TIPS, TRAPS AND TRENDS

How to Attract Talent with an Effective Compensation Plan

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Employee compensation represents a significant portion of any business's operating expenses and, in not-for-profit organizations; there can be a high degree of scrutiny by regulatory agencies, stakeholders, donors, watchdog organizations, and the press. The portion of the budget that is allocated to salaries, if not directly program-related, can affect a public charity's **standing and ability** to attract funding. Therefore, it is a challenge to strike an appropriate balance in establishing a compensation program that supports an organization's ability to attract, retain and engage talented staff, demonstrates prudent fiscal stewardship, and produces desired bottom line results.

There are many factors that influence the design of a compensation program, but the ultimate goal is to:

- Align your compensation strategy with your organization's culture and values;
- Ensure your pay practices comply with federal, state and local laws and regulations;
- Attract and retain staff with the skills and experience necessary to fulfill your mission and maintain effective operations;
- Maintain internal equity and market competitiveness; and
- Motivate staff to be highly engaged and productive.

These tenets form the framework of your **compensation philosophy**[1], to which you should add the criteria for identifying the labor market(s) in which you compete.

[1] According to a 2015 report published by WorldatWork, 70% of organizations report having a written compensation philosophy that describes their approach(es) to compensation

TIP

Consider carefully who you compete with. Is the market comprised primarily of organizations in your industry sector, dependent on revenue/operating budget size or geographic location(s), or a combination of all these? Be sure to identify all those market components that influence your ability and need to pay.

TRAP

For many positions, the required skills are available in both the for- and not-for-profit markets. If you compare yourself only to other not-for-profit organizations, you may fail to be an attractive employer to a broader base of candidates who could apply their skills to enhance your organization's external profile and ability to attract funding and expand services.

TREND

Many not-for-profit organizations recruit a significant number of staff from the for-profit market and have established a weighting for the market data against which they benchmark. This percentage is dependent on the degree to which the skill set they recruit for is dependent on for-profit candidates. For example, a non-profit may recruit administrative support, accounting, IT and marketing/communications staff from a general blend of industry sectors; since these skills are not necessarily dependent on any particular sector, it may be appropriate to establish a 50%/50% weighting (50% to nonprofit market data and 50% to for-profit data). Another organization that primarily recruits scientists and researchers from the biotech/pharmaceutical industry may establish a higher percentage for the for-profit data since that is more reflective of their available labor pool.

Your compensation philosophy should also identify where your organization would like to target compensation relative to the market. As a general rule of thumb, many employers target the market **median**[2] as a reference point in establishing their salary range midpoints, with a range of salaries below and above that point to recognize market value. Employees meeting minimal qualifications for a job are usually paid at the minimum and those who have significant experience and tenure in a role may be paid between midpoint and maximum of the salary range.

TIP

Examine your workforce. Are there segments of your employee population that are especially important to the fulfillment of your mission and driving revenues? If you are a service provider dependent on fees for service, it may be appropriate to consider establishing a target above the market for staff who delivers those services to ensure you are able to attract and retain them. Likewise, if you are primarily a fundraising organization, it may be appropriate to target compensation somewhat above the market for key fundraising staff.

TRAP

Don't lock your organization into a single market target. As noted in our tip above, it may be appropriate to establish different targets for different segments of your workforce.

TREND

Many of the compensation philosophy statements we develop with our clients establish a flexible range for compensation, setting a target for salary range midpoints between the median and 75th percentile, depending on the availability of candidates with the skills, experience, and tenure required for successful performance.

[2] Median (or 50th percentile) is the middle value in the array of data – 50% are below and 50% are above. This is typically regarded as an accurate indicator of market value since it is not skewed by extreme values in the dataset, such as can occur with the market average. According to a 2016 report published by the Human Resources Association of the National Capital Area, 60% of nonprofit organizations target the median.

Job Descriptions form the bedrock of an effective compensation program. They identify the key responsibilities, outcomes and qualifications required for a position and are used to assess the relative internal value of jobs and to benchmark the job accurately in relation to those in the external market.

