OIKONOMIKO ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ



ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS



REWARDS MANAGEMENT

Market Data Analysis & Market Structure

Elements of Rewards

- 1. Analyzing and describing roles
- 2. Evaluating roles
- 3. Analyzing Market data
- 4. Designing salary structures



Why do we need market data?

- All companies need data to:
 - > Attract, motivate, retain and reward employees
 - Control employment costs
- Pay not the only motivator <u>but</u> certainly a demotivator if it is wrong
 - > Establish external competitiveness
 - ➤ Reward performance individual contribution

Why we use market data

decide on starting rates design and modify salary structures determine acceptable rates of salary progression in pay structures review pay, incentives, bonuses and other forms of performance related pay decide on the types and levels of benefits to be provided assess the level of increases required to salary levels generally identify special cases

What is market

Industry

□ Job function

Geography

Ownership

□ Org Size

(Manufacturing, Finance)

(Accountants, Pharmacist)

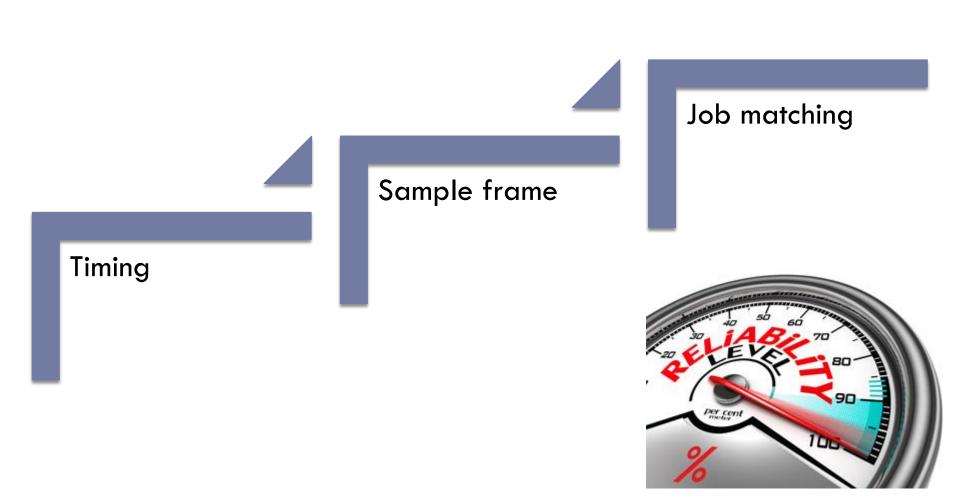
(Key cities, Regions)

(Public, Private)

(big, medium, small)



Validity and reliability of market data



What Market Position to adopt

- Considering what to pay
 - Business Plans/HR Strategy
 - ■Turnover/Ease of recruitment
 - Feedback from employees/Industry comparisons
 - Geographic location

What Market Position to adopt

- Considering the capacity to pay
 - Company profitability
 - Social / Political sensitivity
 - ■Future forecasts
 - Company life cycle

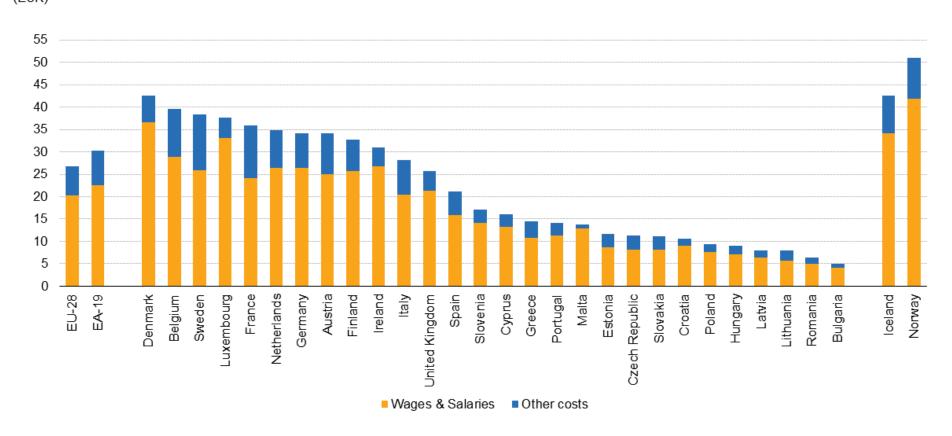
Where to find data

- Government data
- Professional bodies trade unions
- Compensation surveys
 - Consultant run surveys
 - Company run surveys



