



Metropolitan Government of Nashville and Davidson County

Salary Administration and Benefits Alternatives

Deloitte Consulting LLP

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Agenda

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Metro Nashville: Current State

Pay Increase Practices

- Metro implemented a 1.5% across-the-board pay increase on February 1, 2014.
- Typically, Metro issues increases on an annual basis.

2013 Pay Increases

- Metro offered a 1.5% structure increase last year, and approximately 3% pay increases for employees on steps as well as open ranges.

Bonus Payouts

- Metro did not provide a bonus payout in the most recent fiscal year.

Pay Structures

- Metro uses formal pay structures; some are Market-Based and others are Traditional.
- Step Structures for the majority; some on open ranges.

Probationary Periods

- Metro subjects employees to a 6-month probationary period prior to being declared full-time regular employees.

Shift Differential Pay

- Metro offers shift differential pay.

Cost Containment

- Metro has not taken any cost containment or reduction measures in the last 12 months.



Leading Practices: Public Sector

Salary Structure Practices

- Salary structures serve as the foundation of administering base pay within organizations. Today, four basic types of salary structures are used by organizations:

	Traditional	Market-Based	Broadbands	Step Structure
Range Spreads	20% - 40%	30% - 80%	80% - 200%	20% - 40%
Midpoint Progressions	5% - 10%	10% - 15%	No defined midpoints	5 % - 10%, with defined points within the ranges

- A recent survey conducted by Deloitte Consulting and WorldatWork of over 900 organizations (**including 156 public sector participants**) indicates among public sector participants⁽¹⁾:
 - Market-based structures are used by 49% of survey participants
 - Traditional structures are used by 24% of survey participants
 - Broadbands are used by 11% of survey participants
 - Step Structures are used by 10% of survey participants.
- Metro currently uses step structures and open ranges.**
 - Standard Range and Public Safety Range Structures are **Market-Based**
 - Trades General, Lead and Supervisor, Emergency Telecommunications and Correction Officer Range Structures are **Traditional**

(1) See Appendix for more information.



Leading Practices: Public Sector

Salary Structure Practices

- The Deloitte Consulting and WorldatWork study indicated that most often, organizations use the same type of salary structure for all employees. The table below indicates whether organizations vary the type of structure used based on various employee characteristics.

	Yes (%)	No (%)
Job Function/Family	19.0%	81.0%
Job Level	32.5%	67.5%
Critical Workforce Segment	6.6%	93.4%
Geographic Location	32.0%	68.0%

- As noted in the table above, while most organizations use the same types of salary structures for all employees, the most common reasons for varying the type of structures are job level (32.5%) and geographic location (32.0%).
- Metro varies the type of structure used based on Level with jobs in the Standard and Public Safety structure using Market-Based (some on open ranges) and all others using Traditional (primarily on steps).***



Leading Practices: Public Sector

Salary Structure Practices

- Structures are most often tied to the competitive market for base salaries (representing 80.3% of respondents).
- Typically, midpoints are tied to the 50th percentile of market data (86.7%).
- The table below illustrates how often organizations adjust salary ranges.

	Percent of Respondents
Semi-annually (twice per year)	0.0%
Annually	62.0%
Biennially (every 2 years)	14.0%
Other	24.0%

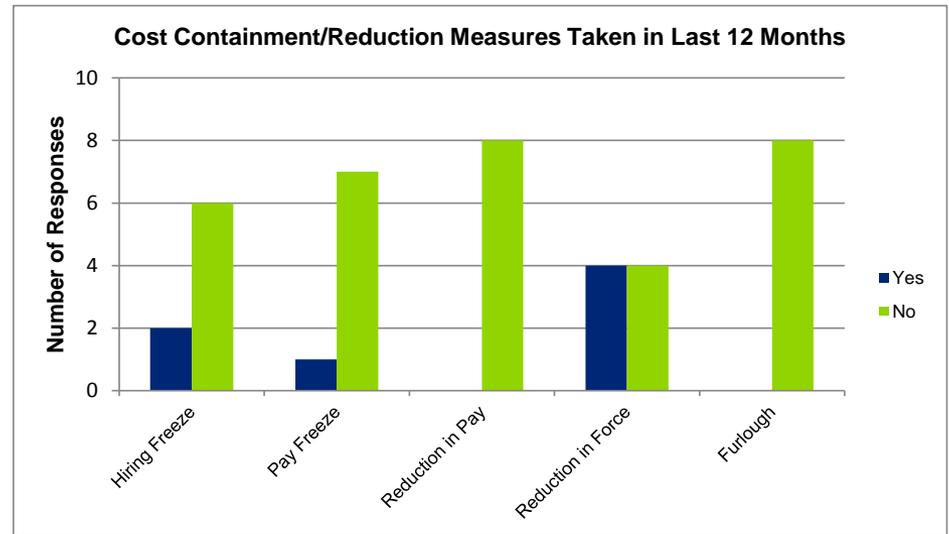
- Typically, salary ranges are adjusted at a consistent annual frequency across the organization (as reported by 62% of respondents).
- ***Metro adjusts their structures periodically.***



