

Overview

Thank you for participating in our annual **Spot Survey of 2021 Merit Forecasts and Remote Work Practices**. The survey provides an update to results from our mid-year Policies, Practices & Merit Survey and should take 10 minutes to complete.

This survey covers the following topics:

- 2021 Planned Salary Structure Increase
- 2021 Salary Increase Forecast
- Changes in Pay Philosophy
- Approaches to Reduce the Cost of Salary Increases
- Short & Long Term Incentive Forecasts
- Remote Work Policy & Eligibility
- Use of Geographic Differentials
- Individual and Company Initiated Relocations
- Remote Work Expenses Covered

Results will be provided **free of charge** to all participants. **The Survey is open for participation until COB November 30, 2020.**

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

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0% |

Contact & Organization

1. Please enter your contact and organization information below.

First Name

Last Name

Title

Email Address

Company Name

Phone Number

Company Revenue (in \$Billions)

Revenue Category

 ▾

Industry

 ▾

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6% |

2021 Planned Salary Structure Increase

2. Does your organization budget for U.S. salary structure increases?

☐ Yes

☐ No

3. What is your planned **2021 Salary structure forecast**, reflected as a percent? (for the salary structure that applies to most of your employees) Note: the cell will accept decimal points.

4. Have you revised your initial **2021 salary salary structure forecast** since May 2020? If so, please describe and indicate why.

☐ Yes

☐ No

☐ Considering

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2021 Salary Budget Forecast

5. Does your organization combine promotions and special adjustments budgets (as % of payroll) into a single "other" combined budget?

☐ Yes

☐ No

6. What is your **2021 Forecast** for the items below? The cells will accept decimal points. Please report 0% if your organization typically budgets for this element, but no budget is planned for 2021 (leave blank if typically not budgeted). **Note:** Budgets for Promotions and/or Special Adjustments typically range between 0.25% and 2.5%, reflected as a Percent of Total Payroll.

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

7. Have you revised your initial **2021 Salary Budget Forecast** since May 2020? If so, please describe and indicate why.

☐ Yes ☐ No ☐ Considering

Comments

Change in Pay Philosophy

8. What is your organization's current and planned pay philosophy?

	Current Practice	Planning	Considering	Not Planning
Lead Market at beginning of plan year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lag Market at beginning of plan year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Target Market at mid year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

9. What salary program changes are being planned or considered for 2021?

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Approaches to Reduce the Cost of Salary Increases

10. Has or will your organization be utilizing any of the following approaches to help reduce the cost of salary increases?

	Used in 2020	Using in 2021	Not Using or Planning to Use
Limiting the eligibility by Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limiting the eligibility by Job Level (e.g. only those below the VP level are eligible)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limiting the eligibility by Current Compensation (e.g. only those earning < \$200K are eligible)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limiting the eligibility by Performance Levels (e.g. only the highest performers are eligible)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limiting the eligibility by Excluding temporary employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limiting the eligibility by Excluding part-time employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing salary increase budgets from the prior year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing a smaller Cost of Living (COLA) increase rather than a merit increase with no differentiation by performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using "strict rules" to dictate the merit increase rather than allowing management discretion in the planning process to ensure adherence to budgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using a portion of the merit budget to fund the highest performers with cash awards in addition to merit increases to "pay for performance"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extending the effective date of the merit increase so it occurs later in the fiscal year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing cash awards in lieu of merit increases to all employees or large segments of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not allowing those at or above the salary range maximum to receive a salary increase or a cash award in lieu of merit increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shifting the compensation mix so more emphasis is placed on variable compensation (e.g. increasing incentive targets without increasing base salary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="text" value="Enter another option"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments on approaches to reduce the cost of salary increases.

Short and Long Term Incentive Forecasts

11. What is your expectation for **2021 Short Term Annual Cash Bonus Payouts** relative to payouts in 2020?

	Not Applicable	Significantly Lower	Somewhat Lower	About The Same	Somewhat Higher	Significantly Higher
Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Exempt / Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What is your expectation for **2021 Long Term Awards** relative to awards in 2020?

