

HEALTH WEALTH CAREER

**ATLANTA AREA
COMPENSATION
ASSOCIATION**
APRIL 12, 2016

PETER BOK
PRINCIPAL
MERCER-ATLANTA



AGENDA

INTRODUCTIONS

CHALLENGES AND RESOURCES AVAILABLE

DATA OFFERINGS

Q&A

THE HUMAN RESOURCE PROFESSIONAL COMPENSATION CHALLENGES...

Competitive and quickly changing industry or market - may need help driving growth within workforce.



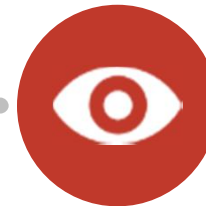
Understand your market position in order to attract, motivate, and retain the *right* talent.



Cost pressures as it relates to staffing, technology, and the purchase of survey data.



Determining what HR policies and underlying practices are **prevalent and valued** by employees.



Uncovering the information required to **determine competitive position** within an off-the-shelf source.



Ability to **capture and utilize all of your surveys and benchmarks** in one place.

THE HUMAN RESOURCE PROFESSIONAL ADDITIONAL CHALLENGES...

“How do we know if we have the **right people** in the **right jobs**, at the **right location**, at the **right price**, at the **right time**?”

“We need to move around our key talent, how do we **manage our expat program** efficiently and effectively?”

“Are my employees **engaged and productive**?”

“Are my comp and benefits rewards packages **competitive** enough to attract and retain the best people?”

“Do I understand my **workforce needs**?”

“Am I paying my **best performers**?”



THE COMPENSATION PROFESSIONAL CONSTANTLY BEING ASKED TO...

COMPARE TO THE
COMPETITION

MAXIMIZE SALARY
BUDGETS

ATTRACT TALENT AND
REDUCE EMPLOYEE
TURNOVER



THE COMPENSATION/HR PROFESSIONAL CONSTANTLY BEING ASKED TO...

COMPARE TO THE **COMPETITION**

1. FIND THE APPROPRIATE MARKET DATA SOURCES
2. ANALYZE/MATCH YOUR ORG'S POSITIONS TO MARKET POSITIONS
3. COMMUNICATE FINDINGS TO MANAGEMENT/ EXECUTIVES
4. MAKE ADJUSTMENTS
5. IMPLEMENT LONG-STANDING PROGRAMS

MAXIMIZE SALARY **BUDGETS**

1. PARTNER WITH FINANCE
2. DEVELOP APPROPRIATE MERIT/INCENTIVE PROGRAMS BASED ON MARKET ANALYSIS AND COMPANY STRATEGY
3. COMMUNICATE RECOMMENDATIONS TO HR PARTNERS AND LINE MANAGERS

ATTRACT TALENT AND REDUCE EMPLOYEE **TURNOVER**

1. HIRE THE RIGHT PEOPLE AT THE RIGHT "PRICE"
2. PAY FOR PERFORMANCE
3. RETAIN KEY EMPLOYEES
4. MANAGE THOSE THAT DO NOT MEET EXPECTATIONS

**HOW CAN THIS BE ACCOMPLISHED WITH
EXISTING/AVAILABLE RESOURCES?**

RESOURCES AVAILABLE TO THE HR PROFESSIONAL



—
LOCAL,
NATIONAL, AND
GLOBAL DATA
—



—
INNOVATIVE HR
TECHNOLOGY
—



—
CONSULTING
INSIGHTS AND
SERVICES
—

INFORMATION SOLUTIONS CORE DATA AVAILABLE

LOCAL, NATIONAL
AND GLOBAL DATA

INNOVATIVE HR
TECHNOLOGY

CONSULTING
INSIGHTS AND
SERVICES



COMPENSATION

Utilize competitive compensation offerings available for attraction and retention of key talent



BENEFITS

Compare and benchmark against the marketplace; advising on cost effective and high value plans .



WORKFORCE METRICS

Understand competitiveness of cost, turnover, and productivity to improve future success.