Leading Practices: Metro Nashville Custom Survey

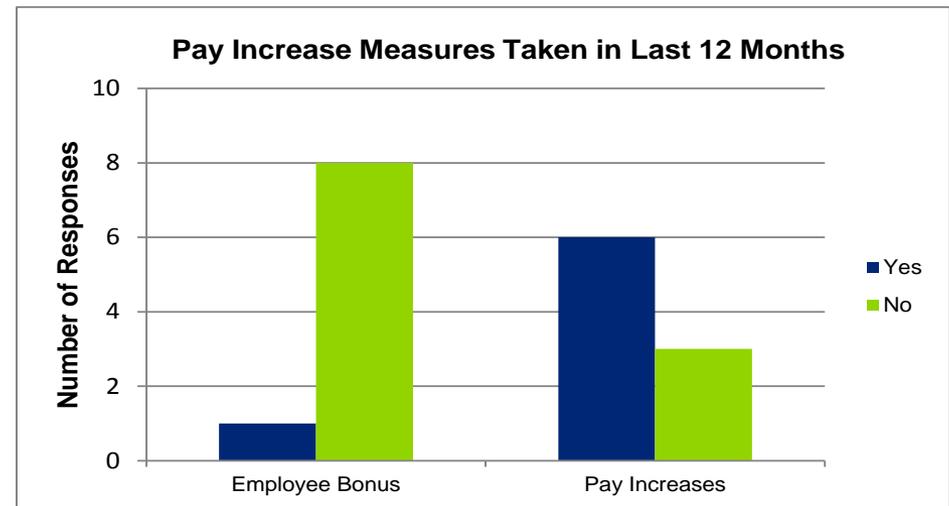
Cost Containment or Reduction Measures

- Of the 8 participants that indicated the cost containment and reduction measures they have taken over the last 12 months, the most common measure was a Reduction in Force (50%).
- 2 participants (25%) have issued a Hiring Freeze and 1 participant (13%) issued a Pay Freeze in the last 12 months.
- None of the respondents indicated that they had issued a Reduction in Pay or Furlough.
- ***Metro has not taken any cost containment or reduction measures in the last 12 months.***



Pay Increase Measures

- Of the 9 participants that indicated the pay increase measures they have taken over the last 12 months, 1 (11%) indicated it had begun offering employee bonuses and 6 (67%) indicated they had offered pay increases.
- Pay increases reported by the participants ranged from 2.0% to 3.0%, with 4 organizations indicating 2.0%. 3 organizations (33%) have not provided pay increases in the past 12 months.
- ***Metro offered a 1.5% structure increase last year, and approximately 3% pay increases for employees on steps as well as open ranges.***