TIP

Ensure your job descriptions provide a concise, but complete, description of key responsibilities. It need not be a comprehensive list of every single duty, but should clearly identify key facets of the job, and the expected outcomes, that establish expectations for performance. It is useful also to describe a position's authority for setting, interpreting or modifying management policies, supervising others, making decisions, and managing budget to support an appropriate determination as to status under the Fair Labor Standards Act.

Job descriptions should clearly identify the minimal requirements for the job, including education or level of knowledge, experience, and any specialized skills (e.g. languages, software applications, etc.). They should also include a section on physical work requirements and the work environment to support compliance with the Americans with Disabilities Act.

TRAP

Job descriptions should be living documents; they should not be written once with the assumption that the job will remain static year over year. Duties evolve, as do the systems and processes by which tasks are performed. It is a best practice to ask employees and supervisors to review and update job descriptions annually, often as part of the performance review process.

TREND

Beyond duties, outcomes and requirements, many organizations now include a description of behavioral attributes or competencies that apply to a position. These help to align expectations and performance with an organization's culture and values. Examples can include such categories as: collaboration/teamwork, integrity, commitment to excellence, personal accountability/ownership, etc. By including these attributes and competencies in the job description (and job postings), an organization can better identify the most appropriate candidates for a job, make better hiring decisions, accelerate onboarding, and guide performance.

JOB EVALUATION

According to a 2015 report published by WorldatWork, 88% of organizations report having an established method of evaluating jobs for determining the appropriate grade level or band. Market pricing is the most prevalent form of job evaluation reported among all organizations; however, for not-for-profit organizations, it may not always be practical because of the expense of purchasing reliable sources of market data and the unique mix of responsibilities that may be assigned to a position. For those reasons, not-for-profit organizations may opt to use other job evaluation methods, depending on their size.

For small organizations, typically with fewer than 20 to 30 discrete job types, job ranking may be sufficient. In that methodology, it is typical to identify the lowest and highest level jobs within the organization, then ranking the others based on their relative impact and value.

In larger organizations, a more formal point factor job evaluation methodology may be appropriate. This methodology involves identifying a variety of factors that apply to all jobs across the organization. These might include:

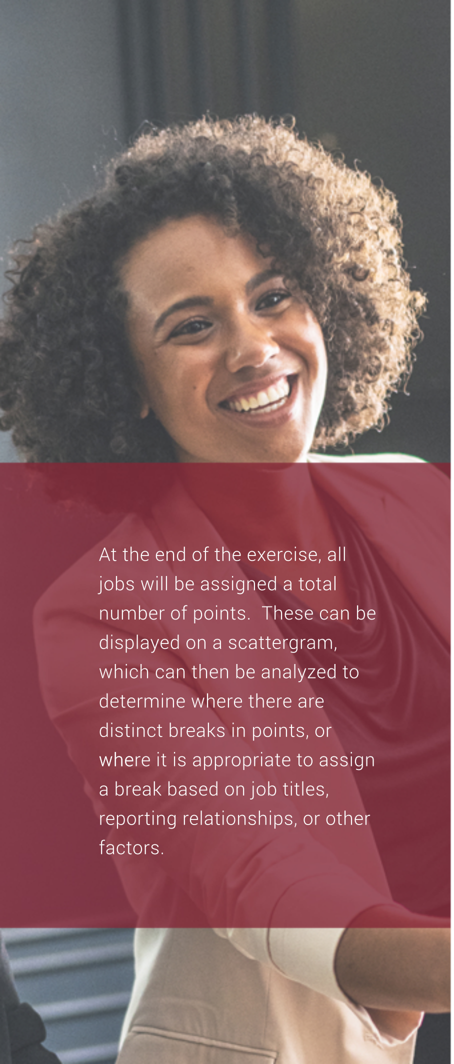
- Scope/complexity of work
- Decision-making authority
- Internal/external contacts
- Responsibility for managing/directing work
- Education
- Experience

Usually, a matrix is drawn up that describes each job factor at progressive levels within the organization from entry-level to senior executive. Each level is assigned a point value (see sample below). Job descriptions are then reviewed to determine the "best fit" level and the position is assigned a point value for that factor. If a position meets part of the definition for the next higher level, additional points can be awarded to better calibrate the results.

