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# Compensation Survey Participation and Job Matching Webinar

HRA-NCA Compensation Survey Committee

February 21, 2013



Human Resource Association  
of the National Capital Area



# Agenda

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## **Kick-Off**

Pam Smith, Director of Surveys, HRA-NCA

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## **Survey Participation: What's New, Suggested Participation Approach & Matching Tips**

Erika Johnson, Chair, HRA-NCA Compensation Survey Committee, Towers Watson

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## **Matching Conundrums: Sample Scenarios & Clues for Making the Right Match**

Peter Delate, Compensation Survey Committee Member, Independent Contractor

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## **The Logistics: Participation Portal and Getting the Most Out of the Web Tools**

Angelo Kostopoulos, Survey Administrator, AKRON, Inc.

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## **Wrap-Up & Questions**

## Seminar Kick-Off

*Pam Smith, Director of Surveys, HRA-NCA*

- Welcome
- Objective for Today's Seminar
- Benefits of Membership
- HRA-NCA Annual Call to Office – deadline, March 15, 2013
- Next Chapter Event: “Unconscious Bias: Breaking Down Barriers Through Awareness” March 13, 2013
- Next Committee-Sponsored Event: Compensation & Benefits Summit, February 27, 2013

## 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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Erika Johnson, Survey Committee Chair, Towers Watson

## **Survey Participation: What's New, Practical Tips & Sample Approaches**

## Four key attributes have established the survey as *the* local resource for compensation data

### Participant Base

- Largest in the Metro Area
- High repeat rate
- Representative of diverse industries

### Breadth & Depth of Jobs Surveyed

- 25 job families
- 131 job tracks
  - 512 jobs

### Governance & Partnerships

- Independent survey administrator
- Tended by local professionals
- Established partnerships with local stakeholders

### Supplemental Data

- Policies and practices
- Federal Government section
- Job family “roll-ups”