HR INSIGHTS

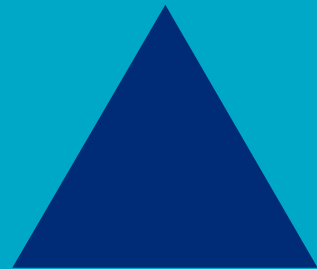
Support strategy, policies, and practices with practical and hard-to-find advice.



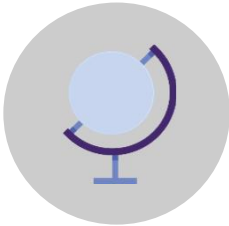
GLOBAL MOBILITY

Establish, manage, and maintain fair and accurate assignment programs.

COMPENSATION DATA



GLOBAL COMPENSATION INFORMATION AVAILABLE TO BENCHMARK EMPLOYEE POSITIONS



COMPENSATION/ TOTAL REM SURVEYS

Published market data covering the full reward package, including cash compensation, long-term incentives and benefits to generate statistics tailored to your needs.



CUSTOM SURVEYS

Client-sponsored, association, or special data analysis to help align tailored compensation and benefit programs with strategic objectives.



POLICIES AND PRACTICES

Published data to establish standards for managing workforce strategy, employee incentives, turnover, and other areas of employee compensation.

MAKE TOMORROW, TODAY



imercer.com/data
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INDUSTRY SURVEYS AVAILABLE TO THE COMPENSATION PROFESSIONAL



Contact
Center



Digital



Energy



Financial
Services



Healthcare



General
Industry



Life
Sciences



Mining



Pharmacy



Professional
Services



Real
Estate



Retail



High
Tech



Engineering &
Construction



Professional
Sports

COMPENSATION SURVEY PROVIDERS

- AON Hewitt
- CompData
- Culpepper
- Dietrich
- Gallagher
- The Hay Group
- Integrated Health Strategies
- McLagan
- Mercer
- Pearl Meyer
- Radford
- Robert Half
- Sullivan Cotter
- Towers Watson
- Western Management
- Salary.com

INFORMATION TECHNOLOGY COMPENSATION SURVEY PROVIDERS

- AON Hewitt ¹
- CompData
- Culpepper ¹
- Dietrich
- Gallagher
- The Hay Group
- Integrated Health Strategies ²
- Mercer/Gartner ¹
- Pearl Meyer
- Radford ¹
- Robert Half
- Sullivan Cotter ²
- Towers Watson ¹
- Western Management ¹
- Salary.com

¹ Primary data providers

² Predominantly healthcare technology data

ENGINEERING / CONSTRUCTION COMPENSATION SURVEY PROVIDERS

- AON Hewitt
- CompData
- Culpepper
- Dietrich
- The Hay Group
- Mercer
- Pearl Meyer
- Towers Watson
- Western Management

Note: Depending on position/industry specialty – the best option may be to conduct a custom industry survey.

COMMON CHALLENGES WHEN WORKING WITH COMPENSATION SURVEYS / DATA

- Cannot find industry-specific information
- Not all our targeted peers/competitors are included in a data cut
- Position's data not available based on number of participants
- Cannot find exact/close matches
- Survey leveling does not coincide with our organization's levels
- Data not available for "hot jobs" from published sources
- No resources for participating in surveys
- Data consistency year over year
- Timing of survey/data release
- Single position data not available (only can purchase total survey)
- Cost for data/survey budget
- No consulting insight provided with survey results
- No platform to interact with other survey participants

HOW THE COMPENSATION PROFESSIONAL ACCESSES SURVEY/MARKET DATA

- Downloaded files
 - Excel
 - Access
 - PDF
 - Word
- Online survey access tools
 - User ID/Password
 - Vendor specific
 - Limited reporting and analysis capabilities
- Compensation technology
 - Houses entire survey library
 - Allows for more detailed reporting and analysis
 - Accessed by multiple team members
 - Incorporates market data with internal HRIS data
 - May provide associated analysis capabilities (i.e. salary structure and merit planning)
- Hard Copy Books/Binders



THE USE OF COMPENSATION / HR TECHNOLOGY, COUPLED WITH DATA AND ANALYTICS HELPS ENSURE STRATEGY ALIGNS WITH YOUR HR/BUSINESS STRATEGY.