SAMPLE JOB EVALUATION FACTOR AND LEVELS, WITH POINTS

MANAGING/DIRECTING WORK (MAXIMUM 100 POINTS)

LEVEL 1 (10 POINTS)	LEVEL 2 (25 POINTS)	LEVEL 3 (40 POINTS)	LEVEL 4 (60 POINTS)	LEVEL 5 (80 POINTS)	LEVEL 6 (100 POINTS)
Employs the practices, processes and procedures necessary to accomplish assigned work duties. Monitors status of assigned work projects and advises supervisor. Work activities are coordinated with other staff and/or external partners.	Provides guidance to other staff in the performance of work functions. Assists in resolving minor obstacles to ensure timely delivery of work products. Coordinates work activities of other employees with activities performed by internal and/or external partners.	Interprets standards, communicates constructive feedback and guides others in developing their capacity to perform more effectively. Participates in planning and implementing work activities of direct reports, and contributes to the evaluation of results for assigned objectives.	Establishes work objectives and standards in support of program or operational goals. May monitor and conduct formal assessments of performance. Recommends new or modified systems or processes to increase effectiveness. Directs, monitors and coordinates activities of others to assure goals are met.	Directs and coordinates complex, multi-faceted programs or operations. Coaches others to develop their professional capacity and supervisory skills. Leads planning and implementation of program or operational goals and objectives and is accountable for ongoing assessment and evaluation of outcomes.	Plays a leadership role in translating the organization’s vision and values into planning and goals. Shapes and interprets policy to create and reinforce an environment consistent with mission, values and best practices. Directs and provides guidance in the development of long-term strategic plans.



At the end of the exercise, all jobs will be assigned a total number of points. These can be displayed on a scattergram, which can then be analyzed to determine where there are distinct breaks in points, or where it is appropriate to assign a break based on job titles, reporting relationships, or other factors.

TIP

Determine the most appropriate and meaningful way to classify jobs within your organization. That may be based on size, but also on your culture. Since job evaluation results in the placement of jobs into grade levels or bands relative to others, it is important that employees understand there is a systematic and valid approach in place – and that their classification is not determined subjectively.

TRAP

Don't be swayed by rater bias. It is important to remember that *it is the position, not the incumbent that is being evaluated*. Too often, evaluators can be influenced in their ranking by their knowledge or perceptions of the person holding a particular job. For that reason, it is sometimes useful to have a job evaluation team made up of representatives of several work areas. Their knowledge of the work performed in a given area can be valuable in informing the process, and they are more likely to challenge ratings they believe are inflated or deflated by personal bias.

TREND

In our experience, we see that more not-for-profit organizations are proactively sharing and validating job evaluation results with senior management to obtain their buy-in and normalize results. This ensures that, when the compensation program is rolled out, staff understands that this has been a deliberative and iterative process that is supported by their management, rather than a "back room" HR exercise.

MARKET PRICING

To ensure your compensation levels are competitive within your defined labor market(s), it is important to collect recent market data. To do so, organizations often participate in a variety of salary surveys. These are often conducted by professional associations and local affinity groups and the results are usually free or inexpensive. There are also surveys conducted by large consulting practices, such as Willis Towers Watson and Mercer. These are usually more expensive, even for participants, but are comprehensive in scope.

Internet resources may also be helpful, such as available job openings listings posted by peer organizations and job search websites such as Indeed, Monster, GlassDoor, CareerBuilder and Idealist. Some free web resources (e.g. GlassDoor and Salary.com) report salary data, sometimes self-reported by job holders, and these can be somewhat useful in testing the market. However, it is important to review the data carefully in context of what is reported in other sources specific to your industry sector and budget size.

As an alternative to these “do-it-yourself” options, anorganization might engage an independent compensation consultant to conduct the market analysis. While this may be more expensive, it assures a professional and credible approach to gathering, screening and analyzing the data.

