

Salary Data, Compensation Structures, and R&R Metrics
Understanding and Utilizing
Region VIII Health Center Market Statistics

Andrea Martin
CHAMPS Workforce Development
and Member Services Director

Lara Salazar, SPHR
MPCA Director of Workforce
Learning and Development

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12:30 pm – 2:00 pm Central Time




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Learning Objectives


- Understand the history and methodology of the Region VIII health center salary, benefits, turnover, and vacancy survey project
- Be able to utilize the most appropriate salary/benefits data and recruitment/retention metrics as presented in the **2012 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report**
- Understand how to use a variety of reported salary data to create and update market-based compensation structures



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POLL

Which title best fits your role at your organization?



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2012 Region VIII Health Center Salary, Benefits, Turnover, & Vacancy Survey & Report


Andrea Martin



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Goals – Region VIII Survey & Report

- Provide **market data** for crafting competitive salary/benefits packages
 - Industry/niche specific; Breakdowns for best fit
- Identify **workforce trends**
 - Specific to recruitment and retention; useful for health centers and PCAs



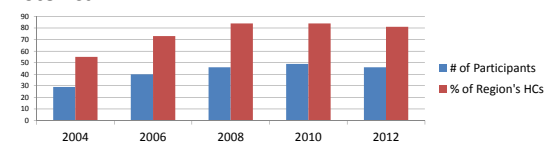
Complies with Federal Trade Commission and Department of Justice Statements of Health Care Antitrust Enforcement Policy



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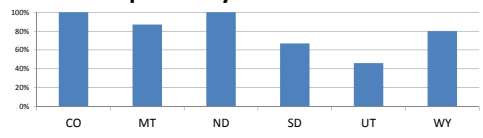
Region VIII Project Participation

Historical




Year	# of Participants	% of Region's HCs
2004	~30	~55
2006	~40	~70
2008	~45	~80
2010	~50	~80
2012	~45	~75

2012 Participation by State



State	Participation (%)
CO	~100
MT	~85
ND	~100
SD	~65
UT	~45
WY	~80



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2012 Participating Health Centers

TABLE 2: Annual Budgets of Less Than \$1,500,000
Number of Surveys: 7

State Summary	
Colorado	1 14%
Montana	2 29%
North Dakota	0 0%
South Dakota	1 14%
Utah	1 14%
Wyoming	2 29%
Number of HC Sites Summary	
One HC Site	6 86%
Two to Five HC Sites	1 14%
Six or More HC Sites	0 0%
Location Summary	
Urban	1 14%
Rural	4 57%
Frontier	2 29%
Urban/Rural	0 0%
Urban/Rural/Frontier	0 0%
Rural/Frontier	0 0%
Full Time Equivalents Summary	
LT 50 FTE	7 100%
50-140 FTE	0 0%
MT 140 FTE	0 0%

TABLE 3: Annual Budgets of \$1,500,000 - \$7,000,000
Number of Surveys: 19

State Summary	
Colorado	3 16%
Montana	8 42%
North Dakota	4 21%
South Dakota	2 11%
Utah	1 5%
Wyoming	1 5%
Number of HC Sites Summary	
One HC Site	3 16%
Two to Five HC Sites	11 58%
Six or More HC Sites	5 26%
Location Summary	
Urban	3 16%
Rural	6 32%
Frontier	6 32%
Urban/Rural	2 11%
Urban/Rural/Frontier	0 0%
Rural/Frontier	2 11%
Full Time Equivalents Summary	
LT 50 FTE	0 0%
50-140 FTE	4 21%
MT 140 FTE	15 79%

TABLE 4: Annual Budgets of More Than \$7,000,000
Number of Surveys: 20

State Summary	
Colorado	11 55%
Montana	3 15%
North Dakota	1 5%
South Dakota	1 5%
Utah	3 15%
Wyoming	1 5%
Number of HC Sites Summary	
One HC Site	0 0%
Two to Five HC Sites	6 30%
Six or More HC Sites	14 70%
Location Summary	
Urban	10 50%
Rural	2 10%
Frontier	1 5%
Urban/Rural	5 25%
Urban/Rural/Frontier	1 5%
Rural/Frontier	1 5%
Full Time Equivalents Summary	
LT 50 FTE	2 10%
50-140 FTE	8 40%
MT 140 FTE	10 50%