	Not Applicable	Significantly Lower	Somewhat Lower	About The Same	Somewhat Higher	Significantly Higher
Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Exempt / Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Remote Work Policy

13. Do you currently have a formal written policy that allows your workforce to work remotely?

- ☐ Yes, for part of workforce
- ☐ Yes, discretionary only by individual situation
- ☐ Yes, for all of workforce
- ☐ No, entire workforce is required to work on site

14. Is your Remote Work Policy:

- ☐ Temporary as result of COVID-19
- ☐ Ongoing and Permanent

15. Are you considering making changes to your remote work policy after COVID-19 is brought under control?

- ☐ Yes, remote work will be more limited
- ☐ Yes, considering making current temporary remote work policy permanent (if currently temporary)
- ☐ Unknown - to be determined after evaluating temporary policy effectiveness
- ☐ Other - please describe

16. What areas of your Remote Work program policy have recently required policy development or modification?

- ☐ Employee Eligibility
- ☐ Management Governance & Control (approval process)
- ☐ Internal Communication Plans

Comments

Remote Work Eligibility

17. Remote Work Eligibility - Please identify yes/no which eligibility criteria are used in your organization.

	Yes	No
All Employees Eligible whose jobs can be performed remotely	<input type="radio"/>	<input type="radio"/>
Based on Selected Job Level Categories (example: Executive, Management, Professional, Support, Operations, Technical)	<input type="radio"/>	<input type="radio"/>
Based on Performance Rating and specific Job Classification	<input type="radio"/>	<input type="radio"/>
Based on Functional Job Categories (example: Manufacturing, Finance, Administration, HR, etc.)	<input type="radio"/>	<input type="radio"/>
Based on Combination Functional Job Categories and Job Level	<input type="radio"/>	<input type="radio"/>
Based on Grade threshold	<input type="radio"/>	<input type="radio"/>
New Hires Eligible (Executive, Management & Professionals)	<input type="radio"/>	<input type="radio"/>
New Hires Eligible (Support/Administrative)	<input type="radio"/>	<input type="radio"/>
Other - Please Describe below	<input type="radio"/>	<input type="radio"/>

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Remote Work Policy Guidelines and Eligibility

18. For employees who are eligible to work remotely, do you have separate policy guidelines or approvals

	Yes	No
Same guidelines / approval process for all remote employees	<input type="radio"/>	<input type="radio"/>
Separate guidelines / approval process for various groups	<input type="radio"/>	<input type="radio"/>
Separate policy for executives / management	<input type="radio"/>	<input type="radio"/>
Separate policy for select categories of Non-Exempt Support - Operations, Administration, Manual Labor	<input type="radio"/>	<input type="radio"/>

19. What % of remote work is permitted for eligible employees?

- ☐ 100% Full-Time Remote
- ☐ Part Time or Specific Hours/Days per Week?
- ☐ Depends on Position whether Full-Time or Partial Remote Work permitted / allowed

20. Does your current remote work policy place guidelines and /or restrictions on where remote employees can work from?

- ☐ Yes
- ☐ No

21. If yes, what restrictions are in place (please check all that apply)

- ☐ Remote employees must work from the same country they are currently living in
- ☐ Remote employees restricted from working in certain local jurisdictions due to tax/employment/liability laws
- ☐ Other
-
- ☐ n/a

work policy in the next 12 months?

☐ Yes - Please Explain

☐ No

☐ n/a

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Use of Geographic Differentials

23. Does your organization currently have, or are you considering adopting, a geographic differentiated compensation policy? i.e., different compensation for individuals performing the same role in different geographic locations?