For senior-level and executive positions in publicly-traded for-profit companies, compensation data will be reported on their proxy statements. For not-for-profit organizations, compensation data for officers, key employees and highly compensated employees are reported on IRS Forms 990 and, for private foundations, on IRS Form 990-PF. These also provide data on the value of employer-paid benefits and perquisites and are useful to assess the value of total compensation provided to senior staff.

TIP

It is important to collect market data for a representative sample of jobs across all functional areas and job levels within the organization. If a job evaluation methodology has been used to establish the relative internal value of jobs, it is not necessary to then market price every single job; however, it is useful to look at two to three titles in each job group to ensure you have sufficient information to determine an appropriate array of market values. We recommend identifying and utilizing at least four sources when gathering market data.

TRAP

Don't forget to "age" the data! External market data is collected and reported at differing times throughout the year. It is important to establish an effective date for your data, and then apply a pro-rated "aging" adjustment to ensure the data are up-to-date. We currently use 3.0% as an adjustment factor, based on annual salary increase trends reported in the United States and the local market. Information on annual salary increase trends is reported in a variety of on-line sources.

TREND

Many companies want to assess the competitiveness of their total compensation package; therefore, they also conduct an analysis of their benefits and perquisites to see how they compare to local market norms. As appropriate, this might also include a review of incentive opportunities. Once the comparative benefits analysis is complete, and any resulting changes to the benefits package implemented, companies often issue annual total compensation statements to inform staff how much employer-paid and mandated benefits and perquisites add to the value of their compensation package. These include premiums paid toward insurance coverage; Social Security/Medicare and retirement plan contributions; paid time off; mandated benefit (unemployment and worker's compensation), and any other special benefits (cell-phone, tuition reimbursement, etc.).

SALARY RANGES

After collecting market data, it is typical for organizations to establish salary ranges representing the span of pay opportunities available for each job grade. The first step is establishing a salary range midpoint, which is usually determined by calculating the average market value for each job that has been benchmarked within a group. This should be reflective of the market target established in the compensation philosophy statement. Often, it is the market median.

The “spread” from minimum to maximum may be dependent on the range of market values reported within a job group. If the data points are very similar, the range spread may be narrow; however, if there is wide divergence in the market value of similar jobs, the range spread will be much broader. Likewise, range spread may be reflective of a company’s work environment. For positions with rapid turnover or opportunities for advancement, the range spread may be narrow to maintain close proximity to market value. For other levels, in which incumbents are likely to remain for an extended period of time, a wider range spread may be appropriate.

The range *minimum* is the lowest level of pay for a given set of job skills and is typically the rate paid to new hires meeting minimal job requirements.

The range *maximum* is the highest authorized level of pay for a position, recognizing that there is a limit to the external value of any job. Typically, when an employee’s pay reaches the maximum, they are ineligible for further base salary increases until the range is adjusted higher. However, in some cases, performance that exceeds expectations may be rewarded with a lump sum payment instead.

TIP

The number of ranges in place within an organization is often aligned with its hierarchy. The more levels of hierarchy, the greater the number of salary ranges. It is no longer typical to establish a "grid" approach to ranges with a fixed rate of progression from midpoint to midpoint; rather, midpoints are more often established to reflect actual market value for a given group of jobs and the rate of progression between ranges is likely to be variable.

TRAP

Don't let your salary ranges stagnate! Salary ranges need to be updated periodically to reflect increases in the competitive market. This is typically done at least every other year, if not annually, by reviewing increases in the Consumer Price Index ("CPI") reported within the local market. Professional associations and other sources will collect and report on trends in salary range increases. Most recently, it is reported that salary range adjustments averaged 2.4% to 2.8% in 2017. A sure sign that it is time to update salary ranges is if it becomes difficult to recruit qualified candidates at existing range minimums, or if there is an increase in voluntary turnover attributable to low salaries.

TREND

To emphasize lateral career progression, rather than vertical, organizations may implement broadband salary structures. These are much broader than typical salary ranges (set at 40% to 50%); often with range spreads of 75% to 100%. In administering pay in a broadband structure, it is usual to have several related job titles in a single band (e.g. Junior Accountant, Accountant, Senior Accountant), with progression based on the acquisition of skills, experience, and certification, as well as demonstrated performance.

