



2018 Policies, Practices & Merit Survey

2018 Policies, Practices & Merit Survey

Thank you for participating in our **2018 Policies, Practices & Merit Survey**.

This survey is targeted at Fortune 1,000 and large multinational companies in the U.S. Results will be provided **free of charge** to those who participate. **Survey is open for participation until June 1, 2018.**

[Printable PDF Version - Please Complete Survey Online](#)

Please call us with any questions at 212.683.7745 x101 or email us at surveys@empsight.com.

Note: if you are looking for Empsight's 2018 Compensation Survey Excel Questionnaire please download it [here](#)

Contact & Organization

Please enter your contact and organization information below.

First Name

Last Name

Job Title

Email Address

Phone Number

Organization Name

Number of U.S. Employees

Revenue Category

- A. \$30 Billion and Above
- B. \$15-30 Billion
- C. \$10-15 Billion
- D. \$5-10 Billion
- E. \$3-5 Billion
- F. \$1-3 Billion
- G. Less than \$1 Billion

Organization Revenue (in \$Billions)

Industry

- Chemical / Metal
- Consumer Products
- Energy
- Financial Services
- Insurance
- Media / Entertainment
- Pharmaceutical
- Real Estate / Construction
- Retail
- Technology
- Telecommunications
- Transportation / Transport Svcs
- Other

Company Type

☐ Public ☐ Private ☐ Other

Compensation Competitiveness Philosophy

1. What is your company's compensation philosophy relative to the market for base salary and total cash compensation?

	Market Average	Market Median	Market 65th Percentile	Market 75th Percentile	Above Market 75th Percentile	Below Market Median	No Philosophy
Base Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total Cash Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. How does your company's aggregate base pay practice compare to your stated philosophy?

- ☐ at the desired position
 ☐ above the desired position
 ☐ below the desired position

VALIDATION: Min = 0 Max = 50

3. Salary Structure Design: How many salary structures do you use in your organization?

Number of Salary Structures

☐ Not Applicable - We Don't Use Salary Structures

LOGIC: Show/hide trigger exists.

4. Since last year, has the number of salary structures changed?

- ☐ Increased
 ☐ Decreased
 ☐ No Change

LOGIC: Hidden unless: #4 Question "Since last year, has the number of salary structures changed?" is one of the following answers ("Increased")

5. If increased, please explain why

- ☐ Locating staff to high to higher cost of living areas (north america / US)
☐ New Global Location
☐ Change in salary structure philosophy / design
☐ Other

LOGIC Hidden unless: #4 Question "Since last year, has the number of salary structures changed?" is one of the following answers ("Decreased")

6. If decreased, please explain why

- ☐ Locating staff to high to higher cost of living areas (north america / US)
- ☐ New Global Location
- ☐ Change in salary structure philosophy / design
- ☐ Other

7. Salary Structure Design: What is the primary basis for salary structure differentiation?

- ☐ Geography
- ☐ Industry Segment
- ☐ Business Unit
- ☐ Combination of Geography & Industry
- ☐ Combination of Business Unit & Geography
- ☐ Other

2018 Salary Increase Budget

VALIDATION Must be percentage

8. What is your planned salary structure increase for 2018 in percent? (for the salary structure that applies to most of your employees) Note: the cell will accept decimal points.

Validation Must be percentage

9. What is your **2018 budget** for the items below (in percent of Total Payroll). Please report 0% if no budget is planned. Please leave blank if not applicable. The cells will accept decimal points. **Note:** Promotions and Special Adjustments budgets typically range between 0.25% and 2.5%. If your company combines Merit, Promotions and Special Adjustments budgets please report Merit and Total Increase Budgets only.

	Overall	Executives	Management	Professionals	Support / Non-Exempt
Merit Increase (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Promotional Increases (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Special Adjustments / Other (as % of Payroll) *	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Increase : Merit + Promo + Special Adjustments (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

* e.g. high potential adjustment, bring to minimum / market adjustment

Validation

Salary Increase Budget Comments: Please include any comments that would help us better understand your 2018 salary increase budget.