Government data

Estimated hourly labour costs, 2017 (EUR)



Note: whole economy (excluding agriculture and public administration); in enterprises with 10 or more employees. Provisional data. Source: Eurostat (online data code: lc_lci_lev)

Professional bodies



ΚΑΤΩΤΑΤΟΣ ΜΙΣΘΟΣ

Ποιους αφορά τελικά;



43% ή 205 χιλ. θέσεις

Ο ΚΑΤΩΤΑΤΟΣ ΜΙΣΘΟΣ ΣΤΟΥΣ ΚΛΑΔΟΥΣ

των θέσεων εργασίας είναι μερικής απασχόλησης (149 χιλ.), ή πλήρους απασχόλησης που αμείβονται με κατώτατο μισθό (56 χιλ.)



88% ή 186 χιλ. Θέσεις

των θέσεων εργασίας είναι μερικής απασχόλησης (170 χιλ.), ή πλήρους απασχόλησης που αμείβονται με κατώτατο μισθό (16 χιλ.)

Professional bodies





+13% n +6129

υπερβαίνει ο μέσος μισθός στη μεταποίηση (€1.111) τον μέσο μισθό της οικονομίας (€982)



-8% ή -€81 και -€71 αντίστοιχα

υστερεί ο μέσος μισθός στο εμπόριο (€901) και τα καταλύματα (€911) από τον μέσο μισθό της οικονομίας



-62% ń -€615

υστερεί ο μέσος μισθός στην εστίαση (€367) από τον μέσο μισθό της οικονομίας



+53% ń +€520

υπερβαίνει ο μέσος μισθός στις θέσεις Δημοσίου που καταγράφει το ΕΡΓΑΝΗ, τον μέσο μισθό της οικονομίας

Professional bodies

ΜΕΣΟΣ & ΚΑΤΩΤΑΤΟΣ ΜΙΣΘΟΣ ΣΤΑ ΜΕΓΕΘΗ ΕΠΙΧΕΙΡΗΣΕΩΝ



63.5% ń 367 xIA. Θέσεις

των θέσεων εργασίας στις πολύ μικρές επιχειρήσεις (έως 10 ασφαλισμένοι) είναι μερικής απασχόλησης (292 χιλ.), ή πλήρους απασχόλησης που αμείβονται με κατώτατο μισθό (75 χιλ.)



48.1% ή 236 χιλ. θέσεις

των θέσεων εργασίας στις μικρές επιχειρήσεις (11 έως 50 ασφαλισμένοι) είναι μερικής (185 χιλ.), ή πλήρους απασχόλησης που αμείβονται με κατώτατο μισθό (51 χιλ.)



/ +100% ń +€635

Ο μέσος μισθός (€1.346) στις μεγάλες επιχειρήσεις (259+ ασφαλισμένοι) είναι σχεδόν διπλάσιος από ό,τι στις πολύ μικρές επιχειρήσεις (€711)

ΜΕΓΑΛΕΣ



Compensation surveys

- □ General Industry Compensation Survey
 - Covers full range of industries, generally with high level of FMCG, Sales and Marketing, Manufacturing
- Club Survey
 - "Club Survey" concept (data is only accessible to participants), up-to-date, "live" and easy accessible information
- □ Bespoke Survey
 - Tailored to the specific needs of YOUR organisation, allowing you to set the parameters and specify which roles and data elements are surveyed

Salary Survey Cycle



Procedure

- Goal Setting
- Preparation
- Job Matching, Points
- Questionnaires (data collection)
- Outputs, Policies and Practices (which jobs to include, analysis and presentation)
- Confidentiality
- Sales
- Client Satisfaction Survey



- Base pay: is the initial rate of compensation an employee receives in exchange for services.
- Contingent pay: relates financial rewards to the individual performance and contribution (variable pay, merit increase, overtime)
- Target V.B.: the target if someone reaches the 100% of the set target
- Actual V.B. (non discretionary): the paid part of the target (target may be higher, equal or lower to the actual → over, at and under the target)
- □ **Fixed bonus (discretionary):** an amount given once a year, flat fee and not depending on your performance (usually with the Base pay)
- Short term incentives (1 year, immediate return, P.M., all employees, cash) → sales incentive plans, profit sharing, Bonus plan based on P.M.,



- Long term incentives (long term motivation, limited to executives, retain, sense of ownership): Shares schemes, deferred cash (and lump sum), pension schemes.
 - Stock options: the right to buy stock at a future time, at a price determined at the time the option is granted
 - Stock granting: give some stocks based on performance where can get the dividends but cannot sell it until some restrictions are met (usually time).
 - Stock purchasing: usually at a discount
 - Free stocks
 - Deferred cash: Part of cash compensation is withheld for payment after one, two or three years.
 - ✓ Pension schemes