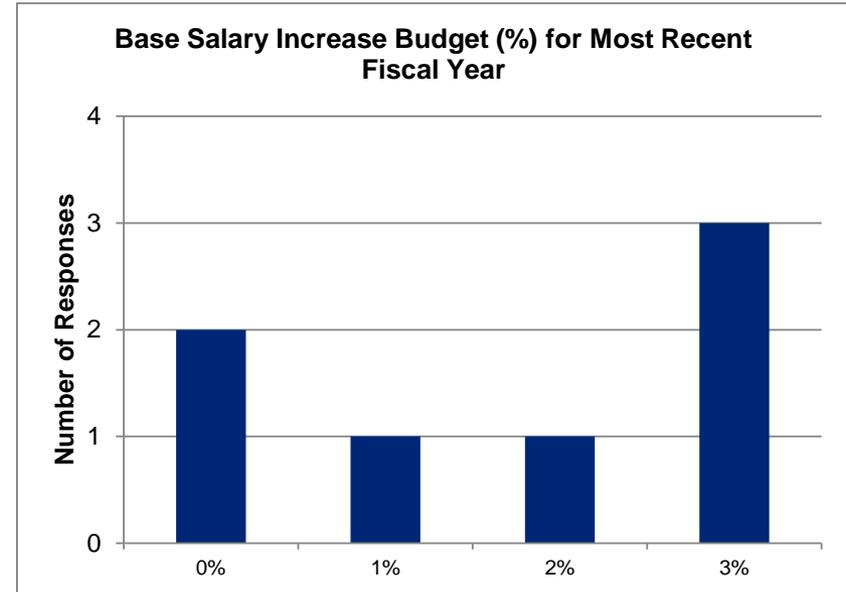




Leading Practices: Metro Nashville Custom Survey

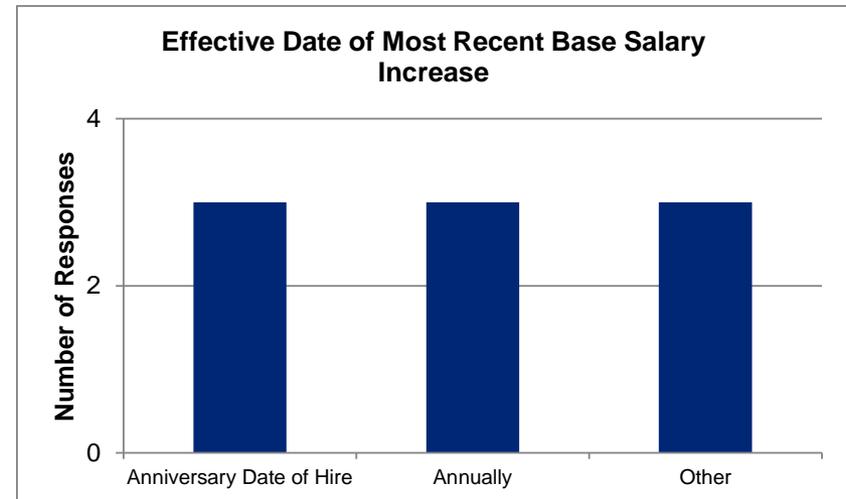
Base Salary Increase Budget

- 7 participants reported their base salary increase budget percentage for the most recently completed fiscal year.
- 3 of the participants indicated that their base salary increase budget was 3% and 2 indicated that the increase budget was 0%.
- 7 respondents indicated that their budgets do not vary by employee level; 1 respondent indicated that budgets do, in fact, vary by employee level.
- ***Metro budgeted a 1.5% structure adjustment with associated pay increases effective January 1. In addition employees on steps received 3% pay increases (incremental step increases) and some employees received 1.5% open range adjustments***



Effective Date of Most Recent Base Salary Increase

- 3 out of 9 participants (33%) indicated that their most recent base salary increases were effective annually at a common point in time. ***Metro also issues increases annually.***
- The remaining respondents indicated that the most recent base salary increases were effective on the anniversary date of hire (33%) or at some “other” time (33%).

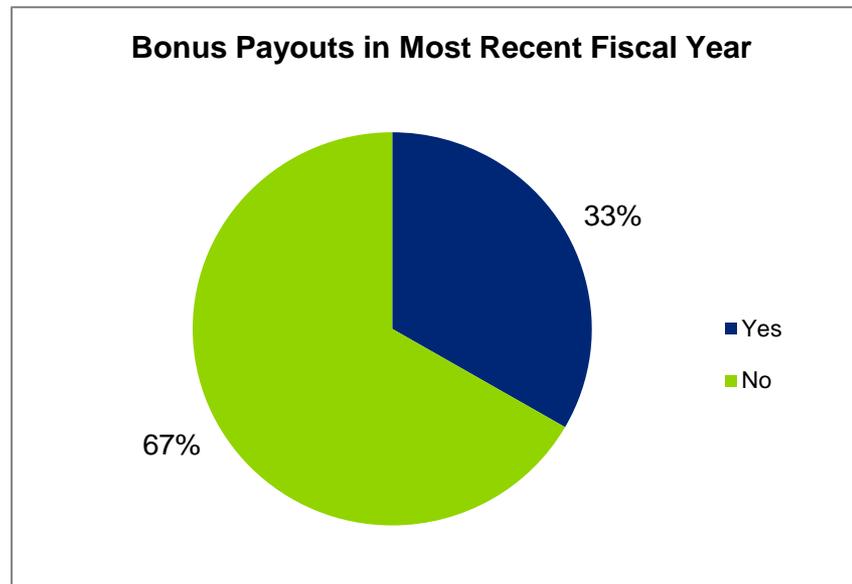




Leading Practices: Metro Nashville Custom Survey

Bonus Payouts in Most Recent Fiscal Year

- 3 out of 9 respondents (33%) indicated that they provided bonus payouts for the most recent fiscal year.
 - All 3 organizations confirmed that bonus payouts were provided to all levels.
- 6 respondents (66%) did not provide bonus payouts.
- ***Metro did not provide a bonus payout in the most recent fiscal year.***