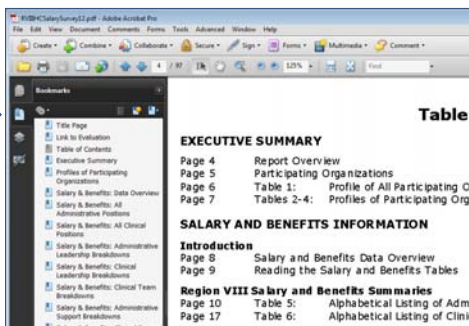
Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Report Components

- I. Executive Summary
- II. Salary and Benefits Information
- III. **NEW** in 2012:
Recruitment Metrics, Trends, and Needs
- IV. **NEW** in 2012:
Retention Metrics, Trends, and Needs
- V. Additional R&R Questions
- VI. Appendices

Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Report Navigation



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Salary & Benefits – What We Ask For

- **Report for ALL employees**
- **FTE:** Actual annual Full Time Equivalent (FTE)
- **Salary:** Annual wages and any bonuses or incentive compensation
 - NOT parking reimbursement, continuing education page, dues & licensure payments, relocation costs, etc.
- **Benefits:** Annual employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans
 - NO specifics within those parameters



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Salary & Benefits Data – What We Do With It

- **Data Cleaning and Preparation:**
 - All portions of tool completed
 - All salary/benefits data equalized to 1.0 FTE
 - Before and after equalization process, review data to identify possible reporting errors
 - Review positions reported as “Other”

Position Titles	FTE	Current Annual Salary	Current Annual Benefits	Date of Hire	Member of Executive Team?
Director, Executive/CEO	100.00	\$ 153,000	\$ 232,672	10/19/12	✓



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Report: Salary & Benefits Information

- **Executive Summary – Report Overview**
 - 4,700+ FTEs reported in 2012; 5,100+ employees
 - \$249.3 million in salary; \$54.3 million in benefits
- **Salary and Benefits Data Overview**
 - Largest groups of employees (MA – 749)
 - Highest paid (Physician – OB/GYN)
 - Benefits as % of Salary: **21.14%** overall in 2012
- **Salary and Benefits Data Tables**



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

2012 Salary/Benefits Tables

2004 - 2010 Reports ↓


Count	Actual FTEs	Low Salary	High Salary	Trim Mean	Average Salary	Average Benefits	Benefits as % of Salary
60	53.32	\$19,680	\$46,550	\$31,069	\$31,741	\$8,049	25.36%

2012 Report ↓

Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
46	41.69	\$25,614	\$27,356	\$31,200	\$33,477	\$38,267	\$44,189	\$8,970	26.79%

Always Provide **Average of All Incumbents** (All Individual Reported Employees)
NOT "Raw/Simple Average" (Average of Company Averages)

50th Percentile = Median **Average = Mean**




Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

2012 Salary/Benefits Tables

Tables 5 & 6: Alphabetical Listings of Administrative & Clinical Positions

POSITIONS	Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
TITLE - ALL	46	41.69	\$25,614	\$27,356	\$31,200	\$33,477	\$38,267	\$44,189	\$8,970	26.79%
Title - LT 7.5M	1	0.90	*	*	*	*	*	*	*	*
Title - 1.5M - 7M	11	10.09	\$27,350	\$29,918	\$31,200	\$31,522	\$36,172	\$37,440	\$9,187	29.14%
Title - MT 7M	34	30.80	\$25,368	\$26,842	\$31,200	\$34,084	\$40,446	\$45,117	\$9,125	26.77%

- Watch for positions grouped into "Other" categories
- Check for skew in sample:
 - >10% difference between median (50th PCTL) & mean (Average)
 - Example: **COORDINATOR, OPERATIONS – ALL**
 - Median: \$32,950 Mean: \$44,328 Difference: 34.5%