2019 Salary Increase Forecasts

Validation Must be percentage

10. What is your planned salary structure increase forecast for 2019 in percent? (for the salary structure that applies to most of your employees) Note: the cell will accept decimal points.

VALIDATION Must be percentage

11. What is your **2019 forecast** for the items below? The cells will accept decimal points. Please report 0% if no budget is planned. **Note:** Promotions and Special Adjustments budgets typically range between 0.25% and 2.5%. If your company combines Merit, Promotions and Special Adjustments budgets please report Merit Forecast and Total Increase Budget Forecast only.

	Overall	Executives	Management	Professionals	Support / Non- Exempt
Merit Forecast (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Promotions Budget Forecast (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Special Adjustments Forecast / Other (as % of Payroll) *	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Increase Budget Forecast: Merit + Promo + Special Adjustments (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

* e.g. high potential adjustment, bring to minimum / market adjustment

VALIDATION

Salary Increase Forecast Comments: Please include any comments that would help us better understand your 2019 salary increase forecast.

LOGIC Show/hide trigger exists.

12. Do you treat high potential employees differently from a compensation perspective?

☐ No ☐ Yes

LOGIC Hidden unless: #12 Question "Do you treat high potential employees differently from a compensation perspective?" is one of the following answers ("Yes")

13. If yes, do you target high potential employees:

- ☐ Higher percentile in the range
- ☐ Higher pay increase
- ☐ Extra Short Term Incentive (STI)
- ☐ Extra Long Term Incentives (LTI)
- ☐ Other

Short Term Incentives

VALIDATION Must be percentage

14. What percent of employees are **eligible** for Short Term Incentives (STI) overall and by level? Also, indicate the percent who **received** an STI in 2018 overall and by level.

STI is defined as the annual short term incentive paid in the current year for prior fiscal year performance (please exclude non performance based bonuses - sign-on, spot, holiday, retention, partial year).

	STI Eligible %	STI Received Award %
Overall	<input type="text"/>	<input type="text"/>
Executives	<input type="text"/>	<input type="text"/>
Management	<input type="text"/>	<input type="text"/>
Professionals	<input type="text"/>	<input type="text"/>
Support / Non-Exempt	<input type="text"/>	<input type="text"/>

LOGIC Show/hide trigger exists.

15. Relative to bonus payouts in 2017, were your payouts in 2018 for 2017 performance (for the average incumbent who received a bonus)

- ☐ Higher
- ☐ Lower
- ☐ About The Same
- ☐ Did not payout in 2018
- ☐ Do not have short term incentive program

VALIDATION Must be percentage

LOGIC Hidden unless: #15 Question "Relative to bonus payouts in 2017, were your payouts in 2018 for 2017 performance (for the average incumbent who received a bonus)" is one of the following answers ("Higher")

16. Please indicate the **percent** that your bonus payouts were higher in 2018 for 2017 performance relative to payouts in 2017 for 2016 performance. The percent should reflect the difference (if any) for a typical incumbent earning a bonus in the plan.

VALIDATION Must be percentage

LOGIC Hidden unless: #15 Question "Relative to bonus payouts in 2017, were your payouts in 2018 for 2017 performance (for the average incumbent who received a bonus)" is one of the following answers ("Lower")

17. Please indicate the **percent** that your bonus payouts were lower in 2018 for 2017 performance relative to payouts in 2017 for 2016 performance. The percent should reflect the difference (if any) for a typical incumbent earning a bonus in the plan.

VALIDATION

Please provide any additional comments on your short term incentive awards for 2018.

Short Term Incentives

VALIDATION Must be percentage

18. Please summarize the weighting of short term incentive payouts by individual, company, and business unit performance by level. Percents should add to 100%

Example: 50% individual performance, 25% company performance, 25% business unit performance

	Individual Performance	Company Performance	Business Unit Performance
Executives	<input type="text"/>	<input type="text"/>	<input type="text"/>
Management	<input type="text"/>	<input type="text"/>	<input type="text"/>
Professionals	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support / Non-Exempt	<input type="text"/>	<input type="text"/>	<input type="text"/>

19. Does your annual incentive plan require a performance hurdle to be achieved before any bonuses under the plan formula begin to fund?