## The survey continues to evolve in response to your needs

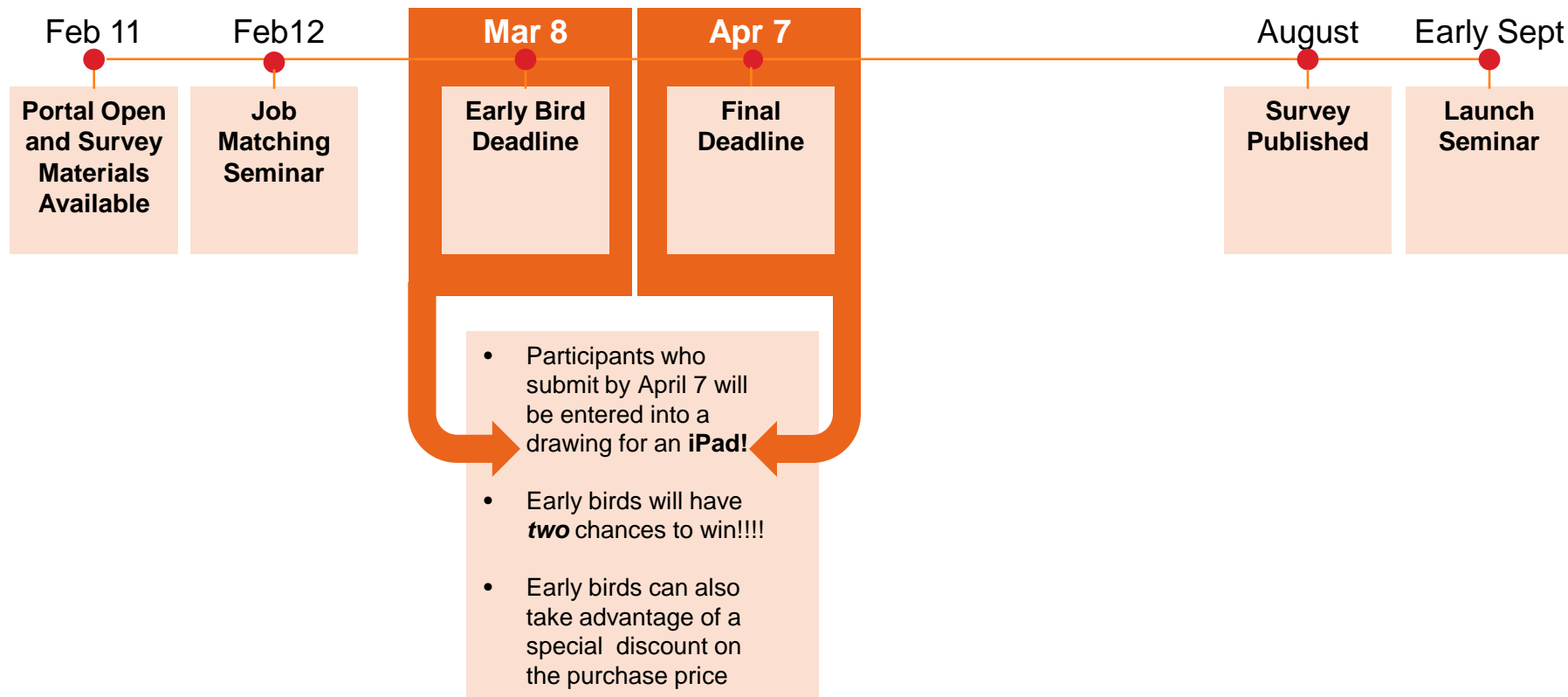
### New

- Business Intelligence family
- Chief Security Officer
- Nurse Level II

### Updated

- Program/Project Management job family
- Information Technology job family
- Nurse Levels I and III

## New participation deadlines have been established





# Our suggested approach will ensure a quality submission

## 1. Prepare

**Essential for a smooth process**

- Review key dates
- Review participation materials
- Engage the right resources

## 2. Complete Profile & Policy/Practices

**Critical for results reporting and context-setting**

- Use reasonable estimates

## 5. Quality Review & Submit

**Garbage in, garbage out?**

- Consistency/quality of responses
- Feedback to committee

## 3. Review Benchmarks

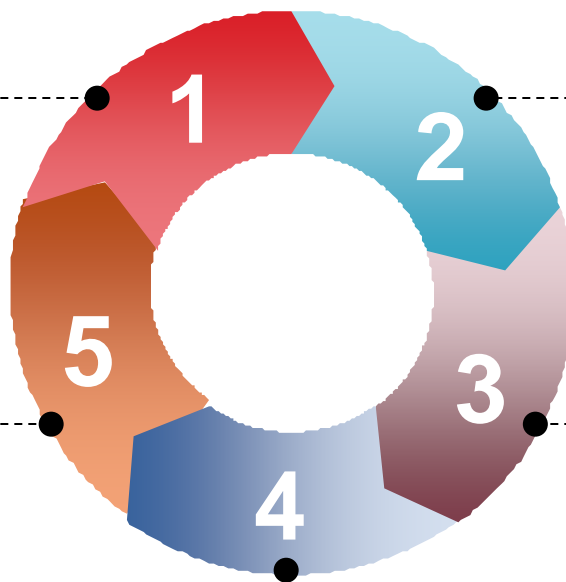
**Focuses data collection**

- Understand job hierarchy and leveling construct
- Gather documentation

## 4. Job Matching

**Where the “art” comes in**

- Consider the 70%-80% rule
- Sometimes “no match” is the right answer

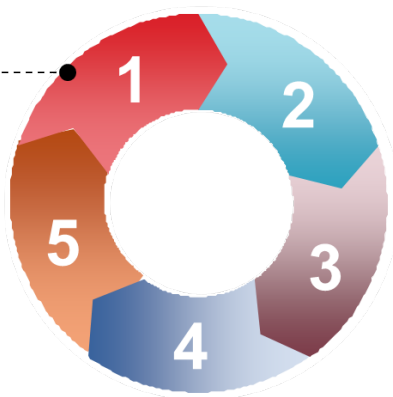


## Step 1: Prepare

### 1. Prepare

Essential for a smooth process

- Review key dates
- Review participation materials
- Engage the right resources

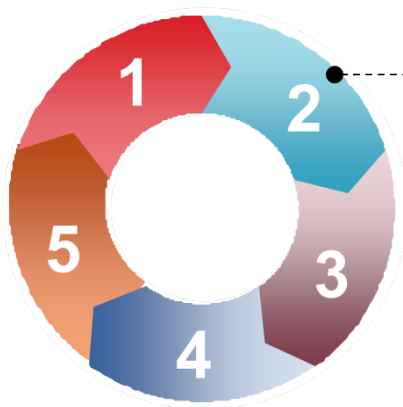


### Analyst Tip:

You may not have all the answers – ask your HRIS colleagues (to extract data), Finance (for company profile information) or HR Generalists/line managers (for job content) for their help.

