The critical role of market pricing, salary structures and job leveling

- Compensation plays a critical role in organizations’ ongoing — and increasingly challenging — efforts to attract, retain and motivate a talented workforce
  - It is an important component of an organization’s Reward, Talent and Engagement strategy
  - Compensation design and management play a vital role in aligning employee behavior with business objectives
  - Human capital costs represent a significant part of most organizations’ cost bases; they need to spend their limited resources as effectively as possible

<table>
<thead>
<tr>
<th>Market Pricing</th>
<th>Salary Structures</th>
<th>Job Leveling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market pricing provides the vital external market perspective and data needed to develop cost-effective, market-relevant compensation designs and manage pay effectively</td>
<td>Salary structures help organizations manage compensation by aligning pay with the competitive marketplace, recognizing the relative internal value of different jobs, and maintaining the cost-effectiveness of pay programs</td>
<td>Job leveling creates a common language across the organization for describing job requirements and performance expectations and facilitates the development and communication of career paths through the organization</td>
</tr>
<tr>
<td>Market pricing supports a range of pay program designs (base pay, short-term incentives and long-term incentives)</td>
<td>They provide a framework for rewarding performance, making consistent pay decisions, and linking career paths and pay opportunities, and can provide a framework for total rewards design and delivery</td>
<td>It also provides consistent alignment of reward and talent management programs (e.g., workforce planning, succession planning) and helps facilitate the integration of new organizations and other organizational structure changes</td>
</tr>
</tbody>
</table>
Top attraction drivers: Employers largely understand the top reasons employees choose to join an organization

<table>
<thead>
<tr>
<th>Employer view — Talent Management and Rewards Study</th>
<th>Employee view — Global Workforce Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Career advancement opportunities</td>
<td>1 Base pay/Salary</td>
</tr>
<tr>
<td>2 Base pay/Salary</td>
<td>2 Job security</td>
</tr>
<tr>
<td>3 Challenging work</td>
<td>3 Career advancement opportunities</td>
</tr>
<tr>
<td>4 Organization’s reputation as good employer</td>
<td>4 Learning and development opportunities</td>
</tr>
<tr>
<td>5 Organization’s mission/vision/values</td>
<td>5 Challenging work</td>
</tr>
<tr>
<td>6 Learning and development opportunities</td>
<td>6 Organization’s reputation as good employer</td>
</tr>
<tr>
<td>7 Job security</td>
<td>7 Vacation/Paid time off</td>
</tr>
</tbody>
</table>

But there is a disconnect on the importance of job security.

Top retention drivers: The employer and employee view is similar, but with important gaps

<table>
<thead>
<tr>
<th>Employer view — Talent Management and Rewards Study</th>
<th>Employee view — Global Workforce Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Base pay/Salary</td>
<td>Base pay/Salary</td>
</tr>
<tr>
<td>2 Career advancement opportunities</td>
<td>Career advancement opportunities</td>
</tr>
<tr>
<td>3 Relationship with supervisor/manager</td>
<td>Trust/Confidence in senior leadership</td>
</tr>
<tr>
<td>4 Manage/Limit work-related stress</td>
<td>Job security</td>
</tr>
<tr>
<td>5 Learning and development opportunities</td>
<td>Length of commute</td>
</tr>
<tr>
<td>6 Short-term incentives</td>
<td>Relationship with supervisor/manager</td>
</tr>
<tr>
<td>7 Challenging work</td>
<td>Manage/Limit work-related stress</td>
</tr>
</tbody>
</table>

As with attraction, employers underestimate the importance of job security; and miss the criticality of trust and confidence in senior leadership.

Market Pricing
Market pricing overview

• Market pricing provides information to support decisions about “how much” and “how to” pay

• The goal is to keep the organization from:
  • Underpaying, and losing talent to competitors, or being unable to attract the talent it needs
  • Overpaying, and wasting organizational resources or impeding desirable turnover

• Market pricing is a descriptive, not a prescriptive activity. Market data are not “the answer” — there’s often more to the story

• It’s an imperfect way to make sense of incomplete data
  • The secret is the ability to spot the imperfections and either eliminate them or work around them

• A combination of “art” and “science”
Why do we market price?