STORE MARKET DATA TO PRICE AND TRACK A POSITION



BUILD AND MODEL MULTIPLE SCENARIOS



MERIT AND SALARY STRUCTURE PLANNING



Benchmark a position based on your job description and compensable factors and price it in relation to the market. Track trends by job or talent market in an easy-to-use solution.

Understand your current compensation status and model future scenarios to align with organization strategy. Create scenarios, experiment, and identify potential impact.

Manage, and model potential direction and decisions – partnering market data with internal HRIS data. Create merit matrices to segment and analyze impact of salary increases by level, geography, business, unit, etc.

EVALUATING YOUR OPTIONS

CURRENT LANDSCAPE

TECHNOLOGY & SURVEY DATA



WillisTowersWatson

KeneXa
salary.com



TECHNOLOGY ONLY



Ultimate
SOFTWARE



ORACLE

PeopleSoft



successfactors
An SAP Company

TECHNOLOGY & CROWD-SOURCED DATA





CURRENT. COMPREHENSIVE. TRUSTED. PREMIER GENERAL INDUSTRY DATA

Find the right solution with
**2015 MERCER BENCHMARK
DATABASE (MBD)**

MORE THAN
4,000
ORGANIZATIONS



MORE THAN
60 INDUSTRY
BENCHMARK JOBS

OVER
2500 UNIQUE
USERS GLOBALLY

SURVEYS DELIVERED
ONLINE THROUGH
MERCER WIN*



CONCISE DATA FOR
USA AND CANADA



FIVE MODULES



CONTAINS INFORMATION
BASED ON MORE THAN
2 MILLION
INCUMBENTS



METRICS



WORKFORCE METRICS

Are our workforce costs driving productivity?



Are people being promoted in a way we think they should?



How can we better understand our overall workforce cost and how we compare to our peers?

?

Are we too top heavy?

Does our workforce structure support our business strategy?



Leadership thinks we have a turnover problem, but how do we know?



GLOBAL WORKFORCE ANALYTICS INFORMATION AVAILABLE TO ANALYZE INTERNAL AND EXTERNAL COMPETITIVENESS



WHAT DOES VOLUNTARY TURNOVER LOOK LIKE?

Compare size, shape, mix and demographics to the competition in areas such as attrition, experience, promotions, gender, and pay of top performers.



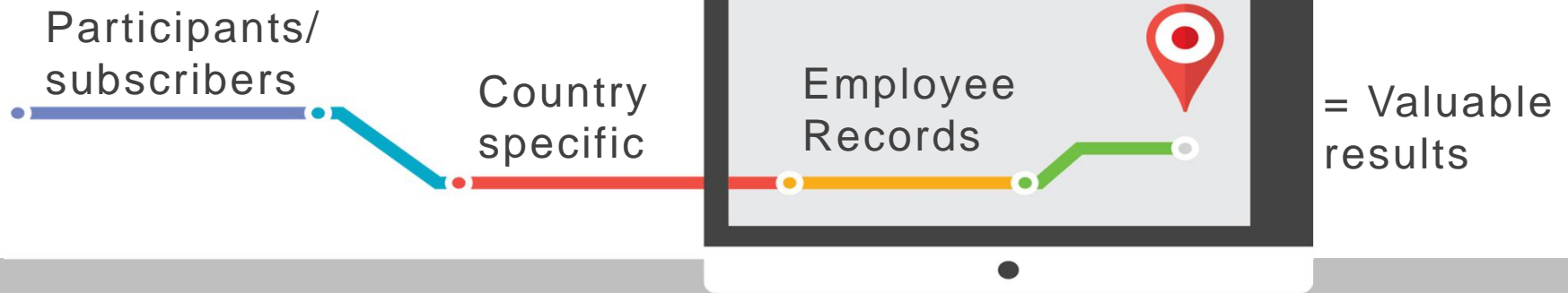
WHAT ARE LABOR COSTS AT NEW LOCATIONS?