- ☐ No ☐ Yes

LOGIC Show/hide trigger exists.

20. Does your company have a maximum ceiling on short term incentive payouts?

- ☐ No ☐ Yes

LOGIC Hidden unless: #20 Question "Does your company have a maximum ceiling on short term incentive payouts?" is one of the following answers ("Yes")

21. What are your company's maximum short term incentive payouts (STIP) as a percent of target?

- ☐ 100 - 109%
☐ 110 - 124%
☐ 125 - 149%
☐ 150 - 174%
☐ 175 - 199%
☐ 200 - 249%
☐ 250% and above

VALIDATION Must be percentage

22. What % of pre-tax earnings is allocated to your annual incentive plan? (please exclude sales incentives)

Short Term Incentives

Please select the Individual, Operational, and Financial components that make up your Short Term Incentive Plan.

23. Individual Components

- ☐ Individual Performance Rating
- ☐ Achievement of Individual Objectives
- ☐ Other
- ☐ Not applicable

24. Operational Components

- ☐ Customer Satisfaction
- ☐ Operational Performance
- ☐ Service
- ☐ Quality
- ☐ Safety Performance
- ☐ Employee Engagement
- ☐ Brand Health
- ☐ Other
- ☐ Not applicable (no operational components)

25. Financial Components

- ☐ Revenue
- ☐ Earnings Per Share (EPS)
- ☐ Operating Income
- ☐ Earnings before Interest and taxes (EBIT)
- ☐ Earnings before interest, taxes, depreciation and amortization (EBITDA)
- ☐ Net Income
- ☐ Cash Flow
- ☐ Capital Efficiency
- ☐ Total Shareholder Return
- ☐ Economic Value Added (EVA)
- ☐ Return on Capital
- ☐ Other
- ☐ Not Applicable

Long Term Incentives

26. What types of long term incentives (LTI) does your organization award by level?

	Not Eligible for LTI	Stock Options	Stock Appreciation Rights (SARs)	Restricted Stock	Restricted Stock Units (RSUs)	Performance Shares	Long Term Cash	Employee Stock Ownership Plan (ESOP)	Other - Please describe below
EVP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SVP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lead Prof (6-8 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Prof (3-5 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intermediate Prof (2-3 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry Prof (0-2 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-Exempt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Long Term Incentive Targets

VALIDATION Must be percentage

27. What are your **Long Term Incentive Targets for 2018** (as a percent of base salary) **by level?**

EVP

SVP

VP

Director

Manager

Supervisor

Lead Professional

Senior Professional

Intermediate Professional

Entry Professional

Support / Non-Exempt

VALIDATION

28. What actions have you taken in relation to long term awards for 2018?

Impact of Tax Cuts and Jobs Act (TCJA) on Compensation

29. Did the recent Tax Reform Act (TCJA) impact your organization's salary increase budget, short term, or long term incentive awards in 2018? (please check all that apply) and comment on impact below.

	Overall	Executives	Management	Professionals	Support / Non-Exempt
No Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary Increase Budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Short Term Incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long Term Incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Shift Differentials

For the questions in this section, please use the following definition of shifts: 1st Shift is day shift (e.g. 7 am to 3 pm), 2nd Shift is evening shift (e.g. 3 pm to 11 PM), 3rd Shift is night shift (e.g. 11 pm to 7 am). If you use 12 hour shifts, please complete first shift as first 12-hour shift and 2nd shift as second twelve hour shift and leave 3rd shift blank).

 Show/hide trigger exists.

30. Does your company pay shift differentials as amounts or percents?

- ☐ No - We don't pay Shift Differentials ☐ Yes - in \$ Amounts ☐ Yes - In Percents
- ☐ Yes - Both \$ Amounts & In Percents

Validation Must be currency

Logic Hidden unless: #30 Question "Does your company pay shift differentials as amounts or percents?" is one of the following answers ("Yes - in \$ Amounts","Yes - Both \$ Amounts & In Percents")

What are your shift differential rates as \$ amounts?