Leading Practices: Metro Nashville Custom Survey

Pay Structures

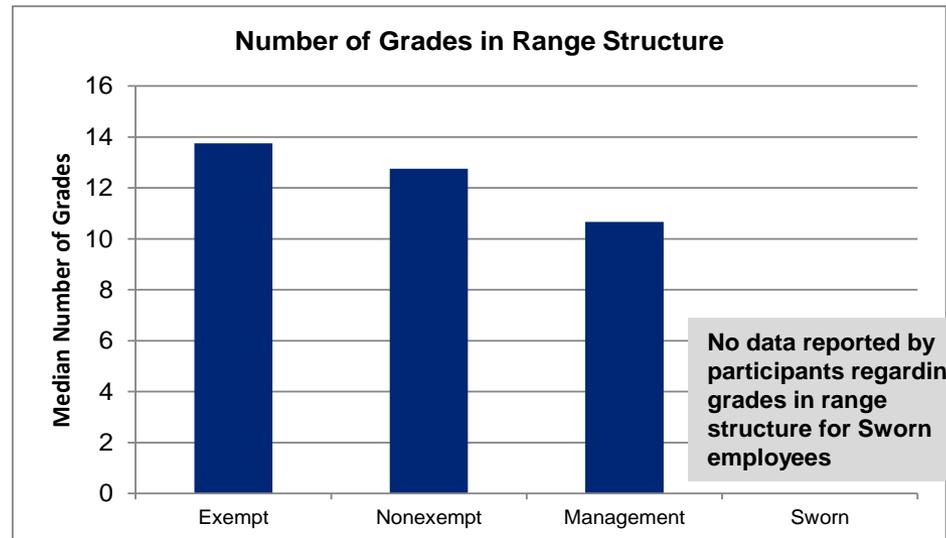
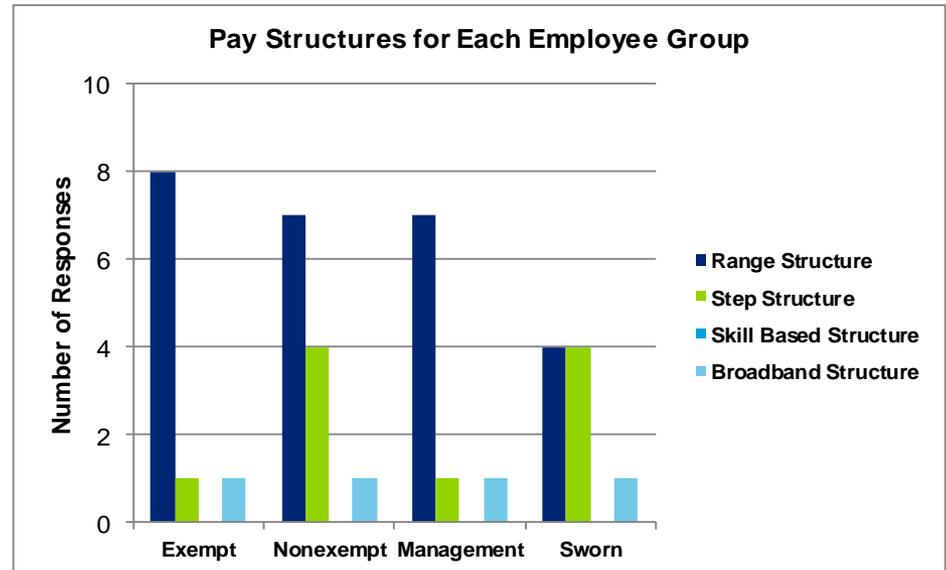
- 9 out of 9 respondents indicated that they use formal pay structures.
- ***Metro also uses formal pay structures.***

Pay Structures Used for Each Employee Group

- The table to the right shows the most common types of pay structures used for each employee group. Skill based structures are not used by any of the respondents.
- The most common pay structures used for each employee group are:
 - **Exempt:** Range Structure
 - **Nonexempt:** Range Structure
 - **Management:** Range Structure
 - **Sworn:** Range or Step Structure
- ***Metro uses Step structures for most employee groups with open Ranges for some.***

Number of Grades in Range Structure

- The table to the right shows the average number of grades in range structures for each employee type (only 4 or less organizations provided this data).





Leading Practices: Metro Nashville Custom Survey

Merit Increases

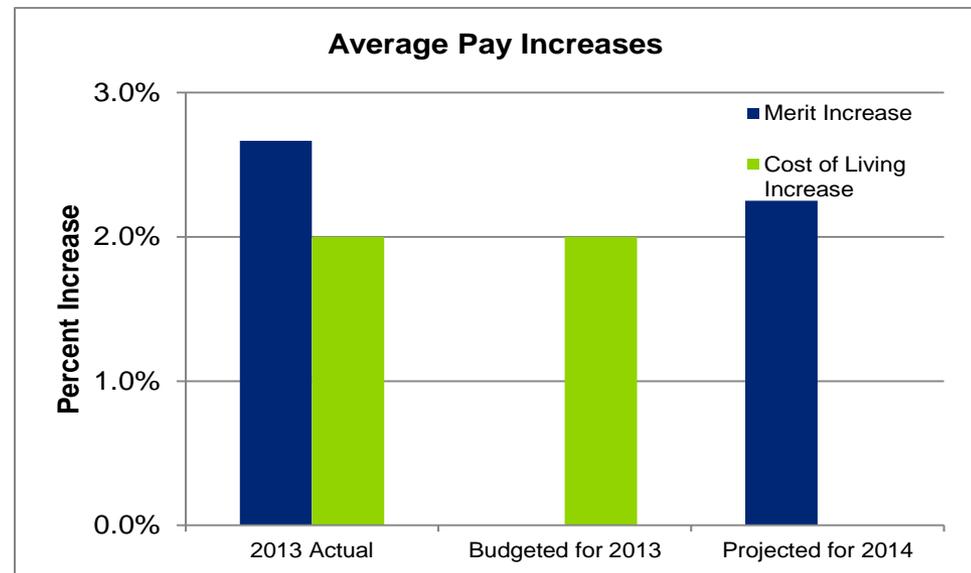
- The average *actual merit increase percentage for 2013* was 2.7% (represents responses from 3 participants).
 - **Metro budgeted a 1.5% structure adjustment with associated pay increases effective January 1. In addition employees on steps received 3% pay increases (incremental step increases) and some employees received 1.5% open range adjustments.**
- The average *merit increase percentage budgeted data for 2013* is not available (only 2 participants responded).
- The average *projected merit increase percentage for 2014* is 2.3% (represents responses from 4 participants).

