

Project Details

Steps	Approach	Outcomes
<p>Project Kick-Off Conduct a working session to discuss project process, establish an initial schedule, deliver list of information needed, discuss internal communications, and firm up immediate next steps.</p>	<ul style="list-style-type: none"> Review project process, roles and timing Identify potential benchmark needs and surveys Discuss data to be collected Review job/information to be collected to include recruiting and/or retention market for each position Gather key job background and unusual situation information Discuss internal communications content and tone Discuss perceived and intended market strategy Learn any suspected compensation program administration issues Discuss other communication, if any (e.g., Board) 	<ul style="list-style-type: none"> Understanding of organization and key job/role issues Detailed project plan, including key communication points Defined process for collecting job/role information
<p>Collect Data Collect internal and external data (position information, market matching background info, surveys).</p>	<ul style="list-style-type: none"> Collect job/role information, including current salary and bonus, job responsibilities (job descriptions), time with organization, time in current position, recruiting geographic considerations Acquire surveys 	<ul style="list-style-type: none"> Internal data and external market data sets for conducting market pay level benchmarking
<p>Market Pay Benchmarking and Impact Analysis Using published surveys and job descriptions, gather market pay information. Compare current pay levels with market pay levels. Analyze and make recommendations on strategy and adjustments.</p>	<ul style="list-style-type: none"> Identify market data matches for each job Analyze pay against market by job Analyze market tenure against incumbent tenure Recommend appropriate overall market strategy based on findings Analyze internal equity issues (gender, race, etc.) Analyze and recommend pay or title adjustments Conduct impact analysis of market findings at three levels – individual, department, organization In a working session, provide initial findings for individual positions, department relationship and organizational trends 	<ul style="list-style-type: none"> Identification of market pay source for each job (to be used for current benchmarking and for future benchmarking to keep salaries up-to-date) Assessment of current pay versus the market by position

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FLSA Testing	<ul style="list-style-type: none"> For identified positions, conduct FLSA testing to determine exempt/non-exempt status for each position 	<ul style="list-style-type: none"> Positions appropriately classified according to FLSA
Design New Structure Using market data, recommend market strategy, design new structure, and place positions within structure.	<ul style="list-style-type: none"> Review market data to determine potential structure options Recommend strategy and structure 	<ul style="list-style-type: none"> Framework for determining internal/external equity adjustments Basis for making decisions about implementation and communication
Design New Pay Administration Process and Manual Develop general pay administration process, policies, and procedures.	<ul style="list-style-type: none"> In a working session, gather pros and cons of existing administration pay practices, review general pay administration policies and procedures, and report on any recommendations for changes in pay administration policies and procedures Review general pay administration policies and procedures Develop pay administration manual 	<ul style="list-style-type: none"> Pay policies and procedures verified against market practices Adjustments to practices implemented for future health of compensation program
Recommend New Job Titling Structure	<ul style="list-style-type: none"> Analyze current job titling structure against comparable organizations Recommend job titling strategy and structure 	<ul style="list-style-type: none"> Recommend job titling structure with market based rationale
Implement New Salary Structure Develop implementation and communication plan (including supporting materials). Deliver final reports, support and/or conduct employee and manager communications. Wrap up study.	<ul style="list-style-type: none"> Prepare and deliver final reports summarizing findings and implementation Develop and conduct communication/training session with managers on market findings and pay administration policies and procedures Prepare and deliver all-staff presentation Support and attend manager meetings with staff 	<ul style="list-style-type: none"> Salary adjustments, if any, completed or planned Managers and staff understand salary study outcomes