REWARDS

There are a number of approaches to recognize and reward performance. These are highly dependent on an organization's culture and work environment. Annual **cost-of-living adjustments (COLAs)** or **general increases** may be more prevalent in organizations in which employees perform largely similar functions and the culture is very egalitarian. Every employee who performs at a satisfactory level receives the same percentage.

Merit pay or **pay for performance** is the more prevalent approach, used to provide greater rewards to individuals or teams contributing most to organizational and departmental goals and objectives. Using this approach, it is important to clearly articulate key performance indicators and metrics and supervisors must be forthright in differentiating the levels of contribution of their individual staff members. With merit increases holding steady at approximately 3.0% for the past several years, typical merit increases range from 1.0% to 6.0% for top performers.

Using a combined approach, some organizations provide all staff with satisfactory performance with a general increase consistent with growth in the CPI or other local economic trends, and then give lump sum payments to high performing staff, usually representative of the top 5% to 10% of performers.

Bonus or Incentive payments are also a prevalent form of reward, even among not-for-profit organizations. Bonus payments for spot award or special recognition programs are usually discretionary lump sum amounts given to recognize outstanding accomplishments or contributions; the amounts are usually relatively small and may be given any time throughout the year. In a more formal incentive plan, payments are usually tied to a more systematic approach that establishes key performance goals and rewards at the start of a fiscal year reporting period. Results are often quantifiable and usually result in advancement of an organization's fiscal, operational, program or development goals. Payments are usually larger and are paid following an evaluation of annual results.

Incentive pay encourages continuous improvement in results or behaviors that support an organization's strategic objectives and priorities. Because they do not add to base salary, lump sum incentive payments can minimize incremental growth of the salary line budget and associated benefits costs. However, there are a few questions to ponder before considering the implementation of an incentive plan, particularly in a not-for-profit environment:

- Does an incentive plan "fit" within the context of the organization's mission and culture? A test of this would be to assess how an incentive plan would be viewed by the Board of Directors, clients, funders and other key stakeholders. In an organization dedicated to poverty relief or hunger relief, it may be difficult to justify incentive payments, whereas they may be common and accepted in other types of non-profits.

- Are organizational and individual performance objectives easily identifiable? These are usually drawn from an organization's mission statement, strategic plan, annual work plan and priorities.

- Are systems in place to support an incentive plan? These usually include a robust strategic and business planning process, where departmental, team and individual performance goals are clearly identified, along with measures of achievement. In addition, systems for ongoing monitoring, evaluation and reporting of results are required, as well as a mechanism for assessing and providing feedback on individual and team results.

Non-cash performance awards are also an option to recognize the contributions of staff below the executive and managerial level. Some examples include:

- **Thank-you note for a notable accomplishment**
- **"Spotlight" profile on the website or in the company newsletter**
- **Additional paid time off**
- **Access to training or developmental opportunities**
- **Meals or parties to recognize team accomplishments**

There is no limit to the types of non-cash awards that can be given: the key is to use them consistently to reinforce behaviors and productivity and ensure that they are in a form that is truly valued by your workforce.

TIP

Use multiple rewards strategies. In addition to an appropriate approach to delivering regular salary increases, consider the use of bonus or incentive pay to recognize significant staff or team contributions, and non-cash performance awards to reward behaviors and lesser accomplishments.

TRAP

Don't assume "one size fits all". Most organizations have multi-generational workforces and the rewards valued by one generation may be entirely inappropriate for another. Use staff focus groups to identify the most appropriate and meaningful ways to recognize contributions and apply them to the segments of your employee population where they will be most effective.

TREND

According to the Harvard Business Review (October 2016), it is estimated that more than one-third of U.S. companies are moving away from an annual performance appraisal model as their means of assessing performance and determining rewards. Instead, they are using more frequent, informal check-ins. This provides "real time" feedback on performance, allowing employee and supervisor to regularly discuss progress toward goals, identify barriers, correct performance deficiencies, and celebrate successes. Documentation is usually web-based and "rolls up" from check-in to check-in, with the result that any year-end write-up is a short summary of key accomplishments. Managers are then allocated a pool of funds to divide among their team members, based on the relative value of their accomplishments.