- Market pricing helps organizations understand the influence of supply and demand on the cost of labor.
  - Where is the market shifting, how quickly, and by how much?
  - How competitive is our pay? Are our attraction and retention issues a result of pay or something else?

Talent Readily Available

- Reduced Labor Cost

Limited Available Talent

- Increased Cost

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Why do we market price? (cont.)

- **It provides organizations with data for informed decision making:**
  - How should we allocate resources?
  - How well are we delivering against our compensation philosophy?* Can we afford to bridge gaps between where we are now and our target competitive position?
  - Is the way we deliver pay consistent with the mix other companies deliver?
  - What do market practices suggest for ongoing compensation management?

- **It’s essential to developing market-based reward programs**
  - Based on detailed understanding of business and HR objectives
  - Anchored in a company’s HR strategy

*An organization’s compensation philosophy articulates the vision, mission and values that inform the way the organization designs and manages its compensation programs. It also directly informs the requirements for market data and the way we go about market pricing.*
Market pricing:
One of the many supporting elements of all pay decisions

Performance Information
- Informal/Formal
- Individual/Team/Business Unit/Organization

Compensation Information
- External
  - Surveys and other analyses
  - Recruiting feedback
  - Trends and prospective changes
- Internal equity

Incumbent’s Current Pay Levels

Final Pay Decision

Communicate with Employee
The limitations of market pricing

• Numbers imply a precision that is not necessarily accurate
• Only as valid as the salary survey data being referenced
• Data not always available in sufficient detail — especially for narrowly defined talent markets or small/developing countries
• Published compensation surveys do not have every position, and often do not include “hot skills” roles
• Cannot provide insights into value of non-benchmark jobs
• May cloud the organization’s judgment about taking internal equity into account
• Cannot be the only input for making individual pay decisions
• Cannot replace business rationale and sound decision making
## Market pricing process

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select jobs to be market priced and gather job content documentation</td>
<td>Determine/confirm relevant talent market(s)</td>
<td>Identify data sources</td>
<td>Match positions and validate with client</td>
<td>Gather and interpret compensation data</td>
<td>Adjust and finalize market rates</td>
</tr>
</tbody>
</table>

- **Step 1:** Select jobs to be market priced and gather job content documentation
  - Determine benchmark jobs. A benchmark job is a position you can match to a survey job. They serve as anchor points
  - Define job responsibilities/scope
  - Understand job duties and responsibilities to ensure good matches
  - Job titles are helpful indicators, but often camouflage organization-specific variations

- **Step 2:** Determine/confirm relevant talent market(s)
  - Identifying the relevant talent market for benchmark jobs may influence target market position
  - A talent market is where you compete for, recruit and lose employees
  - Keep in mind target markets vary on:
    - Competitors
    - Size
    - Geography
  - Talent market definitions will inform which data to gather and whether any differentials will need to be applied to survey data
  - Define relevant survey scope cuts

- **Step 3:** Identify data sources
  - Sources of compensation data:
    - Published surveys
    - Custom cuts of published surveys
    - Custom surveys
    - Club surveys
    - Internet sites
  - Select survey sources, different sources are right for different analyses
  - Compare your selected surveys to each other to ensure elements are compatible
  - Refresh your knowledge of the surveys and review the surveys for changes
  - Review regulatory/contractual requirements

- **Step 4:** Match positions and validate with client
  - Match your jobs to survey jobs
  - Match jobs based on job content, not title
  - Identify cases where premiums or discounts may be appropriate

- **Step 5:** Gather and interpret compensation data
  - Gather compensation data
  - Know what data you’re going to need to pull, so you pull the right data the first time
  - Keep in mind pay element considerations, there are a myriad of different tax and accounting regulations in each country that impact how pay is provided
  - Keep in mind pay elements by region
  - Understand your data and how it will be used