Cost of Living Increases

- The average *actual cost of living increase percentage for 2013* was 2.0% (represents responses from 3 participants).
 - **Metro's actual cost of living increase percentage for 2013 was 1.5%.**
- The average *cost of living increase percentage budgeted data for 2013* is not available (only 2 participants responded).
- No participants provided projected cost of living increase percentages for 2014.

Market Adjustments

- The average *projected market adjustment data for 2014* is not available (only 2 participants responded).



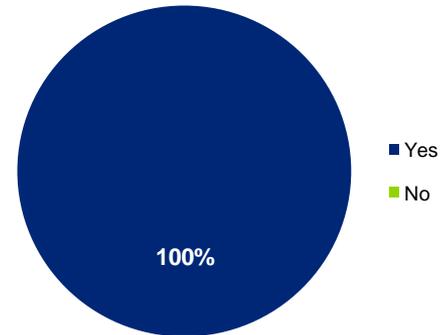


Leading Practices: Metro Nashville Custom Survey

Probationary Periods

- 8 of 8 respondents indicated that employees are subject to probationary periods prior to becoming full-time regular employees.
- 6 of these respondents indicated that the probationary period is 6 months.
- ***Metro also subjects employees to a 6-month probationary period prior to being declared full-time regular employees.***

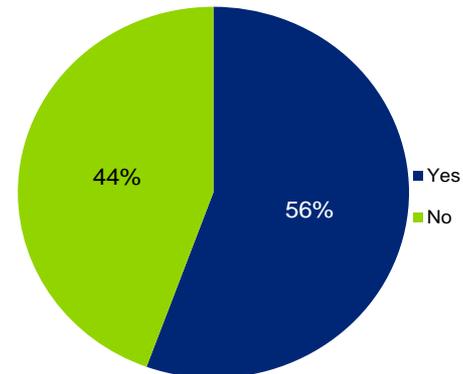
Employees subject to probationary periods prior to becoming FTE's



Shift Differential Pay

- 5 of 9 respondents (56%) award shift differential pay.
- ***Metro also offers shift differential pay.***

Do Employees Receive Shift Differential Pay?





Alternatives for Future Direction of Salary Administration

	Description	Pros	Cons
Option I	<p>Move to a more focused “pay for performance” approach</p> <ul style="list-style-type: none"> • Move all structures to open ranges • Update performance management program • Do away with increments everywhere possible • Establish regular merit budgets and market adjustments • Implement new HRIS to administer programs • Update compensation philosophy 	<ul style="list-style-type: none"> • Would provide better ability to reward key talent in areas such as IT, Finance, etc. • Would establish Metro as a leader in innovative pay practices in the public sector and more competitive with private sector • Would move Metro closer to “employer of choice” status and innovator; fits with image of young, vibrant, growing city 	<ul style="list-style-type: none"> • Typically requires multi-year implementation • Would require review of the performance management program and potentially redesign and training • Requires regular funding for merit increases (i.e., 3% or greater annually) • Would require the most effort but also may produce the greatest impact/return on investment
Option II	<p>Continue with current program but update ranges, give market adjustments across the organization and commit to regular funding</p> <ul style="list-style-type: none"> • Adjust salary range structures based on new market data • <i>Establish merit budget for coming year including open ranges</i> • Provide market adjustment budget targeted at cases of pay compression 	<ul style="list-style-type: none"> • Market adjustments could be used to “catch up” those behind the market • Regular merit budgets would help keep current employees competitive • Would help close gap between new employees and tenured employees 	<ul style="list-style-type: none"> • Requires funding for merit and market adjustment budget • Emphasis on performance would be less than Option 1 • May not attract or retain high performers as well as Option 1 • Would not be as well aligned with leading practice



Alternatives for Future Direction of Salary Administration

	Description	Pros	Cons
Option III	<p>Make adjustments only to those areas showing greatest variance to market</p> <ul style="list-style-type: none"> Market adjustments for key job families showing greatest variance to market (e.g., > 5% below) Update structures for key job families 	<ul style="list-style-type: none"> Targets the job families most in need of market adjustments Requires a more modest level of funding 	<ul style="list-style-type: none"> Does not make significant adjustments to the philosophy or administration of pay or modernize the approach Employees not in key job families would not benefit
Option IV	<p>Make no changes at the present time</p>	<ul style="list-style-type: none"> No resources/effort required Funding not required Could be based on idea that overall compensation was found to be competitive 	<ul style="list-style-type: none"> Would not address short- or long-term issues with compensation Would not have any impact on employee retention or address issues with key job families May send a negative message to employees that are aware of study