- Preparation is key to ensure you:
  - Meet the established deadlines
  - Understand the different parts of the survey and what kind of information is being surveyed
  - Engage the right resources from the beginning
  - Have sufficient time to not only gather data, but perform a quality review of your submission

## Step 2: Complete Company Profile & Policy/Practices



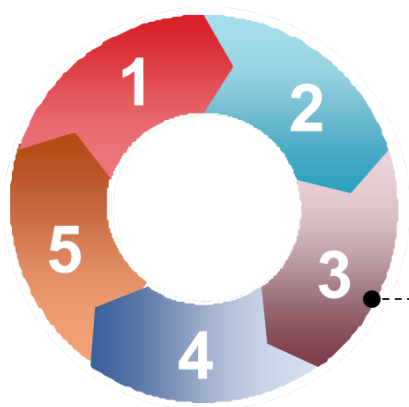
**2. Complete Profile & Policy/Practices**  
Critical for results reporting and context-setting  
• Reasonable estimates are fine

### **Analyst Tip:**

If you don't know the answers to some of the profile questions, try reviewing your company's Annual Report or Form 990. Revenue size, employee counts, etc. are often found in these publications and tend to be publically available on your organization's web site.

- The company profile is more important than you might think
  - Establishes the different survey scope cuts
  - Comprises the participant demographics
- The policy and practices section can be the most time-consuming part of the survey
  - Reasonable estimates or typical practice will suffice
  - Remember, answer based on the predominant practice in the metropolitan area

## Step 3: Review Benchmarks



### 3. Review Benchmarks

#### Focuses data collection

- Understand job hierarchy and leveling construct
- Gather documentation

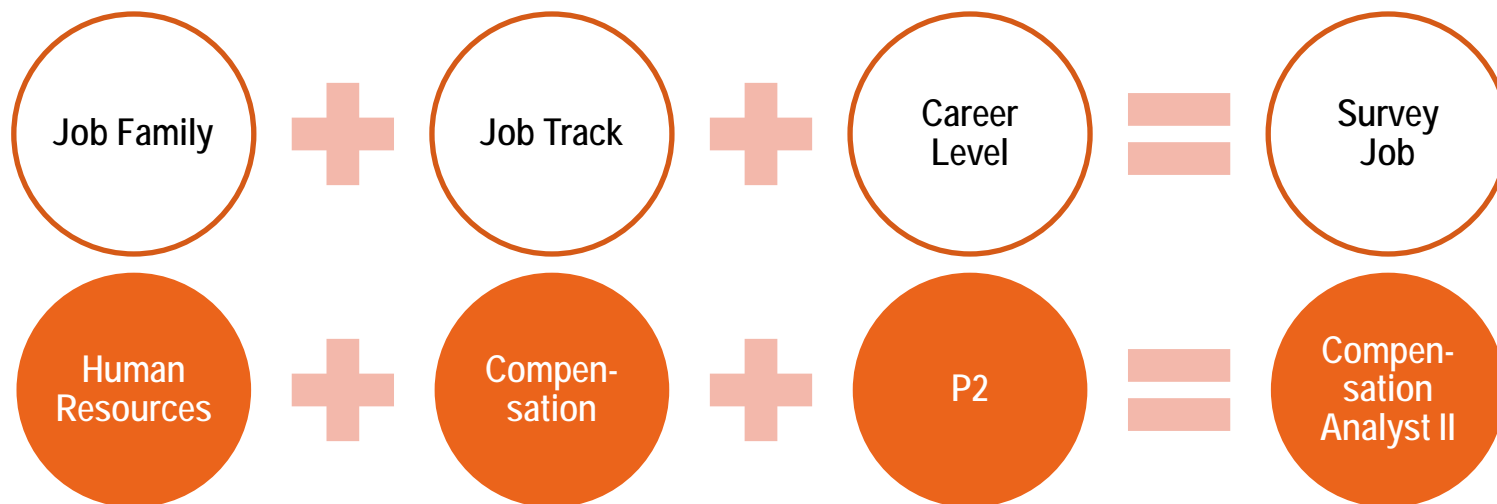
#### **Analyst Tip:**

Internal leveling can mean several things – established grades or bands, certain titling conventions, etc. If you are confident that your internal levels are relatively stable, then establishing parallels with the survey levels can be a great time-saver in Step 4.