- **Step 6:** Adjust and finalize market rates
  - Adjust raw market data
  - Age the data
  - Select the data to be included in the market rate
  - Weight the data to develop the final market rate
  - Ensure that your sample size is sufficient
  - Review scope and weightings
  - Apply differentials
  - Apply premiums or discounts
  - Consider compound adjustments
  - Address non-benchmark positions
Salary Structures
The development of a new pay structure is about deciding the trade-offs in three areas.
Key factors to consider in range design

- **People orientation**, need for cost management compared to flexibility to reward for performance for roles that create value in the organization
- **Market orientation**, whether closely aligned to market pay rates, or with an emphasis on internal equity
- **Approach to pay progression**
- **Organization design and culture**, especially the role of hierarchy – emphasis on horizontal vs. vertical movement
- **Availability of market data**
- **Complexity**
- **Ability of organization to effectively manage pay** i.e., need for stronger structural control of pay
- **Other cultural factors** e.g., ‘segmentation vs. one business’
# How the prevalent models compare

<table>
<thead>
<tr>
<th>Range Design</th>
<th>Narrow Grades</th>
<th>Wide Grades</th>
<th>Broad Bands</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Many narrow pay grades</td>
<td>Fewer pay grades</td>
<td>A few wide pay bands used to manage both career growth and pay</td>
</tr>
<tr>
<td><strong>Typical Range Width</strong></td>
<td><img src="chart" alt="Diagram of Narrow Grades" /></td>
<td><img src="chart" alt="Diagram of Wide Grades" /></td>
<td><img src="chart" alt="Diagram of Broad Bands" /></td>
</tr>
<tr>
<td>Approximate # of Grades</td>
<td>20 – 30</td>
<td>12 – 15</td>
<td>5 – 8</td>
</tr>
<tr>
<td><strong>Midpoint Differential</strong></td>
<td>10% – 15%</td>
<td>20% – 35%</td>
<td>No Midpoints</td>
</tr>
<tr>
<td></td>
<td>Used as control points</td>
<td>Referenced less frequently, more typical to reference “thirds” or “quartiles” within the range</td>
<td>May use data points or zones within bands as “market anchors”</td>
</tr>
</tbody>
</table>
How do we pick which type of structure to use?

- A salary structure should reflect an organization’s structure and management values.
- One key question is how much the organization emphasizes managing its people vs. managing its costs.

<table>
<thead>
<tr>
<th>Companies with this type of organization structure...</th>
<th>...and these management values...</th>
<th>...tend to use this approach to base salary...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchical</td>
<td>Centralized control</td>
<td>Analysis-heavy job evaluation models</td>
</tr>
<tr>
<td>Multiple layers</td>
<td>Focus on jobs more than individual employees</td>
<td>Multiple, narrower grades/ranges</td>
</tr>
<tr>
<td>Many jobs/titles</td>
<td>Focus on promotion vs. career growth</td>
<td>Pay is an administrative function</td>
</tr>
<tr>
<td>Finite distinctions between grades/bands</td>
<td>Internal equity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Greater emphasis on managing labor costs</td>
<td></td>
</tr>
<tr>
<td>Flatter organization</td>
<td>Decentralized control with greater emphasis on line manager accountability</td>
<td>Competency-based plans</td>
</tr>
<tr>
<td>Fewer levels/layers</td>
<td>Person based</td>
<td>Fewer, broader grades/bands</td>
</tr>
<tr>
<td>Fewer jobs/titles</td>
<td>Focus on career growth vs. promotion</td>
<td>Flexible salary increase guidelines</td>
</tr>
<tr>
<td></td>
<td>Externally focused</td>
<td>Pay is a strategic lever used to drive business objectives and reinforce cultural norms</td>
</tr>
<tr>
<td></td>
<td>Flexible</td>
<td></td>
</tr>
</tbody>
</table>
Structure development process

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize jobs into levels or grades</td>
<td>Review market rates for benchmark jobs</td>
<td>Determine range midpoints and midpoint progressions</td>
<td>Determine range spreads</td>
<td>Calculate overlap between ranges</td>
</tr>
</tbody>
</table>

- **Step 1**: Organize jobs into levels or grades
  - Assignment of jobs to levels typically reflects an organization’s philosophy about the relative importance of internal value relative to external market value. Level assignments can vary significantly depending on the approach:
    - Focus on internal value
    - Focus on competitive market
  - There is no single correct number of levels

- **Step 2**: Review market rates for benchmark jobs
  - When designing a market-based structure, it is important to understand both how market rates vary within a given level and how market rates progress from level-to-level.
  - It is important to identify any job families for which the market rates are consistently, significantly higher or lower than those of the majority of jobs.