Alternatives for Future Direction of Benefits

	Description	Pros	Cons
Option I	<p>Wholesale redesign of retirement benefits</p> <ul style="list-style-type: none"> • Significant reductions to pensioner health benefits • Use of public and private healthcare exchanges • COLA related to investment performance for current pensioners • Defined contribution and/or hybrid pension for new hires • Mandatory contributions for current employees 	<ul style="list-style-type: none"> • Immediate and significant fiscal savings • Benefits could be more closely aligned to peers and the public sector market 	<ul style="list-style-type: none"> • Would require significant analysis to develop and communications to implement • Some design changes could elicit lawsuits • Some of these ideas were recently reviewed and rejected by the Study and Formulating Committee • Would likely create significant union and political backlash
Option II	<p>Introduce public and/or private healthcare exchanges for current and future pensioners</p> <ul style="list-style-type: none"> • Pensioners are given set \$ amount and purchase insurance to meet their needs on the exchanges • Medicare coordinators are used to help older pensioners navigate the benefit offerings 	<ul style="list-style-type: none"> • Creates some immediate fiscal savings • Could be designed to create greater long-term savings (incremental adjustments) • Could be designed to have minimal impact on current costs from pensioner's perspective (in some cases improves benefits) 	<ul style="list-style-type: none"> • Would require significant communications and change management • Changes the fundamental policy of Metro providing the coverage to pensioners buying on their own • There would be winners and losers among pensioners from a cost impact perspective



Alternatives for Future Direction of Benefits

	Description	Pros	Cons
Option III	<p>Introduce hybrid pension plan for new employees</p> <ul style="list-style-type: none"> • Provide a smaller defined benefit pension plus a defined contribution amount • Mandatory employee contributions to the defined benefit plan with voluntary employee contributions to the defined contribution plan 	<ul style="list-style-type: none"> • Reduces Metro’s costs and risks over the long-term • Only affects new employees creating less resistance to change • More in line with new benefit offerings among peer group • Full career employees better prepared for retirement due to employee contributions • More attractive to younger hires given the portability of the defined contribution plan 	<ul style="list-style-type: none"> • No immediate fiscal savings • The concept was among those recently reviewed and rejected by the Study and Formulating Committee • May meet with union resistance
Option IV	<p>Require employee contributions to the current pension plan</p> <ul style="list-style-type: none"> • Employee contributions could be tied to compensation increases and slowly increased over time • May need to be associated with benefit improvements to maintain competitive benefits (especially police and fire) 	<ul style="list-style-type: none"> • Better comparison to market on the compensation side since most peers have mandatory employee contributions • Related compensation increases make it more palatable • Potential to offset costs of compensation increase • Full career employees better prepared for retirement due to employee contributions 	<ul style="list-style-type: none"> • The concept was among those recently reviewed and rejected by the Study and Formulating Committee (although, salary increases were not part of that consideration) • Compensation increase and employee contributions are not a 1-to-1 offset since employee contributions are refunded to non-vested employees



Alternatives for Future Direction of Benefits

	Description	Pros	Cons
Option V	Make no changes at the present time	<ul style="list-style-type: none">• No resources/effort required• Could be based on idea that total rewards package was found to be competitive	<ul style="list-style-type: none">• No fiscal savings• Benefits would remain significantly above peers/market• Would not address disconnect to market on the compensation side since Metro has no mandatory employee contributions



APPENDIX



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- What type of salary structure(s) does your organization use today for its U.S.-based employees?

Response	Number of Respondents	Percent of Respondents
Traditional (typically has range spreads of 20% to 40% and midpoint progressions of 5% to 10%)	37	23.7%
Market-based (typically has range spreads of 30% to 80% and midpoint progressions of 10% to 15%)	77	49.4%
Broadbands (typically have range spreads of 80% to 200% with no defined midpoints)	17	10.9%
Step structures (typically have range spreads of 20% to 40% and midpoint progressions of 5% to 10%)	16	10.3%
Other	8	5.1%
None	1	0.6%
Total	156	100.0%



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Please respond regarding the following types of salary structure(s):

	Range spread average (Narrowest to Widest)		MidPoint Progression Prevalence								
	Narrowest	Widest	Less than 5%	5% to 9%	10% to 14%	15% to 19%	20% to 30%	> 30%	Not defined	Varies	Other
Traditional (typically has range spreads of 20% to 40% and midpoint progressions of 5% to 10%)	35.48%	44.48%	3% (n=1)	18% (n=6)	33% (n=11)	12% (n=4)	3% (n=1)	0% (n=0)	9% (n=3)	21% (n=7)	0% (n=0)
Market-based (typically has range spreads of 30% to 80% and midpoint progressions of 10% to 15%)	41.14%	54.73%	0% (n=0)	9% (n=6)	35% (n=23)	15% (n=10)	9% (n=6)	2% (n=1)	6% (n=4)	24% (n=16)	0% (n=0)
Broadbands (typically have range spreads of 80% to 200% with no defined midpoints)	65.66%	142.73%	0% (n=0)	0% (n=0)	0% (n=0)	9% (n=1)	0% (n=0)	9% (n=1)	55% (n=6)	27% (n=3)	0% (n=0)
Step structures (typically have range spreads of 20% to 40% and midpoint progressions of 5% to 10%)	22.09%	44.27%	0% (n=0)	31% (n=5)	13% (n=2)	0% (n=0)	0% (n=0)	0% (n=0)	13% (n=2)	44% (n=7)	0% (n=0)
Other	32.05%	52.13%	10% (n=1)	10% (n=1)	10% (n=1)	10% (n=1)	10% (n=1)	0% (n=0)	40% (n=4)	10% (n=1)	0% (n=0)



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Does the type of structure used vary by job function/family (e.g., accounting, administration, finance, HR, IT, legal, logistics, marketing, operations)?