- Benefits: usually not cash but can be translated to cash indirectly.
 - Company cars
 - Gas allowance (gas, petrol, for company usage or not, fuel card etc)
 - Credit card
 - Meal allowance
 - Ticket restaurant and compliments
 - Mobile phone (device and voice packages)
 - Data schemes
 - Life and medical insurance
 - Financial assistance: loans, house purchase schemes, discount on company services



- Personal needs: holidays, child care, recreation facilities, career breaks, tuition reimbursement, extra sick leaves, gym membership (in house or paid fee)
- Free meals, juices, coffee, family events, holiday presents, foreign languages, subscription fees
- Flex schedules, work from home
- Failure rewards



Contents

- Compensation policy
- Incentive schemes (short and long term)
- Employee benefits
- Market data per position
 - Annual base salary
 - Annual target variable bonus
 - Annual actual variable bonus
 - Total compensation
 - Benefits provisioning

GENERAL MANAGER/MANAGING DIRECTOR

Directs and has full responsibility for company's overall activities.

Specifications:

professional training.

University degree often at postgraduate level and extensive

· Usually 15-20 years of experience, most of which at senior positions.

In-depth knowledge of the economic and the market environment.

Fluency in English and often in a second language.

Alternative Title(s): Country Manager, CEO

Duties:

Typically reports to:

Board of Directors or Superior in parent company and supervises 4-7 Managers/Directors and their personnel.

Total Companies: 8

Total Incumbents: 9

2014 KPMG	Incur	nbents				se Salary			Target	Variable	Bonus	Actual	Variable	Bonus		T	otal Con	npensati	on			Benefi	ts			(ompar	ny Cars		
Compensation					(incl	luding Fixed Bo	onus)					(Cash 8	Grant & St	ock Opt.)	(incl	uding Bas	se Salary,	Fixed & V	ariable Bor	nus)		(rate of pro	vision)							
Survey Data		% of				(in €)				(in €)			(in €)				(ir	ı €)			Stock	Pension		Company		r Capacit				incl. VAT
	No.	sample	D9	Q3	Avg	Med	Q1	D1	Avg	Med	Report	Avg	Med	Paid by	D9	Q3	Avg	Med	Q1	D1	Options	Plan	Card	Car	<=1400	1400-1800	>1800	Minimum	Average	Maximum
		4000/		200 111	207.005	202 222	475.000		07.045	10.070	ed by	05.044	00.005	070/		200 540	054 700	200 070	202 502		000/	070/	1000/	700/	110/	100/	100/	150	4.000	4.500
All Companies	9	100%	n.a.	209 144	207 835	200 000	175 000	n.a.	37 615	40 376	56%	65 841	60 835	67%	n.a.	280 519	251 728	239 673	222 500	n.a.	22%	67%	100%	78%	14%	43%	43%	450	1 036	1 520
Job Match	_																													
Less	2	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Equal	4	44%	n.a.	n.a.	189 221	n.a.	n.a.	n.a.	34 292	n.a.	75%	53 890	n.a.	75%	n.a.	n.a.	229 638	n.a.	n.a.	n.a.	25%	75%	100%	75%	33%	67%	0%	607	873	1 239
Greater	3	33%	n.a.	n.a.	275 709	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	332 834	n.a.	n.a.	n.a.	33%	67%	100%	100%	0%	33%	67%	450	1 092	1 520
Turnover																														
Up to 13 mil €	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
13,1 to 30 mil €	2	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 30 mil €	7	78%	n.a.	249 932	214 410	200 000	177 502	n.a.	32 019	n.a.	57%	65 418	n.a.	57%	n.a.	273 992	251 791	239 673	214 440	n.a.	29%	71%	100%	71%	20%	60%	20%	450	918	1 520
Employees																														
Up to 50	1	11%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
51 to 100	1	11%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 100	7	78%	n.a.	249 932	214 410	200 000	177 502	n.a.	32 019	n.a.	57%	65 418	n.a.	57%	n.a.	273 992	251 791	239 673	214 440	n.a.	29%	71%	100%	71%	20%	60%	20%	450	918	1 520
Industry																														
Life	3	33%	n.a.	n.a.	167 627	n.a.	n.a.	n.a.	26 025	n.a.	100%	n.a.	n.a.	n.a.	n.a.	n.a.	184 960	n.a.	n.a.	n.a.	33%	33%	100%	33%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Non Life	4	44%	n.a.	n.a.	217 412	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	73 261	n.a.	100%	n.a.	n.a.	290 673	n.a.	n.a.	n.a.	25%	75%	100%	100%	0%	50%	50%	450	971	1 355
Life & Non Life	2	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Ownership																														
Greek	5	56%	n.a.	n.a.	202 002	201 880	n.a.	n.a.	26 025	n.a.	60%	n.a.	n.a.	n.a.	n.a.	n.a.	226 677	227 000	n.a.	n.a.	20%	40%	100%	60%	0%	33%	67%	1 239	1 355	1 520
Foreign/Joint	2	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Position