- **Step 3**: Determine range midpoints and midpoint progressions
  - The midpoint of a salary range should approximate the market rates for the jobs in that level at the organization’s targeted competitive position and reflect the pay target for a fully competent employee performing at a satisfactory level.
  - Review the average and median market rates for all positions in a given level (excluding any outliers) and determine a preliminary midpoint for each level in the structure.
  - Review the progression of preliminary midpoints from level to level. Midpoint progressions should generally be consistent from level to level or increase with increasing seniority.
  - Revise preliminary midpoints as necessary to obtain a smooth progression from level to level through the structure.

- **Step 4**: Determine range spreads
  - Range spreads will vary depending on the structure chosen, the objectives they are intended to support (e.g., career paths, promotions, etc.) and the types of positions in a level.
  - Key factors influencing range spreads:
    - Midpoint progression
    - Market range for benchmark jobs in each level
    - People orientation
    - Market orientation
    - Degree of “prescriptive-ness”
    - Organization design and culture
    - Complexity
    - Global consistency vs. local market practices
    - Role of base pay in total rewards portfolio and EVP

- **Step 5**: Calculate overlap between ranges
  - Range overlap is a measure of the difference in value of positions in adjoining grades.
  - Often driven by market data and midpoint progressions – slope of pay opportunity.
  - Degree of overlap can impact employee motivation to seek promotions, training and growth opportunities (how appropriate or not an overlap is depends on the role type, the local country context and legislative environment).
  - Formula:
    \[
    100 \times \frac{\text{max of lower grade} - \text{min of higher grade}}{\text{max of lower grade} - \text{min of lower grade}}
    \]
    (max of lower grade - min of lower grade)
The position of an employee’s salary in a range is typically correlated with skills, performance, and experience

- Many organizations define expectations about the skills, performance, and experience associated with pay at different positions within a single salary range
- These expectations provide context for goal-setting, performance management and pay decisions
- For example, the table below shows how an organization might map a position in range to performance and skill development

<table>
<thead>
<tr>
<th>Employee Stage</th>
<th>INVESTMENT</th>
<th>INTELLECTUAL CAPITAL</th>
<th>ASSET</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Entrant/Newly Promoted</td>
<td>Skilled</td>
<td>Highly Skilled</td>
<td>Uniquely Skilled</td>
</tr>
<tr>
<td>Minimal Experience</td>
<td>Experienced</td>
<td>Highly Experienced</td>
<td>Expert</td>
</tr>
<tr>
<td>Performs Most Job Requirements</td>
<td>Performs All Job Requirements</td>
<td>Performs All Job Requirements</td>
<td>Performs All Job Requirements</td>
</tr>
<tr>
<td>Developing Skills</td>
<td>Emergent High-Level Skills</td>
<td>Developed High-Level Skills</td>
<td>Consistent Application of High-Level Skills</td>
</tr>
<tr>
<td>Unknown/Satisfactory Performance</td>
<td>Satisfactory/Good Performance</td>
<td>Strong Performance</td>
<td>Sustained Strong Performance</td>
</tr>
<tr>
<td>Low Market Demand for Skills</td>
<td>Moderate Market Demand for Skills</td>
<td>Moderate Market Demand for Skills</td>
<td>High Market Demand for Skills</td>
</tr>
</tbody>
</table>
Range penetration and compa-ratios show how an employee’s pay progresses with increasing skill and performance

- As employees’ mastery of their roles increase, their salaries progress through the salary range
- Range Penetration describes how far into a range an individual’s pay has progressed, allowing easy comparison with a rubric such as the example on the preceding page