Response	Number of Respondents	Percent of Respondents
Yes	24	19.0%
No	102	81.0%
Total	126	100.0%

- Please indicate the type of structure used for applicable job functions/families below:

Job Function/Family	Traditional	Market-based	Broadbands	Step structures	Other
Accounting	5 (10%)	10 (9%)	3 (13%)	0 (0%)	3 (9%)
Administration	5 (10%)	10 (9%)	2 (9%)	1 (14%)	3 (9%)
Finance	5 (10%)	10 (9%)	3 (13%)	0 (0%)	3 (9%)
HR	5 (10%)	10 (9%)	3 (13%)	0 (0%)	3 (9%)
IT	4 (8%)	10 (9%)	4 (17%)	0 (0%)	3 (9%)
Legal	4 (8%)	12 (11%)	2 (9%)	0 (0%)	3 (9%)
Logistics/Supply Chain	6 (12%)	9 (8%)	0 (0%)	1 (14%)	3 (9%)
Marketing	4 (8%)	8 (7%)	2 (9%)	1 (14%)	3 (9%)
Operations (e.g., Project Management, Manufacturing, Procurement)	4 (8%)	10 (9%)	1 (4%)	3 (43%)	3 (9%)
Research	2 (4%)	9 (8%)	1 (4%)	0 (0%)	3 (9%)
Sales	3 (6%)	7 (6%)	1 (4%)	0 (0%)	3 (9%)
Other	2 (4%)	7 (6%)	1 (4%)	1 (14%)	2 (6%)



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Does the type of structure used vary by job level (i.e., hourly/production, other non-exempt, exempt/professional, etc.)?

Response	Number of Respondents	Percent of Respondents
Yes	41	32.5%
No	85	67.5%
Total	126	100.0%

- Please indicate the type of structure used for applicable job levels below:

Structure	Traditional	Market-based	Broadbands	Step structures	Other
Hourly/Production	15 (15%)	27 (14%)	2 (10%)	12 (57%)	4 (18%)
Other Nonexempt	19 (20%)	37 (20%)	4 (19%)	5 (24%)	5 (23%)
Exempt/Professional	21 (22%)	42 (22%)	4 (19%)	1 (5%)	5 (23%)
Supervisory/Managerial	19 (20%)	39 (21%)	4 (19%)	1 (5%)	5 (23%)
Executive	15 (15%)	31 (16%)	7 (33%)	0 (0%)	3 (14%)
Other	8 (8%)	12 (6%)	0 (0%)	2 (10%)	0 (0%)



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Does the type of structure used vary by critical workforce segment (e.g., accountants/finance professions, engineers, health-care/clinical professions)?

Response	Number of Respondents	Percent of Respondents
Yes	8	6.6%
No	113	93.4%
Total	121	100.0%

- Please indicate the type of structure used for applicable critical workforce segments below:

Workforce Segment	Traditional	Market-based	Broadbands	Step structures	Other
Accountants/Finance professions	0 (0%)	2 (17%)	2 (33%)	0 (0%)	3 (20%)
Engineers	1 (33%)	3 (25%)	1 (17%)	0 (0%)	2 (13%)
Healthcare/Clinical professions	1 (33%)	1 (8%)	0 (0%)	0 (0%)	2 (13%)
Industrial/skilled professions (Electrician, Carpenters,	1 (33%)	2 (17%)	0 (0%)	0 (0%)	2 (13%)
IT professions	0 (0%)	1 (8%)	2 (33%)	0 (0%)	3 (20%)
Sales professions	0 (0%)	2 (17%)	1 (17%)	0 (0%)	3 (20%)
Other	0 (0%)	1 (8%)	0 (0%)	0 (0%)	0 (0%)



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Does the type of structure vary based on Geographic location?

Response	Number of Respondents	Percent of Respondents
Yes	40	32.0%
No	85	68.0%
Total	125	100.0%

- Are structures applied to geography based on (check all that apply):

Factor	Number of Respondents	Percent of Respondents
U.S. Region (e.g., Northeast, Central, Midwest, West)	8	16.7%
U.S. City/Metropolitan area	24	50.0%
Tiers (e.g., Tier 1 = New York City, San Francisco; Tier II = Boston, Chicago)	12	25.0%
Other (Please specify)	4	8.3%
Total	48	100.0%



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Generally, salary structures are tied to the competitive market. For your organization, is the competitive percentile based on:

Salary Structure	Number of Respondents	Percent of Respondents
Base salary	102	80.3%
Total cash compensation	16	12.6%
We do not tie our structures to the competitive market	5	3.9%
Other (Please specify)	4	3.1%
Total	127	100.0%

- Are midpoints tied consistently to a single competitive percentile of the market?