- ☐ Yes, and no changes anticipated
- ☐ Yes, and under review as a result of increased remote workforce
- ☐ Yes, and considering changing geographic workforce distribution to reduce costs
- ☒ No, and no plans to adopt
- ☐ No, but considering adopting

If no policy and no plans to adopt, why? Check all that apply

- ☐ Not identified as a need
- ☐ People located in same areas/sufficient # structures
- ☐ Use national averages
- ☐ Operational or administrative costs for New Geographic Hires, Layoffs or Redeployment are too expensive or disruptive
- ☐ Apply premium pay differentials on a discretionary basis
- ☐ Other

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Geographic Differentials

24. What components of pay are affected by geographic differentials? Check all that apply

- ☐ Base Pay / Salary
- ☐ Geographic premium/discount %
- ☐ Salary Band / Range
- ☐ Target Bonus Guidelines
- ☐ Target Equity Awards / Long-term Incentives
- ☐ Shift policy(s)
- ☐ Overtime Pay Policies
- ☐ Other

25. Does your geographic differentiated compensation policy apply to people who work 100% remotely?

- ☐ Yes
- ☐ Yes, but we have different policy for office vs 100% remote - Please describe
- ☐ No
- ☐ No, but considering - Please describe.

26. Does your geographic differentiated compensation policy apply to people who have a hybrid office / remote schedule?

- ☐ Yes
- ☐ Yes, but we have a different policy for office vs hybrid office / remote - Please describe
- ☐ No
- ☐ No, but considering - Please describe

27. How do you track the location of remote workforce for purposes of geographic differentials? (check all that apply)

- ☐ Tracking and monitoring e.g., track IP address, monitor badge swipes
 - ☐ Employee survey
 - ☐ Assumed to be home address (zip code)
 - ☐ Site location where hired, whether remote or not
 - ☐ Other
-

28. If applicable, how will your organization adjust geographic differentials to accommodate a “work from anywhere” model?

- ☐ Use national average for all locations except for high-cost areas
 - ☐ Pay geographic differentials for jobs required to be in high-cost areas
 - ☐ Keep employees whole on base salary if they move geographically
 - ☐ Prioritize attracting the right talent above maintaining current salary structure or above maintain geographic differentials
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Number of Geographic Salary Areas

29. How many different geographic salary areas do you have?

	< 3	3 – 5	6 – 10	> 10
Current	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Geographic salary areas are based on:

	City	Metro area	Zip	State/s	Region	Other
Current	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Lowest geographic differential (vs. national avg.) %

Name of lowest geographic differential

32. Highest geographic differential (vs. national avg.) %

Name of highest geographic differential

33. Which job levels does the geographic policy apply to? (check all that apply)

- ☐ Executive
- ☐ Management
- ☐ Professionals
- ☐ Technical Professionals
- ☐ Administrative Support

34. What annual base salary levels does the geographic policy apply to? Select salary ranges below (check all that apply)

- ☐ Less than \$50,000
- ☐ \$50,001 - \$75,000
- ☐ \$75,001 - \$100,000
- ☐ \$100,001 - \$125,000
- ☐ \$125,001 - \$150,000
- ☐ \$150,001+

35. Who does the geographic policy apply to? (check all that apply)

- ☐ All Businesses
- ☐ Specific Business Units
- ☐ All Functions
- ☐ Specific Functions

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Individual Initiated Relocations

36. If an **individual initiates** a relocation (either to another physical location or to remote work) to a **lower cost geographic area**, what is the approach to applying differentials? Check all that apply

	Individual moves to a different office in a new city / region	Individual moves from office-based to remote
Case-by-case basis	<input type="checkbox"/>	<input type="checkbox"/>
Current compensation unchanged, but factored into future merit changes	<input type="checkbox"/>	<input type="checkbox"/>
Current compensation changed immediately	<input type="checkbox"/>	<input type="checkbox"/>
Salary range changed to reflect new location	<input type="checkbox"/>	<input type="checkbox"/>
Salary range changed to reflect national structure	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

37. If an **individual initiates** a relocation (either to another physical location or to remote work) to a **higher cost geographic area**, what is the approach to applying geographic differentials? Check all that apply