Approves company strategy and operations objectives and ensures their implementation. Safeguards the company's image and promotes effective relations with all external groups (clients, authorities etc.).

Companies included: 110, 119, 124, 127, 128, 130, 140, 141

FINANCE MANAGER Position File

Duties:

Formulates, recommends and ensures the implementation of company's

financial policy.

Provides overall direction for budgeting, reporting, accounting, tax and

credit functions.

Liaises with banks and other sources of capital financing.

Typically reports to:

General Manager/Managing Director or Finance & Administration Director and usually supervises 3-5 Supervisors and their staff (8-16).

78 972

n.a.

12 548

75%

8 950

Companies included: 124, 125, 128, 130, 139, 140, 145, 17

50%

Total Companies: 8

Total Incumbents: 8

Specifications:

- University degree often at postgraduate level and extensive professional training.
- · Usually 10-14 years of experience, 6 of which at supervisory level.
- Very good knowledge of English.

Alternative Title(s):

75% 75%

50%

2014 KPMG	Incu	mbents				se Salary			Target	Variable	Bonus	Actual	Variable	Bonus				npensati				Benef	its			C	∶ompar	ny Cars		
Compensation					(incl	luding Fixed Bo	onus)					(Cash 8	Grant & St	ock Opt.)	(incl	uding Bas			ariable Bo	nus)		(rate of pro	vision)							
Survey Data		% of				(in €)				(in €)			(in €)				(ir	າ €)			Stock	Pension		Company		ar Capacit				incl. VAT
	No.	sample	D9	Q3	Avg	Med	Q1	D1	Avg	Med	Report	Avg	Med	Paid by	D9	Q3	Avg	Med	Q1	D1	Options	Plan	Card	Car	<=1400	1400-1800	>1800	Minimum	Average	Maximum
		4000/		04.400	00.100	00.007	70.050		10.115		ed by	40.070	10.111	750/		101 500	01.010	00.107	04.070		001	500/	500/	750/	000/	070/	201	100	000	1.000
All Companies	8	100%	n.a.	91 406	83 496	83 227	76 650	n.a.	13 415	n.a.	50%	10 070	10 111	75%	n.a.	104 562	91 049	86 487	81 070	n.a.	0%	50%	50%	75%	33%	67%	0%	420	628	1 000
Job Match																														
Less	2	25%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Equal	5	63%	n.a.	n.a.	84 920	86 374	n.a.	n.a.	n.a.	n.a.	n.a.	10 005	n.a.	80%	n.a.	n.a.	92 924	86 599	n.a.	n.a.	0%	60%	40%	80%	50%	50%	0%	420	505	550
Greater	1	13%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Turnover																														
Up to 13 mil €	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
13,1 to 30 mil €	2	25%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 30 mil €	6	75%	n.a.	n.a.	85 780	83 227	n.a.	n.a.	14 005	n.a.	50%	8 505	n.a.	67%	n.a.	n.a.	91 450	86 487	n.a.	n.a.	0%	67%	50%	67%	50%	50%	0%	545	698	1 000
Employees																														
Up to 50	1	13%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
51 to 100	1	13%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 100	6	75%	n.a.	n.a.	85 780	83 227	n.a.	n.a.	14 005	n.a.	50%	8 505	n.a.	67%	n.a.	n.a.	91 450	86 487	n.a.	n.a.	0%	67%	50%	67%	50%	50%	0%	545	698	1 000
Industry																														
Life	2	25%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Non Life	2	25%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Life & Non Life	4	50%	n.a.	n.a.	84 744	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	7 800	n.a.	75%	n.a.	n.a.	90 593	n.a.	n.a.	n.a.	0%	75%	50%	75%	67%	33%	0%	545	772	1 000
Ownership																														
Greek	3	38%	n.a.	n.a.	85 485	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	90 151	n.a.	n.a.	n.a.	0%	33%	0%	67%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

100%

SOFTWARE ENGINEER (ex. Analyst/Programmer)

Specifications:

Position

University degree and relevant professional training.
 Usually 2-4 years of programming/analysis experience.