Design virtual organizations and get an instant calculation of payroll costs in potential locations around the world.



HOW DOES PAY IN R&D FUNCTION COMPARE TO PEERS?

Compare workforce cost to market using key metrics like "payroll as % revenue", "average global pay", functional allocation and geographic deployment.



WORKFORCE ANALYTICS



BUSINESS CHALLENGE

“How can we better understand our overall workforce cost and how we compare to our peers?”
What does the talent structure, movement, and demographics of competitors look like?”



AVAILABLE BUSINESS ADVANTAGE

General pay and in-depth workforce metrics data, enabling companies to make “fact-based” decisions on how their workforce drives business success.



SOLUTION AVAILABLE



Workforce Metrics

On-demand analytics and industry peer benchmarking for payroll cost, productivity, organizational leverage and turnover metrics.



Labor Cost Modeling

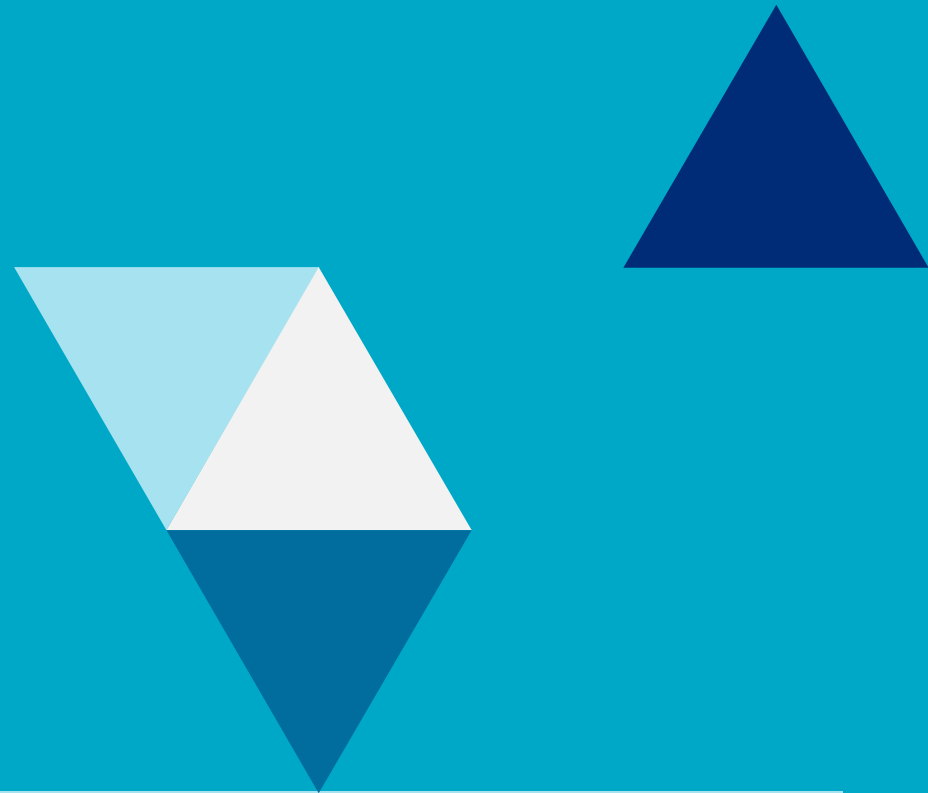
design virtual organizations and compare estimated total employment cost around the world.



Global Salary Survey

all employee levels for over 250 functions in more than 100 countries in the Technology sector.

BENEFITS



BENEFIT CHALLENGES FACED BY HR PROFESSIONALS



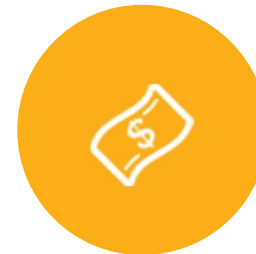
Do the elements of our benefit plan stack up in the marketplace?