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2012 Salary/Benefits Tables

Tables 7-27: Breakdowns for Administrative & Clinical Leadership, and selected Clinical Team

- Breakdowns of data similar to Organizational Profiles:
 - Budget Range, Location, Number of Health Center Sites
 - ALSO includes **Number of Years Employed** and **Executive Team**

POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
Breakdown by Number of Years Employed							
LT Five Years Employed	14	10.67	\$172,952	\$164,068	\$25,036	15.26%	2.3
Five-Nine Years Employed	10	7.80	\$169,951	\$171,991	\$19,589	11.39%	7.4
10-19 Years Employed	14	12.30	\$192,895	\$179,337	\$23,816	13.28%	14.6
20+ Years Employed	2	2.00	*	*	*	*	*
10+ Years Employed***	16	14.30	\$195,657	\$184,431	\$25,625	13.89%	16.0
***Combination of data for 10-19 Years and 20+ Years							
Breakdown by Executive Team							
Executive Team Member	29	22.77	\$175,904	\$170,314	\$23,410	13.74%	8.3
Not Executive Team Member	12	10.60	\$173,004	\$176,692	\$23,543	13.32%	10.8



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2012 Salary/Benefits Tables

NEW in 2012 - Tables 28-29: Breakdowns for Select Administrative & Clinical Support Positions

- By Number of Years Employed only
- Those with 100 or more reported employees

Administrative:

- Billing Staff/Patient Accounts (148)
- Medical Records Clerk (141)
- Patient Representative/Financial Counselor (127)
- Receptionist/Front Desk/Appt. Clerk (449)

Clinical:

- Case Manager (164)
- Dental Assistant (247)
- Licensed Practical Nurse (123)
- Medical Assistant (748)
- Registered Nurse (231)



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2012 Salary/Benefits Tables

UPDATED in 2012 - Table 30: Comparison of 2010 & 2012 CHAMPS Region VIII Health Center Salary Data

- **2004-2010:** Compared "Trim Mean" figures from year to year
- **2012:** Compares 2010 Median (50th Percentile) with 2012 Median (50th Percentile)

Position Title	Region VIII			LT \$1.5M			\$1.5M-\$7M			MT \$7M		
	2010 Median	2012 Median	Chg.	2010 Median	2012 Median	Chg.	2010 Median	2012 Median	Chg.	2010 Median	2012 Median	Chg.
Title A	\$28,080	\$27,353	-2.6%	\$22,880	\$25,460	11.3%	\$27,623	\$27,040	-2.1%	\$28,288	\$27,518	-2.7%
Title B	\$68,307	\$63,118	-7.6%	*	*	n/a	\$54,246	\$58,531	7.9%	\$69,829	\$64,548	-7.6%



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2012 Salary/Benefits Tables

UPDATED in 2012 - Table 31: Comparison of Region VIII Salary Data with Other Recently Published Data

- **2004-2010:** Compared Average and Median data (based on source)
- **2012:** Compares Median data for all

State, Regional, & National Data Sources:

- Health Centers: CHAMPS (Region VIII), CCHN (CO), NWRPCA (Region X), NACHC (National)
- Other: US Bureau of Labor Statistics (Non-Profits), MGMA (Various Medical Organizations)



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

POLL

Does your organization regularly track any internal recruitment metrics?

(E.g., average length of recruitment, # of vacancies, % of accepted offers, etc.?)

Recruitment – What We Ask For

- Positions that are **challenging to recruit**
- Survey of **current vacancies**
 - **NEW** in 2012: Executive-Level and Provider/Mid-Level vacancies
 - Only those vacancies being recruited
 - Whether or not those vacancies are “continuously recruited”
 - Length of current recruitment cycle
- Staff **recruitment tools** that you would like to implement, and the resources needed to do so



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Report: Recruitment Information

- **Executive Summary – Report Overview**
 - 84% felt one or more positions had been challenging to recruit
 - Recruitment lengths increased from 2010 to 2012
- **“Recruitment Metrics”: Introductions, Data Highlights, Tables/Graphs**
 - Challenging Recruitment
 - Point in Time Vacancy Survey
 - Recruitment Needs
- **Additional R&R Questions**