Response	Number of Respondents	Percent of Respondents
Yes	107	84.3%
No, it varies by job function, job level, workforce segment or geographic location	10	7.9%
Does not apply (e.g., not tied to a competitive percentile, structure does not use midpoints)	10	7.9%
Total	127	100.0%

- What competitive percentile are midpoints tied to:

Percentile	Number of Respondents	Percent of Respondents
25th percentile	2	1.9%
40th percentile	1	1.0%
50th percentile	91	86.7%
60th percentile	4	3.8%
75th percentile	3	2.9%
Other (Please specify)	4	3.8%
Total	105	100.0%



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Are salary ranges adjusted at a consistent frequency across your organization?

Response	Number of Respondents	Percent of Respondents
Yes	102	80.3%
No	25	19.7%
Total	127	100.0%

- How often are salary ranges adjusted?

Frequency	Number of Respondents	Percent of Respondents
Semi-annually (twice per year)	0	0.0%
Annually	62	62.0%
Biennially (every 2 years)	14	14.0%
Other (Please specify)	24	24.0%
Total	100	100.0%

- Does the frequency of the adjustment vary by job function/family (e.g., accounting, administration, finance, HR, IT, legal, logistics, marketing, operations)?

Response	Number of Respondents	Percent of Respondents
Yes	4	16.7%
No	20	83.3%
Total	24	100.0%



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Does the frequency of the adjustment vary by job level (e.g., hourly/production, other nonexempt, exempt/professional)?

Response	Number of Respondents	Percent of Respondents
Yes	3	12.0%
No	22	88.0%
Total	25	100.0%

- Does the frequency of the adjustment vary by critical workforce segment (e.g., accountants/finance professions, engineers, health-care/clinical professions)?

Response	Number of Respondents	Percent of Respondents
Yes	2	8.0%
No	23	92.0%
Total	25	100.0%

- Does the frequency of the adjustment vary by geographic location?

Response	Number of Respondents	Percent of Respondents
Yes	4	16.7%
No	20	83.3%
Total	24	100.0%

- Is frequency of adjustment for geography based on: (Check all that apply.)

Factor	Number of Respondents	Percent of Respondents
U.S. Region (e.g., Northeast, Central, Midwest, West)	2	40.0%
U.S. City/Metropolitan area	1	20.0%
Tiers (e.g., Tier 1 = New York City, San Francisco; Tier II = Boston, Chicago)	1	20.0%
Other (Please specify)	1	20.0%
Total	5	100.0%



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- Which of the following tools do you use to: (Check all that apply.)

	Spreadsheet application (e.g., Microsoft Excel, Gnumeric, OpenOffice Calc)	Relational database application (e.g., Microsoft Access, FileMaker,	Enterprise system (e.g., Oracle, PeopleSoft, SAP)	Point Solution (e.g., tool specifically focused on salary structure management, such	Internally developed system (e.g., custom designed within your organization)	Other
Design your salary structures (e.g., model new ranges, develop structures, calculate spreads and midpoint progressions)	115	10	18	28	9	5
Administer pay within the salary ranges (e.g., manage salary structures, make changes to existing structures)	83	8	60	23	12	2

- What is the system of record for your salary range data? (Check all that apply.)

System	Number of Respondents	Percent of Respondents
Spreadsheet application (e.g., Microsoft Excel, Gnumeric, OpenOffice Calc)	77	43.0%
Relational database application (e.g., Microsoft Access, FileMaker, OpenOffice Base)	6	3.4%
Enterprise system (e.g., Oracle, PeopleSoft, SAP)	64	35.8%
Point Solution (e.g., tool specifically focused on salary structure management, such as Kenexa CompAnalyst, MarketPay,	19	10.6%
Internally developed system (e.g., custom designed within your organization)	6	3.4%
Other (Please specify)	7	3.9%
Total	179	100.0%



Appendix – Deloitte & WorldatWork Salary Structure Survey – Public Sector

- What type of systems/tools do you currently use to communicate salary ranges to internal customers (e.g., managers, recruiters, HR business partners)?

System/Tool	Number of Respondents	Percent of Respondents
Spreadsheet application (e.g., Microsoft Excel, Gnumeric, OpenOffice Calc)	80	30.8%
Relational database application (e.g., Microsoft Access, FileMaker, OpenOffice Base)	3	1.2%
Enterprise system (e.g., Oracle, PeopleSoft, SAP)	49	18.8%
Point Solution (e.g., tool specifically focused on salary structure management, such as Kenexa CompAnalyst, MarketPay,	5	1.9%
Internally developed system (e.g., custom designed within your organization)	8	3.1%
Email	44	16.9%
Company intranet	59	22.7%
Social media	0	0.0%
Other (Please Specify)	12	4.6%
Total	260	100.0%

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