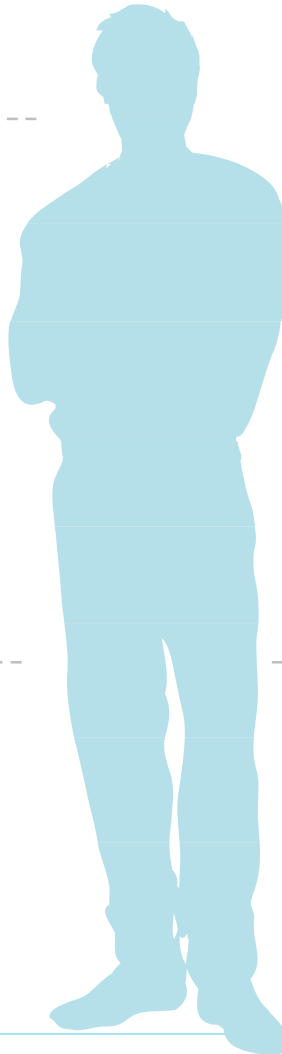
At a high level, what is the comparative value of my plan?



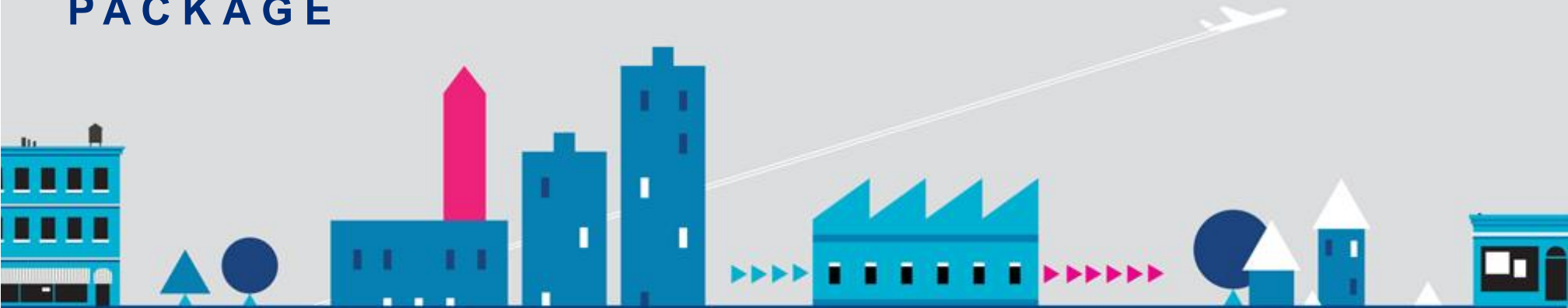
Are my benefit investments the right mix to stay competitive?



Am I making the right benefit decisions in relation to our total compensation package?



VALUATION OF THE EMPLOYEE BENEFITS PACKAGE



IDENTIFY GAPS AND OPPORTUNITIES TO INVEST MORE WISELY.



IDENTIFY COST DRIVERS, HEALTH RISKS, AND EMPLOYEE NEEDS.

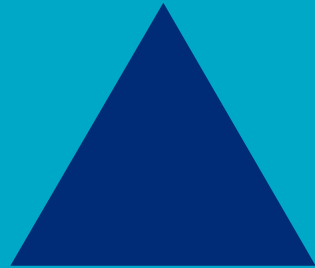


CREATE A MARKET-COMPETITIVE PROGRAM AS PART OF YOUR BENEFITS (AND TOTAL REWARDS) PHILOSOPHY.



DRIVE VALUE AND APPRECIATION THROUGH A VALUATION ASSESSMENT.

CONTACT INFORMATION



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- **Survey Contact**

- **Peter Bok**
 - Phone: 404 442 3354
 - Email: peter.bok@mercer.com

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- For help with a survey questionnaire, accessing your surveys, or general inquiries
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