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2012: Challenging Recruitment

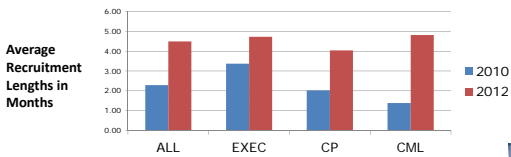
- **Physician – Family Practice without OB**
 - Most-often identified challenging position to recruit
- **LT \$1.5 M budget range:**
 - Medical Assistant tied with NP and FP w/o OB
- **\$1.5M-\$7M budget range:**
 - Nurse Practitioner tied with FP w/o OB
- **MT \$7M budget range:**
 - Family Practice WITH OB was most challenging



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

2012: Vacancy Survey

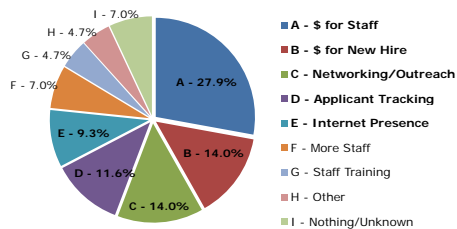
- **1.4 vacancies per organization**
- **56% of vacancies were “continuously” recruited**
- **Recruitment lengths (for “non-continuous” postings) increased between 2010 and 2012**



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

2012: Recruitment Needs

What do you need?



What do you need to make it happen?
Money, Buy-In



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

POLL

Does your organization regularly track any internal retention metrics?
(E.g., tenure, turnover, etc.?)

Retention – What We Ask For

- **NEW** in 2012: **Years of Service** (tenure)
- Positions that are **challenging to retain**
- Survey of **turnover by staff type**
 - Full-time and part-time permanent employees
 - Calendar year 2011
 - Average number of staff (not FTE) for each type, plus number of separations within each type
- Staff **recruitment tools** that you would like to implement, and the resources needed to do so



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

2012: Years of Service (Tenure)

- 5,104 participating employees
- Longest tenure: Executive Director/CEO (13.71 yrs)



*US Bureau of Labor Statistics
Employee Tenure Summary, Sept. 2012


**2012 Biennial NWRPCA Region X Health Center
Salary and Benefits Survey Report, Oct. 2012



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

2012: Challenging Turnover

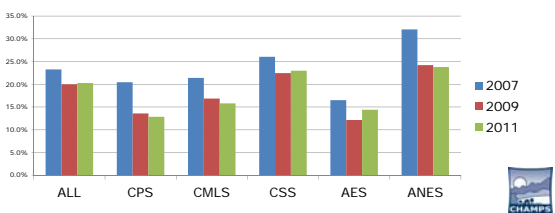
- **Reception/Front Desk**
 - Most-often identified challenging position with challenging turnover
- **LT \$1.5 M budget range:**
 - NP and Physician – FP w/o OB tied with Reception/Front Desk
- **\$1.5M-\$7M budget range:**
 - Physician – FP w/o OB tied with Reception/Front Desk
- **MT \$7M budget range:**
 - Medical Assistant was the most challenging (followed by Reception/Front Desk)




Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

2012: Turnover Survey

- Reminder: based on 2011 data
- Average Turnover of **20.3%** in 2011
 - Lowest: Administrative Exempt (14.4%)
 - Highest: Administrative Non-Exempt (23.8%)



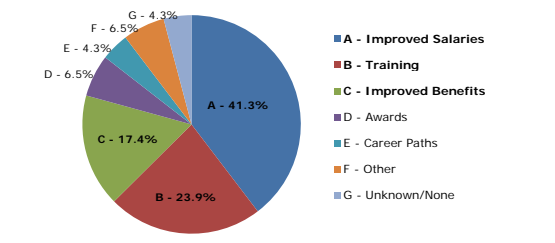
Category	2007 (%)	2009 (%)	2011 (%)
ALL	23.8	19.5	20.3
CPS	20.5	14.4	13.5
CMLS	21.5	16.5	15.5
CSS	26.5	22.5	23.5
AES	16.5	12.5	14.5
ANES	31.5	24.5	23.8



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12


2012: Retention Needs

What do you need?