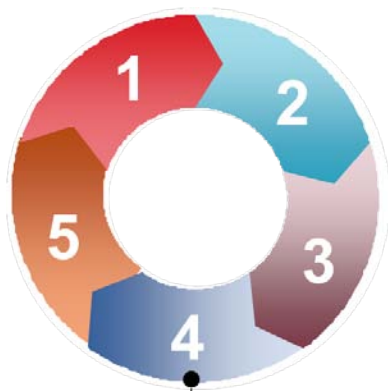
- Read through all the survey benchmark jobs
  - Pay close attention to the job hierarchy and leveling construct
- Then, examine your organization's job catalog to focus your matching and data gathering
  - Draw parallels where possible to your internal leveling
  - Gather job documentation if missing or if you do not have a good understanding of the job's main function
    - May require interviews with line managers

## What do we mean by job hierarchy and leveling?

- Each survey job is defined as a unique combination of a job family, job track and career level
  - Job Family: A discrete area of functional or professional activity
  - Job Track: An area of career focus within a job family
  - Career Level: The level of responsibility or complexity at which the duties within a job track are performed



## Step 4: Job Matching



### 4. Job Matching

#### Where the “art” comes in

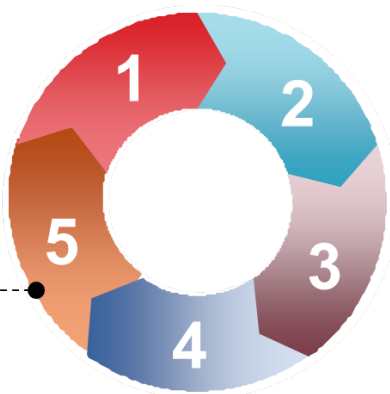
- Consider the 70%-80% rule
- Sometimes “no match” is the right answer

- After you have a good understanding of the survey benchmarks and the job content you have gathered, begin recording your job matches to the survey
- Record only jobs that are at least a 70% to 80% match against the survey benchmark
  - Identify the fundamental nature of the work and assess whether the most important aspects of the job are a match:
    - Primary tasks
    - Major areas of knowledge, skills and abilities critical to the job
    - General level of responsibility and organizational impact
    - General level of training and experience required
  - You will never match all of your jobs, but match as many as you can

### **Analyst Tip:**

This is key – don’t let your internal titles mislead you – compare job content to job content. Also, sometimes data like department names, organization structure, etc. will provide additional matching clues

## Step 5: Quality Review & Submit



### 5. Quality Review & Submit

#### Garbage in, garbage out?

- Consistency/quality of responses
- Feedback to committee

- Quality Review Checklist
  - Any duplicate matches?
  - Were you consistent in matching levels?
  - What high-incumbent jobs were you unable to match? Have you considered all available families?
  - Is your data in the right format?
  - Have you limited your submission to the metropolitan area only?
  - Did you provide feedback to the committee?

### Analyst Tip:

Sometimes we bias our matches based on where jobs “sit” in our own organization. Take a broader view -- a job in your HR department may actually match best to a job in the Management Services & Research job family. Or, a Budget Analyst may exist in other departments outside of Finance – have you matched them all?



Peter Delate, Survey Committee Member, Independent Contractor

## **Matching Conundrums: Sample Scenarios & Clues for Making the Right Match**



## Scenario 1

Industry: Software Developer

Title: Project Manager

Department: Human Resources

Reports to: VP, HR

Manages projects from inception through planning, analysis, design, implementation, and transition. Develops project plans, team objectives and assignments. Delivers solutions on schedule and within budget in support of service innovations, organizational and process changes/enhancements. Leads project teams by developing and coordinating work plans, schedules, milestones, deliverables, and training. Manages contract administration and execution. Communicates and advises management on project plan and changes to direction, approach, or priorities based on changing business requirements, circumstances, new information and/or budget considerations. Bachelor's degree in Management, Business or related field and 5 years in project management including experience leading complex functional or cross organization projects. Knowledge of both theoretical and practical project management methodologies, project lifecycles, business requirements analysis, change management and strategic planning required. Experience must include relationship-building, influencing and effective conflict resolution. Project Management Professional (PMP) certification is a plus. Must be proficient in Microsoft Project.

Scenario 1: Which job family is most likely to contain a match?

- A. Human Resources
- B. Program/Project Management
- C. Information Technology
- D. Not-for-Profit

## Scenario 1: Which job track best fits this job?

- A. Program/Project Management (Technical/Scientific)
- B. Proposal Development
- C. Program Services
- D. Program/Project Management (Non-Technical)



Scenario 1: Which career level reflects the most accurate match?