REGULATORY COMPLIANCE

To be effective, a compensation program must comply with applicable Federal, state and local laws. These are constantly changing and should be reviewed frequently. Key regulatory requirements include:

- **Minimum Wage Laws:** The Federal minimum wage for 2018 is $7.25 per hour; however, many states and municipalities have set higher minimum wage requirements. Check state and city Labor Department websites to ensure compliance with current and anticipated minimum wage requirements.

- **Fair Labor Standards Act:** Under the FLSA, those employees that are classified as non-exempt must be paid for overtime at a rate of not less than time and one-half their regular rate of pay for hours worked in excess of 40 per workweek. Federal exemption tests set a minimum salary rate of $455 per week for a position to be considered exempt, as well as a series of tests relating to a position's primary duties. However, states and cities may establish a higher salary threshold for a position to be considered as exempt. For New York City employers with 11 or more employees, the current rate is $975 per week, increasing to $1,125 per week as of December 31, 2018. Be sure to check state and city websites to ensure compliance; otherwise, your organization could be liable for paying overtime to employees who do not meet the salary threshold to be considered exempt from overtime provisions.

Equal Pay Act: Signed into law in 1963, the law requires that men and women in the same workplace be given equal pay for substantially equal work.

Title VII, ADEA and ADA: These laws prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability.

Internal Revenue Code Section 4958 - "Intermediate Sanctions" Regulations: Not-for-profit organizations are subject to regulations that prohibit transactions that provide excess benefits to disqualified persons within the organization, usually executive staff and any family members, beyond the value of services provided to the organization. It is a best governance practice to conduct a comparability study, examining base salaries and total compensation provided to executives relative to those reported for similarly situated executives performing similar responsibilities in similar organizations to determine that they are reasonable and not excessive.

These are just a few highlights of regulations applying to compensation and pay practices. States and local governments may have in place other laws and regulations so it is essential to stay up-to-date by reading professional journals, monitoring websites for information regarding current and emerging compensation legislation, and networking with legal professionals.

MORE THAN A TREND: BEST PRACTICES

Pay Transparency: Many more organizations are sharing information about their pay structures and practices. According to the 2012 Employee Engagement Index conducted by Kenexa, two important drivers of employee engagement are understanding how pay is determined and how to maximize pay.

The degree to which an organization shares compensation information depends on its culture, but it is good practice to provide managers and employees with an understanding of how pay levels are set and how pay decisions are made. At the least, employers should communicate to their workforce the steps taken to create job grades and salary ranges, discussing the process of job evaluation and market analysis – but not necessarily the specific results or findings. It may be helpful to share the organization's stated compensation philosophy and the types of organizations to which it compares itself. Beyond that, a number of employers report sharing an individual employee's salary grade and range, with an explanation of how they can progress through the range based on tenure, performance, and the acquisition of additional skills. Only a limited number of organizations report sharing the entire salary range structure for all positions.

Pay Equity: Much in the news lately is the issue of gender pay equity. According to the Bureau of Labor Statistics, full-time female employees earn only 83% of what full-time male employee earn. The Equal Employment Opportunity Commission recently settled a pay equity case against the University of Denver, where it was claimed that female professors were paid nearly $20,000 less than male professors, in violation of the Equal Pay Act and Title VII of the Civil Rights Act. Nike recently announced that more than 7,000 employees will receive raises after an internal pay review and, further, pledged to reflect goals for equal pay and workforce diversity in its compensation and management training programs. The New York Times reported in July 2018 that "more than 100… companies, including AT&T, Gap, Mastercard and Target have publicly pledged to review salaries annually and work to close gaps".

In addition, more than a dozen states and cities have prohibited reliance on salary history to set new employee pay rates, citing evidence that women start their careers at lower salaries than men and that their salaries continue to be depressed throughout their careers.

More and more of our clients are requesting an analysis of pay equity, considering gender, race, and age. This is done by comparing the salaries reported for staff in common job categories and identifying differences that appear to be based on the selected factors (gender, race and/or age). Where differences are significant, it is important to evaluate qualifications and experience the incumbents bring to the job. And where there appear to be legitimate instances of pay discrepancies that are attributable to gender, race or age, it is essential to make good faith efforts to rectify the disparity through salary adjustments.

