for the local area
- Bundled pricing available when purchasing both the Compensation and Benefits surveys

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Questions?



Compensation Survey Committee

Volunteer Members

- Sonya Lee, Director of Surveys and HRA-NCA Board Member
- Erika Johnson, Chair, Compensation Survey
 - Towers Watson
- Alan Chvotkin, Partner
 - Professional Services Council
- Suzanne Goulden
 - American Society of Clinical Oncology
- Anna Liu
 - Navy Federal Credit Union
- Mike Kostrzewa
 - YRCI, Inc.
- Katrina Sharpe
 - SAIC
- Pamela Smith
 - National Association of Home Builders
- Karen Uhlir
 - Compensation Consultant

Survey Administration Team

- Angelo Kostopoulos, Akron, Inc.
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Or, you may call Akron at

(202) 745-0400