Category	Percentage
A - Improved Salaries	41.3%
B - Training	23.9%
C - Improved Benefits	17.4%
D - Awards	6.5%
E - Career Paths	4.3%
F - Other	6.5%
G - Unknown/None	4.3%

What do you need to make it happen?
Money



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2012: Additional R&R Questions

- **Physician Differentials**
 - 37.8% of respondents pay differentials for physicians
- **Upcoming Salary Increases**
 - 79.5% are planning for increases (5/1/12-4/31/13)
- **Bilingual Compensation**
 - 20.5% of respondents provide extra compensation
- **Retention Bonuses**
 - Offered by 15.9% of respondents



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Creating a Market-Based Compensation Structure

Lara Salazar, SPHR



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

- Be able to utilize the most appropriate salary/benefits data and recruitment/retention metrics as presented in the **2012 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report**
- Understand how to use a variety of reported salary data to create and update market-based compensation structures

Learning Objectives

“Compensation is partly art and partly science.”


From SHRM article “Building a Market-Based Pay Structure from Scratch”, Rajiv Burman (principle author), SPHR, CHRP, CCP, CEB, VP HR Griffith Labs, USA, July, 2010



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

1. Disclaimer!
 2. The CHAMPS survey – a beautiful tool
 3. Market based compensation method
 4. Getting started
 5. How to design your compensation grid
 6. Implementing, Communicating, and Evaluating
 7. Updating your grid in between surveys


Overview



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- Senior Professional of Human Resources (SPHR) certified.
- I am not a compensation specialist, but comp. is part of the HR field of work.
- Worked with comp. specialist while HR director in a health center to better understand existing system.
- Studied and practiced designing simple compensation structures.
- With the Montana PCA, have helped several centers to create or update their comp. structures.

How am I Qualified?




Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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Steps:

1. Gather Background Information
2. Selecting Sources of External Market Data and Preparing the Data
3. Conducting the Market Data Analysis
4. Developing the Pay Structures
5. Calculating the Costs of Pay Structures
6. Implementation and Evaluation

Market-Based Compensation Structure Introduction




Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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- Defining the **compensation philosophy**
- What are the organization's **pay and total rewards strategies?**
- How will your pay structure **support the overall mission, culture, values, and strategies?**
- What best supports **attracting people** to the organization?
- Does compensation **motivate or relate to performance?**
- What best supports **retention?**
- What is your organization's **competitive market position?**
- What is your **ability to pay** the salaries you identify?

1. Start by Gathering Background Information




Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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- Market Lead**
Focuses on the 75th percentile of market
75th percentile is the mid-point of the range
- Market Match**
Focuses on the 50th percentile of market
Is the mid-point of the range
- Market Lag**
Focuses on the 25th percentile of market
Is the mid-point of the range


The Three Compensation Philosophies



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POLL

Has your organization established a pay philosophy?



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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- Determine your relevant market.
 - Industry
 - Budget
 - Geography
 - Most position matches
- Collect a survey or surveys.
- Salary survey examples:
 - CHAMPS Regional
 - CHAMPS State (additional purchase)
 - Bureau of Labor Standards (free)
 - MGMA
 - SHRM

2. Selecting Sources of External Market Data & Preparing the Data

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Montana Bureau of Labor Standards Wage Data Sample

Occupation Title	Group	Employment	Employment RSE per 1000 jobs	Location Quotient	Median Hourly Wage	Mean Hourly Wage	Annual Wage RSE	Mean Wage RSE	
Healthcare Practitioners and Technical Occupations	major	25,240	3.0%	59.381	1.01	\$25.71	\$31.01	\$64,500	2.0%
Chiropractors		190	8.7%	0.442	2.06	\$25.97	\$28.40	\$59,060	14.4%
Dentists, General		310	13.5%	0.730	1.03	\$49.98	\$57.50	\$119,590	12.3%
Dentists and Hygienists		190	6.9%	0.438	1.00	\$21.93	\$21.86	\$45,460	1.9%