	Weekday	Saturday	Sunday	Holiday
1st Shift \$	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2nd Shift \$	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3rd Shift \$	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Validation Must be percentage

Logic Hidden unless: #30 Question "Does your company pay shift differentials as amounts or percents?" is one of the following answers ("Yes - In Percents","Yes - Both \$ Amounts & In Percents")

What are your shift differential rates in percents?

	Weekday	Saturday	Sunday	Holiday
1st Shift %	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2nd Shift %	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3rd Shift %	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Logic Hidden by default Hidden unless: #30 Question "Does your company pay shift differentials as amounts or percents?" is one of the following answers ("Yes - Both \$ Amounts & In Percents")

Please explain why you pay in both \$ Amounts & In Percents and what rules apply?

Responses should not include information that would enable identification of yourself, someone else, or any entity, including any organization with which you are, or have been, affiliated.

31. Which job levels are eligible for Shift Premiums?

Responses should not include information that would enable identification of yourself, someone else, or any entity, including any organization with which you are, or have been, affiliated.

- ☐ Non-Exempt
- ☐ Non-Exempt Supervisors
- ☐ Exempt Supervisors
- ☐ Other

Comments

Issues of Concern

32. Please rank your organization's level of concern on the following topics. Please describe other issues of concern in the comments box below (e.g. telecommuting, work/life balance, dependent care, elder care)

Drag items from the left-hand list into the right-hand list to order them.

Employee
Morale /
Engagement



Skills Shortages



Cost of Benefits



Employee
Retention



Compensation
Competitiveness



Falling
Unemployment
Rate



Comments

Hot Jobs / Critical Workforce Segments

33. Which areas are hot jobs or critical workforce segments in your organization? You may select as many areas as you wish and rank order them in order of importance. Please list other areas that are

not on this list in the comments box, if applicable.

A **hot job** can be defined as one that is new in the marketplace where the demand for skilled talent currently outstrips the supply of labor. A **critical workforce segment** is defined as jobs or job families in the organization which meet two criteria: 1. They have a disproportionate impact on the value chain of the organization (i.e., they play a key role in creating or delivering value). 2. They are in short supply in the labor market.

Drag items from the left-hand list into the right-hand list to order them.

Digital
Marketing

SEO/SEM Mktg

Market
Research

Brand
Management

Sales

Diversity &
Inclusion

Compliance
Officer

IT Audit

Data Scientist

Data Analyst

Data
Governance

Applications
Dev

Systems Dev

Cloud Dev

ERP / SAP /
Oracle

Web
Development

Scrum / Agile

Mobile App Dev

IT / Cyber
Security

UI/UX
Designers

E-commerce

Research & Dev

Electrical Engr

Industrial Engr

Robotics Engr

Mechanical
Engr

Chemical Engr

Comments

Data Science / Data Analysis Job Architecture

 Show/hide trigger exists.


34. Does your organization have Data Science and/or Data Analysis jobs?

- ☐ Yes
- ☐ No

 Show/hide trigger exists. Hidden unless: #34 Question "Does your organization have Data Science and/or Data Analysis jobs?" is one of the following answers ("Yes")

Job Family Descriptions

- ☐ Show / Hide Job Family Descriptions for Data Science and Data Analysis at bottom of page.

 Hidden unless: #34 Question "Does your organization have Data Science and/or Data Analysis jobs?" is one of the following answers ("Yes")

35. What organizational areas / business units / divisions do the data science and data analysis positions below report into? (please check all that apply). Please note any other organizational areas where the positions may report in the comments box.

	Market Research	Data Science	Strategic Planning	Marketing	IT	Finance	Bus Unit / Division	Other
Data Scientist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Analyst	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Logic Hidden unless: #34 Question "Does your organization have Data Science and/or Data Analysis jobs?" is one of the following answers ("Yes")

36. How is work assigned and allocated to the following positions in your organization?

	Center of Excellence Model	Integrated Model	Leased Model	Other
Data Scientist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Analyst	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Logic Hidden unless: #34 Question "Does your organization have Data Science and/or Data Analysis jobs?" is one of the following answers ("Yes")

Definitions:

Center of Excellence Model: Functional Business Leader submits need to COE Leader who allocates projects amongst centralized resources.