Career Paths: Within the past three years, more and more of our clients are requesting assistance in developing clearly defined career paths to help their staff understand how they can grow with the organization and what it takes to progress. This supports better employee engagement as staff members will gain a better understanding of how they "fit" within the organization and how they can plan their future with it.

A first step is to "map" the logical progression of jobs, with any alternatives. For example, a Human Resources Generalist could potentially choose a path to specialize in recruitment or benefits administration (see sample chart below). It is useful to illustrate the lowest level position in a job family, and then identify those paths that are most likely available for the incumbent to pursue, depending on their interests and talent.

After developing the map, it is useful to identify the core responsibilities associated with each job, any supervisory or managerial authority, and the knowledge and the amount and type of experience required at each successive level. Last, we recommend identifying the key attributes required to move from one role to the next, such as acquisition of experience, demonstrated understanding of more advanced concepts, completion of outside coursework, and any certification that may be necessary for growth. Where progression to a senior level is available only due to attrition in that role, it is important to note that so as not to raise unrealistic expectations.

By mapping potential career paths and identifying the steps necessary to advance, employees gain a stronger sense of an organization's expectations and they can become more active participants in their career planning. They will see that promotion does not occur automatically after a set period of time, and better understand what they must do to acquire additional skills, training and knowledge. As part of the career planning process, we recommend that the performance monitoring process incorporate professional development goals and activities to support employees in their pursuit of advancement.

Executive Leadership: An effective compensation program is an ongoing process requiring attentiveness and adjustment. As the workforce changes and the systems and processes by which work activities are carried out evolve, the various components of the compensation program will need to be adjusted and updated. Supply and demand in the labor pool may shift as people pursue "hot skills", resulting in a glut in the market that "cools" pay levels. Lack of attentiveness to such factors and "letting HR deal with it" are simply not acceptable in managing something as important as staff compensation to an organization's ability to effectively conduct business.

Executive leadership must understand the dynamics involved in planning, implementing and administering an effective compensation program and assure that the necessary resources are allocated for its support. That includes "championing" initiatives that are necessary to assess and bolster the total compensation package so that the staff sees that management is involved and providing appropriate leadership and guidance.

TRAP

Boards of Directors, too, play a role – certainly in establishing an organization's compensation philosophy and in setting or monitoring the compensation for senior executives. As "organization managers", Board members have a fiduciary responsibility for ensuring the fiscal resources of the organization are used prudently, while ensuring executive compensation levels are consistent with the market to support the attraction and retention of talented leaders.

SUMMARY

We have identified some of the key components that comprise compensation programs, with a number of tips, traps, and trends that can assist in creating a truly effective program that will support staff engagement. This involves a holistic strategy that aligns compensation planning and delivery with organizational culture, values and priorities. Done effectively, the compensation program – with competitive base salaries, benefits and perquisites and rewards that appropriately recognize the needs of your workforce -- can be a significant contributor to employee engagement and participation.

ABOUT JER HR GROUP

We believe that human capital is the best capital of all.

JER HR Group is a leading human resource firm helping great companies, large and small, to be their best.

We provide:

- Compensation consulting, helping companies define a compensation philosophy, find the best solutions, and then make smart decisions every step of the way.
- Innovative recruiting and talent management strategies for senior and mid-management positions, helping you find the right professionals to take your organization forward.
- Change management, helping your company make the fundamental decisions that shape and guide what an organization is, where it is heading, and the actions to help the workforce get there.
- Leadership development and team training programs that directly impact your organization's culture, goals, and bottom line.
- Development of your internal HR infrastructure, strengthening of current HR functions, and external HR department support for short or long term needs.
- HR experts to help you retain, measure, develop, and provide career pathways for the people driving your organization to excellence.
- We help you create proactive HR policies and procedures, and if negative events and personnel challenges occur, as they sometimes do, we're by your side.

Let's talk about people, ideas, and solutions for your organization.

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