	Individual moves to a different office in a new city / region	Individual moves from office-based to remote
Case-by-case basis	<input type="checkbox"/>	<input type="checkbox"/>
Current compensation unchanged, but factored into future merit changes	<input type="checkbox"/>	<input type="checkbox"/>
Current compensation changed immediately	<input type="checkbox"/>	<input type="checkbox"/>
Premium Pay differential % added (temporarily applied to base)	<input type="checkbox"/>	<input type="checkbox"/>
Salary range changed to reflect new location	<input type="checkbox"/>	<input type="checkbox"/>
Likely to offer new or increase incentives	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

Company Initiated Relocations

38. If the **company initiates** a relocation (either to another physical location or to remote work) to a **lower cost geographic area**, what is the approach to applying differentials? Check all that apply

	Company Initiates move to a different office in a new city / region	Company Initiates move from office-based to remote
Case-by-case basis	<input type="checkbox"/>	<input type="checkbox"/>
Current Base compensation unchanged, but factored into future merit changes	<input type="checkbox"/>	<input type="checkbox"/>
Current Base unchanged, but incentive component(s) modified	<input type="checkbox"/>	<input type="checkbox"/>
Current compensation changed (decreased) immediately within Redeployment pay reduction policy guidelines	<input type="checkbox"/>	<input type="checkbox"/>
Capped annual Base decrease adjustments over time to salary Max, and/or a position in range or Compa- ratio	<input type="checkbox"/>	<input type="checkbox"/>
Salary range changed to reflect new location	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

39. If the **company initiates** a relocation (either to another physical location or to remote work) to a **higher cost geographic area**, what is the approach to applying differentials? Check all that apply

	Company initiates employee move to a different office in a new city / region	Company initiates employee move from office-based to remote
Case-by-case basis	<input type="checkbox"/>	<input type="checkbox"/>
Current compensation unchanged, but factored into future merit changes	<input type="checkbox"/>	<input type="checkbox"/>
Current Base compensation permanently increased (changed) immediately	<input type="checkbox"/>	<input type="checkbox"/>
Current Base unchanged, but higher temporary premium pay adjustment % applied	<input type="checkbox"/>	<input type="checkbox"/>

move to a different office in a
new city / region

employee move from
office-based to remote

Salary range changed to reflect new
location

☐☐

Other

☐☐

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Remote Work Expenses Covered by Employer

40. Which of the following expenses do you cover for remote workers?

	Yes, full amount	Yes, partial amount	Considering	No
Mobile Phone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Home Internet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One-time Allowance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company laptop installed with secure software	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office equipment e.g., chair, monitor, desk, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel/expense reimbursement per existing policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monthly stipend for other business needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please provide details of other benefits / expenses that are covered)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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88% |

2020 Empsight Compensation Surveys

41. In which Empsight compensation surveys are you planning / considering participation for 2021

- ☐ The Works 2021 - All our major surveys - large peers - one price
- ☐ Executive Compensation Survey
- ☐ Law Department Compensation Survey
- ☐ Digital Marketing / Marketing / Sales Compensation Survey
- ☐ Finance & Compliance Compensation Survey
- ☐ Information Technology & Security Compensation Survey
- ☐ Government Relations & Corporate Communications Compensation Survey
- ☐ Human Resources Compensation Survey
- ☐ Operations / Supply Chain & Logistics Compensation Survey
- ☐ Executive Admin Support Compensation Survey
- ☐ CARD & Payments Compensation Survey
- ☐ Hot Jobs Compensation Survey
- ☐ Texas Medical Center Compensation Survey
- ☐ NYC Medical Center Compensation Survey
- ☐ Custom Industry Compensation Survey - Special Request

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94% |

Thank You!

Thank you for completing the Spot Survey of 2021 Merit Forecasts and Remote Work Practices. We plan to publish the results to this Survey in December.

To download a copy your responses click on the link below

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100% |