Good knowledge of English.

Participates in the design, coding, testing and maintenance stages of S/W engineering lifecycle.

35 424

Prepares relative documentation and adheres to configuration management control.

49 040 43 428

Performs end-user training and support.

Alternative Title(s):

Programmer

Typically reports to:

Duties:

Systems Analyst or Business Systems Manager or IT Supervisor

Companies included: 110, 124, 127, 128, 13, 130, 139, 19
Total Companies: 8

Total Incumbents: 55

2014 KPMG	Incur	mbents			Ва	se Salary			Target	Variable	e Bonus	Actual	Variable	Bonus		T	otal Con	npensati	on			Benef	its			C	ompar	ny Cars		
Compensation					(inc	cluding Fixed Bo	onus)		_			(Cash &	Grant & St	tock Opt.)	(incl	uding Bas	se Salary,	Fixed & V	ariable Bo	nus)		(rate of pro	vision)							
Survey Data		% of				(in €)				(in €)		,	(in €)			_	(ir	າ €)			Stock	Pension	Credit	Company	C	ar Capacit	у	Monthly	Lease (in	ncl. VAT
-	No.	sample	D9	Q3	Avg	Med	Q1	D1	Avg	Med	Report	Avg	Med	Paid by	D9	Q3	Avg	Med	Q1	D1	Options	Plan	Card	Car	<=1400	1400-1800	>1800	Minimum	Average I	Maximum
											ed by																			
All Companies	55	100%	46 264	38 299	33 881	32 564	28 000	23 744	4 784	2 460	20%	2 404	2 000	36%	48 690	39 299	34 755	32 900	28 000	24 192	0%	73%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Job Match																														
Less	16	29%	28 350	28 000	24 450	25 165	22 103	19 275	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	28 350	28 000	24 631	25 914	22 103	19 275	0%	44%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Equal	28	51%	38 117	35 569	33 958	33 005	31 870	30 400	4 071	2 375	21%	1 817	1 100	39%	39 080	35 569	34 671	33 355	32 492	30 450	0%	79%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Greater	11	20%	52 500	50 951	47 403	46 400	45 481	42 050	8 226	n.a.	27%	3 598	3 200	64%	55 896	53 563	49 693	49 600	46 429	44 529	0%	100%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Turnover																														
Up to 13 mil €	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
13,1 to 30 mil €	2	4%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 30 mil €	53	96%	46 332	38 752	34 003	32 564	28 000	23 632	4 784	2 460	21%	2 504	2 000	34%	49 145	39 845	34 853	32 900	28 000	23 856	0%	75%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Employees																														
Up to 50	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
51 to 100	2	4%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 100	53	96%	46 332	38 752	34 003	32 564	28 000	23 632	4 784	2 460	21%	2 504	2 000	34%	49 145	39 845	34 853	32 900	28 000	23 856	0%	75%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Industry																														
Life	36	65%	48 050	42 395	35 291	33 775	29 225	25 165	4 784	2 460	31%	2 504	2 000	50%	52 201	45 022	36 543	35 285	29 225	25 914	0%	89%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Non Life	4	7%	n.a.	n.a.	28 369	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	29 119	n.a.	n.a.	n.a.	0%	0%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Life & Non Life	15	27%	42 567	34 499	31 965	32 564	28 000	22 680	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	42 567	34 499	31 965	32 564	28 000	22 680	0%	53%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Ownership																														
Greek	20	36%	38 203	33 568	30 200	31 031	25 183	21 588	2 116	2 217	30%	1 475	1 150	40%	38 203	35 283	30 790	31 798	26 393	21 588	0%	70%	0%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

15% 3 023 2 848 36% 52 635 46 500 37 682 35 424 30 450 27 216

HUMAN RESOURCES MANAGER Position

Duties:

Formulates, recommends and ensures the implementation of company's HR policy.

Advises and assists line management in the interpretation and administration of personnel

policies and programs.

Ensures effective HR planning, recruiting, training & development, performance appraisal, salary structure, wage and salary administration, employee benefits, labour relations etc.

Typically reports to

General Manager/Managing Director and supervises 2-4 Executives and clerks.