- A. Manager (Program Manager)
- B. Professional Level 5 (Project Manager III)
- C. Professional Level 4 (Project Manager II)
- D. Professional Level 3 (Project Manager I)

## Scenario 2

Industry: Not-for-Profit

Title: Accounting & Payroll Manager

Department: Finance

Reports to: Executive Director

Manages the accounting and finance functions for the organization. Oversees the general ledger, receivables, payables, credit and collections for the organization. Develops the organization's budget and compiles, analyzes and reconciles financial data. Provides ad-hoc analytical support to the Executive Director. Manages the biweekly payroll process including vendor management. Works with outside accountants and auditors to meet financial reporting obligations.

Bachelor's degree in Accounting or related field; CPA is required. Advanced Excel and Microsoft Office skills are required as is the ability to create, modify and work with Pivot Table functionality and create and generate reports from budgeting and financial reporting applications.

Scenario 2: Which job family is most likely to contain a match?

- A. Accounting & Finance
- B. Not-for-Profit
- C. Executive
- D. Management Services & Research

Scenario 1: Which job track best fits this job?

- A. Accounting
- B. Payroll
- C. Financial Analysis & Reporting
- D. Financial Planning & Budgeting

Scenario 1: Which career level reflects the most accurate match?

- A. Director (Controller)
- B. Manager (Accounting Manager)
- C. Executive (Chief Financial Officer)





Angelo Kostopoulos, Survey Administrator, Akron, Inc.

## **The Logistics: Participation Portal and Getting the Most Out of the Web Tools**

# Logistics

## Getting Started

- Existing participants will receive an e-mail indicating the portal has opened
- Open as of 2/12/13
- Portal address

<http://survey.akroninc.net/hrancaportal/>

- New participants
  - Send an e-mail to [survey@akroninc.net](mailto:survey@akroninc.net) to receive log-in credentials

## Portal/Submission Training

- Akron will be offering supplemental mini-webcasts for those who need additional guidance in accessing and using the portal
- Registration and log-in instructions will be available here:

[www.hra-nca.org](http://www.hra-nca.org)

## 2012 HRA-NCA Compensation Survey

### Section 1 - Compensation Policies and Practices

- Budget / Pay Increases
- Non-Cash Awards
- Incentive Cash Compensation (Variable Pay)
- Shift Differentials and Other Pay Practices
- Bonuses
- Employee Turnover
- Severance Pay
- Security Clearance
- Hours Worked and Overtime Calculations
- Target Compensation Philosophy and Job Evaluation
- Salary Structure
- Organization of the Compensation Function
- Performance Management

### Section 2 - Incumbent Salary Data

- Option 1 - Upload your Excel File if you completed your salary data in Excel.  
(Recommended if you have more than 20 incumbents and/or wish to enter data for jobs in multiple zip codes)
- Option 2 - Enter Incumbent Salary Data Online

When finished, be sure to [Proceed to Comments and Suggestions](#) to SUBMIT your data

#### Useful Links

- [Participation Instructions](#)
- [2012 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](#)
- [Job Level Descriptions](#)
- [Matrix of Job Levels & Job Tracks](#)
- [New Jobs to Old Jobs Cross Reference](#)
- [Old Jobs to New Jobs Cross Reference](#)



Erika Johnson, Survey Committee Chair, Towers Watson

## **Wrap-Up**

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# Questions?



# Compensation Survey Committee

## Volunteer Members

- Pamela Smith, Director of Surveys and HRA-NCA Board Member
  - National Association of Home Builders
- Erika Johnson, Chair, Compensation Survey
  - Towers Watson
- Alan Chvotkin, Partner
  - Professional Services Council
- Peter Delate – Committee Member
  - Independent Contractor
- Renie Fellers, CCP, HRP, PHR – Committee Member
  - CACI
- Suzanne Goulden, CCP, PHR, Committee Member
  - American Society of Clinical Oncology
- Anna Liu, CCP, Committee Member
  - Navy Federal Credit Union
- Mike Kostrzewa, Ph.D., Committee Member
  - People Productivity Sciences Inc.
- Sara Singmaster, CCP, Committee Member
  - Freddie Mac
- Karen Uhler, CCP, SPHR, Committee Member
  - Independent Contractor

## AKRON, Inc. Survey Team

- Angelo Kostopoulos
- Gloria Gallo
- Bryan Williams
- Pete McLaughlin
- Andrew Schierholz

*Questions for any of the committee members or the Akron team can be submitted by e-mail to [survey@akroninc.net](mailto:survey@akroninc.net) Or, you may call Akron at [\(202\) 745-0400](tel:(202)745-0400)*