CHAMPS Region 8 Salary Survey 2012

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

ADMINISTRATIVE POSITIONS	Count	Average PFR	50th PCTL Salary	60th PCTL Salary	70th PCTL Salary	Average Salary	75th PCTL Salary	80th PCTL Salary	Average Benefits	Benefits as % of Salary
MAINTENANCE / FACILITIES - ALL	54	39.42	\$16,731	\$20,894	\$26,680	\$22,283	\$33,419	\$39,441	\$5,407	24.3%
Maintenance/Facilities - LT 1.3M	1	0.53	"	"	"	"	"	"	"	"
Maintenance/Facilities - LT 3M - 7M	14	0.89	\$30,348	\$36,800	\$43,350	\$35,502	\$45,937	\$51,289	\$5,762	16.4%
Maintenance/Facilities - HF 7M	39	12.11	\$16,130	\$21,295	\$27,448	\$20,882	\$25,256	\$30,281	\$9,662	46.4%
MANAGER, CLINIC OPERATIONS (ADMIN.) - ALL	40	38.69	\$45,328	\$47,818	\$50,167	\$43,987	\$48,152	\$52,886	\$7,966	18.1%
Manager, Clinic Operations (Administrative) - LT 1.3M	1	1.00	"	"	"	"	"	"	"	"
Manager, Clinic Operations (Administrative) - LT 3M - 7M	8	3.68	\$45,445	\$48,444	\$51,451	\$55,122	\$61,241	\$66,470	\$11,457	20.7%
Manager, Clinic Operations (Administrative) - HF 7M	33	33.00	\$45,550	\$47,320	\$50,334	\$51,277	\$53,856	\$56,152	\$9,689	18.8%

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Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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- Selecting benchmark jobs
- Creating a market composite for each position
 - Can combine percentiles from more than one survey (from chosen market philosophy) to get a blended average midpoint
 - OR
 - Use the position average salary

3. Conducting the Market Data Analysis

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Benchmarking Jobs Example Using CHAMPS Salary Surveys

You can use the percentiles, the average salary, or a blend of survey salaries

Job Title	Surveys for Appropriate Market (BLS for comparison only, not included in aging or averages)	Percentiles CHAMPS Regional 2012 MT Trim Mean April 2010 9% (Budgets 1-7 Mill or average if not enough data available)	25th Percentile Midpoint (lag)	50th Percentile Midpoint (match/meet)	75th Percentile Midpoint (lead)	Average Salary for Budget Category	Living Wage for Flathead County http://livingwage.mt.edu/ One Adult, One Child = \$17.16 per hour One Adult = \$7.49
MA							
	CHAMPS Regional		24241	28059	31533	27,011	35,713
	CHAMPS MT	28044					15,579
	BLS Montana	29140					
Receptionists							
	CHAMPS Regional		23920	26100	28080	26,075	35,713
	CHAMPS MT	26834					3
	BLS Montana	28246					15,579
Admin. Assist.							
	CHAMPS Regional		25328	27148	30711	28,084	35,713
	CHAMPS MT	35270					15,579
	BLS Montana	26020					

POLL

What other types of organizations do you consider part of your market, and with whom do you “compete” for employees?




Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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- Creating job grades
- Using your established market philosophy (lead, match, lag)
- Calculating Range Spread, Ranges and Steps

4. Developing the Pay Structures



Salary Data, Compensation Structures, and R&R Metrics – 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
<p>Grade A = Receptionist Admin Assistant Medical Assistant (non-certified)</p> <p>Grade B = Receptionist/Scheduler 2 Billing Clerk Enrollment Clerk Data entry Medical Assistant (certified)</p> <p>Grade C = Billing Specialist Patient Account Rep. Medical Records Specialist Patient Visit Specialist</p> <p>Grade D = Billing Coordinator Front Office Coordinator Medical Records Coordinator Outreach Coordinator</p>			<p>After Evaluating Jobs and Job Descriptions, Establish Grade Structure</p>		