Companies included: 110, 124, 125, 127, 130, 139, 140, 17, 19

Total Companies: 9

Total Incumbents: 9

Specifications:

 University degree often at postgraduate level and extensive professional training.

· Usually 8-10 years of relevant experience, 6 of which at supervisory level.

Very good knowledge of English.

Alternative Title(s):

2014 KPMG	Incu	mbents				se Salary			Target	Variable	e Bonus	Actual	Variable	Bonus				npensati				Benef				(Compa	ny Cars		
Compensation					(inc	luding Fixed B	onus)					(Cash 8	Grant & St	ock Opt.)	(inc	luding Bas			ariable Bor	nus)		(rate of pro	vision)							
Survey Data		% of				(in €)				(in €)			(in €)				(ir	າ €)			Stock	Pension		Company		ar Capacit		Monthly		
	No.	sample	D9	Q3	Avg	Med	Q1	D1	Avg	Med	Report	Avg	Med	Paid by	D9	Q3	Avg	Med	Q1	D1	Options	Plan	Card	Car	<=1400	1400-1800	>1800	Minimum	Average	Maximum
		4000/		50.000	10.515	54.000	00.010		0.010		ed by	7.045	7.050	500/		00.000	50.550	55 110	10.000		001	070/	000/	2021						
All Companies	9	100%	n.a.	56 000	48 545	54 600	38 640	n.a.	8 240	n.a.	44%	7 215	7 958	56%	n.a.	63 336	52 553	55 440	43 888	n.a.	0%	67%	33%	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Job Match																														
Less	4	44%	n.a.	n.a.	37 961	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	41 907	n.a.	n.a.	n.a.	0%	50%	25%	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Equal	5	56%	n.a.	n.a.	57 012	56 000	n.a.	n.a.	10 067	n.a.	60%	6 765	n.a.	60%	n.a.	n.a.	61 071	63 336	n.a.	n.a.	0%	80%	40%	40%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Greater	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Turnover																														
Up to 13 mil €	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
13,1 to 30 mil €	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 30 mil €	9	100%	n.a.	56 000	48 545	54 600	38 640	n.a.	8 240	n.a.	44%	7 215	7 958	56%	n.a.	63 336	52 553	55 440	43 888	n.a.	0%	67%	33%	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Employees																														
Up to 50	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
51 to 100	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Over 100	9	100%	n.a.	56 000	48 545	54 600	38 640	n.a.	8 240	n.a.	44%	7 215	7 958	56%	n.a.	63 336	52 553	55 440	43 888	n.a.	0%	67%	33%	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Industry																														
Life	3	33%	n.a.	n.a.	49 747	n.a.	n.a.	n.a.	7 987	n.a.	100%	n.a.	n.a.	n.a.	n.a.	n.a.	55 325	n.a.	n.a.	n.a.	0%	67%	33%	33%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Non Life	2	22%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Life & Non Life	4	44%	n.a.	n.a.	52 890	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	55 779	n.a.	n.a.	n.a.	0%	75%	25%	25%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Ownership																														
Greek	3	33%	n.a.	n.a.	50 027	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	52 693	n.a.	n.a.	n.a.	0%	67%	33%	33%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

- Criteria for determining an individual employee's compensation
 - Employee performance and contribution
 - External market data from competitive salary surveys
 - Internal data for comparable positions
 - Available budget for compensation based upon organization success and marketplace practices
- Typically, 80%-120% of the market median is considered a competitive range of pay for individuals to be paid

Below Market Median

<80%

to the job;
expectation that
employees would
be paid within this
range for the first
few years of
occupying the
position

Market Median

90% to 110%

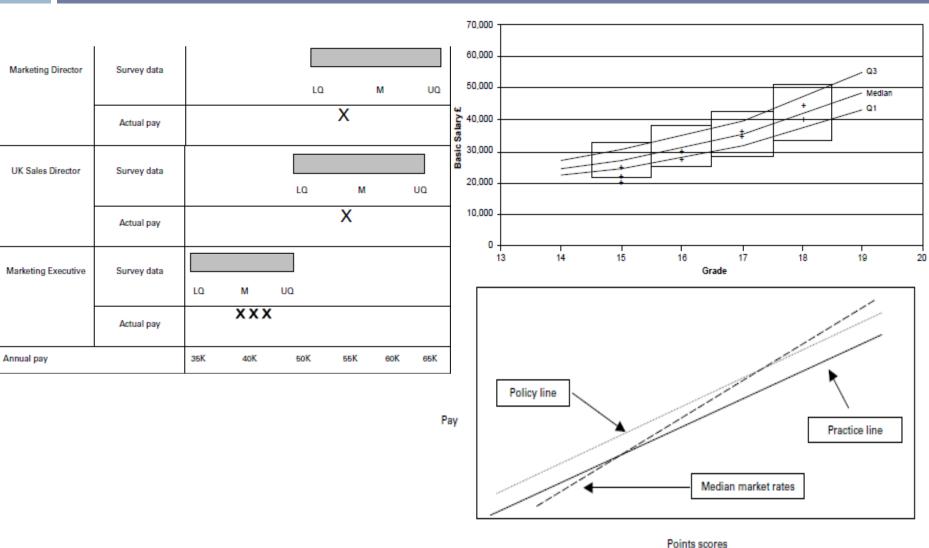
Fully competent level; expectation that all professionals would reach this level after a certain number of years with proper training and experience