**Formula:**
- Range Penetration = \( \frac{\text{pay} - \text{range minimum}}{\text{maximum} - \text{minimum}} \)

- Compa-ratios express the relationship between base salary and the midpoint of a pay range
  - Calculated for individuals, groups of individuals or the entire organization
  - Typically not used in broad band structures

**Formula:**
- Compa-ratio = \( \frac{\text{pay}}{\text{pay range midpoint}} \)

- In market-based narrow or wide grade structures, range midpoints represent the competitive market. Position in range thus also provides insight into the competitiveness of an employee’s pay
  - Especially helpful as a proxy for competitiveness of pay for employees in non-benchmark positions
Job Leveling
A Rewards and Career Framework supports a range of business drivers

<table>
<thead>
<tr>
<th>Business Drivers</th>
<th>Rewards and Career Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nimble change and growth strategy</td>
<td>Tied to business strategy and internal values</td>
</tr>
<tr>
<td>Attraction and retention of key talent/pivotal roles</td>
<td>Creates a common language across the organization</td>
</tr>
<tr>
<td>Rapid, global expansion</td>
<td>Provides a basis for describing job requirements and performance expectations</td>
</tr>
<tr>
<td>Employee value proposition alignment</td>
<td>Facilitates the development and communication of career paths through the organization</td>
</tr>
<tr>
<td>Cost management</td>
<td>Links to external market surveys</td>
</tr>
<tr>
<td>Unified talent development and deployment process</td>
<td>Provides consistent alignment of reward and talent management programs (e.g., workforce planning, succession planning)</td>
</tr>
<tr>
<td>Merger and acquisition integration</td>
<td>Facilitates integration of new organizations and other organizational structure changes</td>
</tr>
</tbody>
</table>
Towers Watson’s Reward and Career Framework

Supporting the Employee Life Cycle

- Workforce Analytics & Planning
- Staffing & Selection
- Development and Career Management
- Performance Management
- Compensation & Benefits
- Succession Management

Competency Model

Reward and Career Architecture

Job Leveling
A systematic process of determining the relative value of jobs in an organization

Job Family Architecture
The infrastructure for organizing jobs (job codes, job titles, functions, disciplines)

Inputs

- Business Context
- Reward and Talent Strategy
- Job Content
- Employee Data
- Market Data

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Rewards and Career Architecture Solutions use a common set of bands and levels

The architecture serves as a foundation for organizing jobs and clarifying career paths.
Approaches to Global Compensation Design:

Global Job Architecture and Leveling

• A global job architecture and leveling protocol is the foundation for efficient global reward and talent management

• It provides a mechanism for allocating reward investments in support of an organization’s total rewards strategy

• Global leveling provides transparency and a common organizational language, which are key to:
  • Ensuring internal equity: which roles are comparable?
  • Career and competency development: what do career paths look like?
  • Talent mobility and succession planning: where does key talent reside, and what opportunities are available across the organization?
  • Understanding the staffing model: what are the implications for job design, span of control, and responding to changing business processes?
  • Workforce planning: what kind of talent will the organization need, and where should it focus its recruiting and development efforts?
Job Leveling Overview:
The Towers Watson Point of View

• **Job leveling is...**
  • A systematic process of determining the relative value of jobs in an organization
  • A system for analyzing and comparing different jobs according to the overall responsibilities and scope of each job
  • It is not concerned with the volume of work, or with the person doing it, or with current pay

• **Purpose**
  • Establish a framework for:
    • Defining jobs and hierarchy
    • Providing a foundation for reward and talent management decisions including base pay, incentives, career management, workforce planning, learning and development
    • Creating a flexible, adaptable means of communicating career paths and facilitating talent mobility

• **Goal**
  • A consistent, internally relevant and market-supported approach that can be understood by everyone involved
Integrated Rewards and Career Framework:

Sample Pay Delivery Model

Global Grading Job Level

Management Role

Executive
VP SVP EVP CEO

Long-term Incentive Eligible

Professional/Expert

Supv Mgr Sr Mgr Grp Mgr Sr Grp Mgr

Annual Incentive Eligible

Management

Supv Mgr Sr Mgr Grp Mgr Sr Grp Mgr

Spot Award Eligible

Business Support

Entry Intermed Senior Lead Supv

Production

Entry Intermed Senior Lead

Individual Contributor Role

Low High

Salary Grade

STI Target 10% 10% 10% 15% 20% 20% 25% 30% 40%

LTI Target 30% 35% 40% 50%

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Integrated Rewards and Career Framework:  
Using Leveling results to develop a Global Salary Structure

<table>
<thead>
<tr>
<th>Level</th>
<th>Local Market Data</th>
<th>Common Leveling Framework</th>
<th>Local Market Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>$125,000 – $225,000</td>
<td>$180k</td>
<td>$135k</td>
<td>£95,000 – £150,000</td>
</tr>
<tr>
<td>$100,000 – $200,000</td>
<td>$155k</td>
<td>£102k</td>
<td>£85,000 – £125,000</td>
</tr>
<tr>
<td>$85,000 – $175,000</td>
<td>$130k</td>
<td>£85k</td>
<td>£60,000 – £100,000</td>
</tr>
<tr>
<td>$60,000 – $115,000</td>
<td>$95k</td>
<td>£65k</td>
<td>£40,000 – £80,000</td>
</tr>
<tr>
<td>$40,000 – $85,000</td>
<td>$60k</td>
<td>£35k</td>
<td>£22,000 – £52,000</td>
</tr>
<tr>
<td>$25,000 – $50,000</td>
<td>$35k</td>
<td>£15k</td>
<td>£18,000 – £32,000</td>
</tr>
</tbody>
</table>
### Integrated Rewards and Career Framework:

**Rationalizing Job Levels and Titles**

<table>
<thead>
<tr>
<th>Individual Contributor Role</th>
<th>Entry</th>
<th>Intermed</th>
<th>Career</th>
<th>Specialist</th>
<th>Master</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td>Accountant 1</td>
<td>Accountant 2</td>
<td>Sr. Accountant</td>
<td>Staff Accountant</td>
<td>Sr. Staff Accountant</td>
<td>Principal Accountant</td>
</tr>
<tr>
<td>Before</td>
<td>Jr. Accountant</td>
<td>Accountant 3</td>
<td>Accountant 3</td>
<td>Accounting 4</td>
<td>Accounting Coordinator</td>
<td>Accounting Mgr</td>
</tr>
<tr>
<td>Before</td>
<td>Account Jr.</td>
<td>Accountant</td>
<td>Mgr. Accounting</td>
<td>Accountant Mgr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before</td>
<td>Sr. Accounting</td>
<td>Spec Acct</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After</td>
<td>Associate Accountant</td>
<td></td>
<td>Accountant</td>
<td>Sr. Accountant</td>
<td>Principal Accountant</td>
<td>Sr. Principal Accountant</td>
</tr>
<tr>
<td></td>
<td>Sr. Associate Accountant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The framework serves as a foundation for rationalizing jobs and titles.
Approaches to Global Compensation Design:

Process for Implementing a New Program

Step 1: Project Initiation & Framework Design
- Establish project teams and governance
- Detailed project planning
- Define roadmap, milestones and success metrics
- Define job architecture and framework

Step 2: Assign all jobs to the framework
- Hold job leveling workshops using a common leveling methodology
- Develop level structure
- Review and calibrate job levels/structures across businesses with HR and senior management

Step 3: Assign employees to jobs
- Map employees to new titles and levels
- Review by HR generalists and line managers

Step 4: Design compensation structure
- Market analysis
- Develop salary ranges
- Establish short- and long-term incentive targets
- Cost and impact analysis
- Senior executive review of recommendations
- Compensation management policies

Step 5: Implementation
- Implementation plan
- HR training
- Manager training
- Employee communication
- Ongoing measurement

Project Management, Change Management and Communication

Data Management and Technology
Questions?
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