Integrated Model: Business: Leader submits need directly to specialized resource within his/her team.

Leased Model: Business Leader submits need to project management office (PMO) group and specialized resource is assigned, with is a charge back to business leader.

Logic Hidden unless: #34 Question "Does your organization have Data Science and/or Data Analysis jobs?" is one of the following answers ("Yes")

37. Are you "building" or "buying" (outsourcing) your Data Science capability?

- ☐ "Build" In-House
- ☐ "Buy" - Outsource
- ☐ Hybrid - Please indicate the percentage of Data / Decision Science work performed internally (Percent in Whole Numbers)

Logic Hidden unless: #34 Question "Does your organization have Data Science and/or Data Analysis jobs?" is one of the following answers ("Yes")

38. What are the general compensation reward trends for Data Science related jobs in your organization? Are you looking for innovative ways for compensation to attract and retain such talent?

NOTE Hidden unless: Question "Job Family Descriptions" is one of the following answers ("Show / Hide Job Family Descriptions for Data Science and Data Analysis at bottom of page.")

Please use these descriptions as a reference to respond to the Survey.

Data Scientist

Positions are responsible for formulating business questions and delivering business solutions by designing, developing and deploying algorithms through statistical programming that supports business decision-making tools. This is done by gathering and integrating large volumes of data both structured and unstructured, performing analysis, interpreting results, and developing actionable insights and recommendations for use across the company. This includes data mining, data auditing, aggregation, validation, reconciliation, and visualization.

Data/ Decision Scientists perform the following work:

- Evaluating statistical models to determine the validity of analyses.
- Using machine learning to build better predictive algorithms.
- Testing and continuously improving the accuracy of machine learning models.
- Building data visualizations to summarize the conclusion of an advanced analysis

Positions must have an outstanding knowledge of analytics and statistical software such as SQL, R, Python, Excel, Hadoop, SAS and others to perform analysis and interpret data. Provides work direction to Data Analysts. Positions typically requires an individual with a PhD degree and statistics or analytics experience.

Data Analyst

Positions are responsible for receiving questions given by the business and managing complex data analysis projects that gather and integrate large volumes of data, performs analysis, interprets results, and develops actionable insights and recommendations for use across the company.

In contrast to a Data/Decision Scientist, data analysts are typically not expected to have hands-on machine learning experience. They have familiarity with data warehousing and BI concepts. They are masters in SQL and analyze and mine business data to identify correlations and discover patterns.

Data Analysts perform the following work:

- Cleaning and organizing raw data.
- Using descriptive statistics to get a big-picture view of their data.
- Analyzing interesting trends found in the data.
- Creating visualizations and dashboards to help the company interpret and make decisions with the data.
- Presenting the results of a technical analysis to business clients or internal teams.

Positions may report to the Manager Data / Decision Science and typically require individuals with a Bachelor's degree in math, statistics, and computer science or information management. Some may have Master's degree and statistics or analytics experience.

College Hire Practices

39. How do 2018 college hire salary rates compare to last year?

- ☐ Higher ☐ Lower ☐ About the Same

VALIDATION Must be percentage

40. What percentage change (+/-) do you expect in the number of new college hires this year?

VALIDATION Must be currency

41. Please summarize your new college hire compensation practices by degree.

	Avg Hire Rate (Base)	Avg Sign-On Bonus
Bachelors (Non-Technical Degree)	<input type="text"/>	<input type="text"/>
Bachelors (Technical Degree)	<input type="text"/>	<input type="text"/>
Bachelors (Top Tier School)	<input type="text"/>	<input type="text"/>
MBA	<input type="text"/>	<input type="text"/>
MBA (Top Tier School)	<input type="text"/>	<input type="text"/>
Masters (Non-MBA)	<input type="text"/>	<input type="text"/>
Ph D.	<input type="text"/>	<input type="text"/>

Overall Comments / Questions

VALIDATION

42. Overall Comments, Questions, or Survey Suggestions

Thank You!

Thank you for completing the survey.