Above Market Median >120%

Sustained high performance over time; expectation that employees paid within this range would set the example by teaching and mentoring their skills to others

Individuals' pay should be targeted on this continuum according to their performance and contribution

Issue	Questions	Action
Employees paid significantly above market	 Are they an expert? Are they consistently a high performer? Are they doing the survey job they were matched to? 	 Revisit performance and market data in 1-2 years Allow the market to "catch up" to employee's pay
	 Is the scope of their job consistent with other incumbents? 	
Employees paid significantly below market	 Are they new to the job? Are they still learning? Are they doing the survey job they were matched to? Is the scope of their job consistent with other incumbents? Does their performance and contribution warrant a salary 	 Increases should be done gradually Revisit performance and market data in six months



Survey statistics

Arithmetic mean The sum of the observations (eg salary data) divided by the number of observations

Weighted average Observations weighted by the number of job holders in each company

Median The middle value of a set of observations which have been ranked in order of size

Mode The number in a set of observations which occurs most frequently

Lower quartile The value below which 25% of the observations fall as arranged in rank order

Upper quartile The value below which 75% of the observations fall as arranged in rank order

Lower decile The value below which 10% of the observations fall as arranged in rank order

Upper decile The value below which 90% of the observations fall as arranged in rank order

Correlation Measures the strength of the relationship between two (or more) variables

Simple regression Having established a relationship between two variables (X and Y), simple

regression is a tool which can be used to predict the unknown value of a

variable (Y) given the value of a known variable (X)

Comparatio Identifies where Company is positioned in the chosen market

Comparatio of 1.00 (at market)

> 1.00 (above Market)

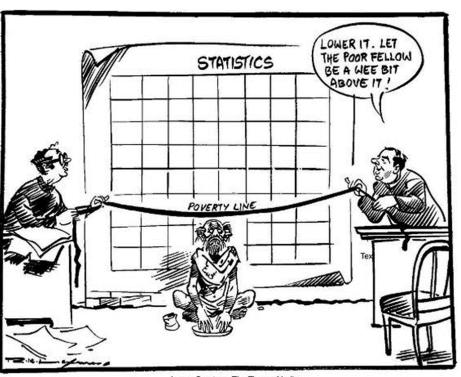
< 1.00 (Below Market)

Survey statistics

Compa	ny		JHs		
Α		9,000	1		
В		10,000	1		
С		10,000	1		
D		10,200	1		
Е		10,500	1		
F		10,700	1		
G		12,000	10		
Average Median	= =	10 342 10 200	Lower quartile (Q1) Upper quartile (Q3)	= =	10 000 10 600
Mode	=	10 000	Compa-ratio (Median)	=	1 05 %
Weighted average	=	11 275	for company F		









Communicate

Decision makingresults discussion

Compa ratio benefits

Compa ratio them

Select market data and job match

Select jobs to benchmark

Strategic insight for benchmarking

Strategic insight for benchmarking

- Market development
- Recruitment
- Restructuring
- New business
- Downsizing
- Reward management
- Re evaluation
- Performance appraisal





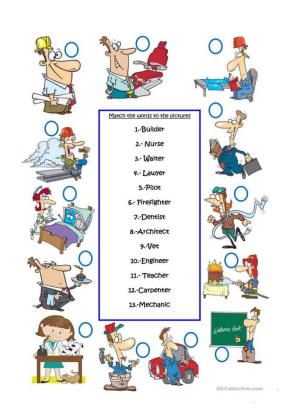
Select jobs to benchmark

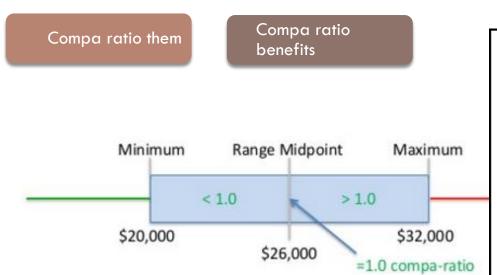
- Which jobs to benchmark?
- Organizational chart
- Job descriptions
- Job evaluations
- Existing grades