Job Title	Surveys for Appropriate Market (BLS for comparison only, not included in aging or averages)	Percentiles CHAMPS Regional 2012 MT Trim Mean Aged 2010 6% (Budgets 17 MB or average if not enough data available)	25th Percentile Mid-point (lag)	50th Percentile Midpoint (match/meet)	75th Percentile Midpoint (lead)	Average Salary for Budget Category	Living Wage for Flathead County http://livingwage.mt.edu/ One Adult, One Child = \$17.16 per hour One Adult = \$7.49
MA							
	CHAMPS Regional		24241	28059	31533	27,011	35,713
	CHAMPS MT	28044					15,579
	BLS Montana	29140					
Receptionists							
	CHAMPS Regional		23920	26100	28080	26,075	35,713
	CHAMPS MT	26834					15,579
	BLS Montana	28240					
Admin. Assist.			25328	27148	30711	28,084	35,713
	CHAMPS Regional						35,713
	CHAMPS MT	25270					15,579
	BLS Montana	26020					


Recall that we benchmarked salaries for several positions.....

Grade	Jobs in Grade	25th Percentile Mid-point (lag)	50th Percentile Midpoint (match/meet)	75th Percentile Midpoint (lead)	Average Salary for Budget Category	Living Wage for Flathead County http://livingwage.mt.edu/ One Adult, One Child = \$17.16 per hour One Adult = \$7.49	Market Philosophy	Entry	Midpoint	High/Cap	Range Spread
Grade A	Receptionist										
	Administrative Assistant	24496	27102	30108	27,057	35,713	Lag	20,404	24,486	28,587	40%
	Medical Assistant					15,579	Meet	22,576	27,102	31,628	40%
							Lead	25,080	30,108	35,136	40%
							Living Wage Adj.	35,713	42,213	49,895	40%
Grade B	Order Eligibility Coordinator	30923	34545	38067	34,741	35,713	Lag	25,769	30,923	36,087	40%
	Licensed Practical Nurse					15,579	Meet	28,776	34,545	40,314	40%
							Lead	31,710	38,067	44,424	40%
						Living Wage Adj.	35,713	42,213	49,895	40%	

Now we can "bundle" positions we have evaluated for similarity in salary into Grades.....

POLL

Are your pay increases based on flat increments each year, or are they tied to performance?




Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

Gather Background Information	Selecting and Preparing Data	Conducting Market Data Analysis	Developing Pay Structures	Calculating Cost of Pay Structures	Implementation and Evaluation
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- Policy development
- Communication
- Transparency
- Training
- Evaluation
 - Employee and manager feedback
 - Ability to attract and retain
 - Exit interviews
 - Sustainability of wages over time


6. Implementation and Evaluation



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

- Placement: 2.5% “credit” for each year of additional education and years of experience
- Movement along your grid depends on your policy.
 - Flat increase not associated with performance
 - Performance, based on your formula for increasing based on achievements.


Placement versus Movement



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

- Wise not to use data more than 2 years old
- Research showed in 2007 that wages were moving, on average, about 4% per year.
- Economic factors arose in 2008, so can gauge by COLA and market data


Aging Survey Data



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12

- Compensation Philosophy
- Relevant Market
- Salary Surveys in Relevant Market (CHAMPS)
- Benchmarking
- Constructing Pay Ranges and Grades
- Implementing, Communicating and Evaluating


Summary



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12


- CHAMPS: www.champsonline.org
- Bureau of Labor Statistics: www.bls.gov (include example of state data)
- Medical Group Management Association: www.mgma.com
- American Society of Healthcare Human Resources Administration: www.ashhra.org
- Society for Human Resource Management: www.shrm.org
- Salary.com: www.salary.com
- "How to Build a Market-Based Compensation Structure From Scratch" SHRM Article, July 2010: www.mtpca.org/PublicAccessResources.htm

Resources




Salary Data, Compensation Structures, and R&R Metrics - 12/05/12


Questions?



Salary Data, Compensation Structures, and R&R Metrics - 12/05/12



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