Select market data and job match

- Select a Salary survey depending on the first step
- Select elements to compare
- Select demographics to compare
- Do a proper job matching
- Have an alternative job matching





			Range	
Employee	Title	Base Pay	Mid-point	Compa-ratio
Micky	Dishwasher	\$25,000	\$30,000	83.33%
Betty	Kitchen Helper	\$29,560	\$32,000	92.38%
Huey	Server	\$32,650	\$33,000	98.94%
Donald	Server	\$32,125	\$33,000	97.35%
Dewey	Server	\$31,950	\$33,000	96.82%
Wilma	Hostess	\$35,100	\$34,000	103.24%
Louie	Bartender	\$33,200	\$34,000	97.65%
Barney	Grill Cook	\$34,725	\$35,000	99.21%
Minnie	Baker	\$34,100	\$36,000	94.72%
Fred	Sous Chef	\$34,800	\$36,000	96.67%
Daisy	Chef	\$39,750	\$38,000	104.61%

Compa-Ratio:

A quick number to identify employee's pay relative to the midpoint of the range. Calculated by:

= Employee Pay / Midpoint

Compa-Ratio < 1.0

EE Pay is below proficiency point

Compa-Ratio = 1.0

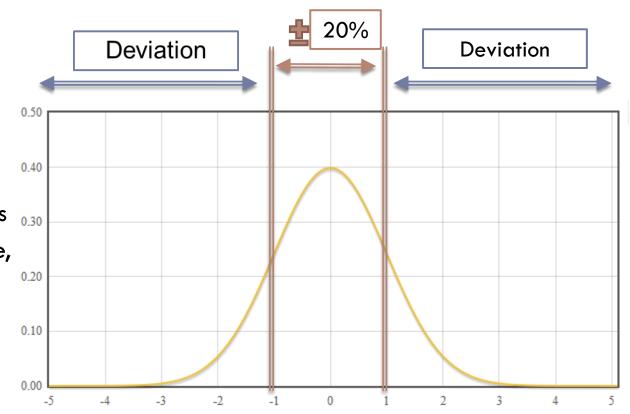
EE Pay is at the proficiency point

Compa-Ratio > 1.0

EE Pay is above the proficiency point

Decision makingresults discussion

- Exceed the market → overpaid
- □ Below market → underpaid
- Eligible or not for benefits
- Decision making: upgrade, downgrade, freeze or keep stable
- Not easy to cut salaries
- Re evaluate
- Re grade

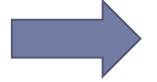


Compa ratio them

Compa ratio benefits

Example Compensation (underpaid Accountant):

Market value (median) for Equal evaluation-Total compensation= 32 090 €



85,54%*

Actual total compensation= 27 450 €

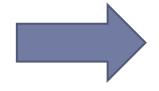
^{*} Below the -10% of the median \rightarrow underpaid/ Need to reevaluate the role or should be matched to a Less grade.

Compa ratio them

Compa ratio benefits

Example Car Benefits (Operations Sales Manager):

Market eligibility for car = yes value Market average cc = 1600 cc Market average gas remuneration = 385 €/ per month



GAP

Actual eligibility = yes value

Actual cc = 1200 cc

Actual gas remuneration = 150 € /

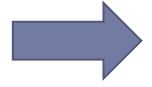
per month

Compa ratio them

Compa ratio benefits

Example Car Benefits (Operations Sales Manager):

- Check the matching (maybe a smaller company with small sales volumes)
- Check your strategy (below the market)
- ✓ Check if this is an exception
- ✓ Check the role breadth
- ✓ Check the actual needs



DECIDE WHAT
TO DO

Communicate



- □ Report it
- Suggest further actions
- Identify ways to channel proper actions depending on many factors (e.g. significance for the company, i.e. "hot role")
- Avoid reducing salaries
- Find alternatives
- Consider SWOT and strategy behind benchmarking

Questions??????

□ References:

- Armstrong, M. & Cummins, A. (2011) The Reward Management Toolkit: A Step-by-Step Guide to Designing and Delivering Pay and Benefits. Kogan Page, London.
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- Insurance Ltd (our case study)