

2020 Policies Practices & Merit Survey

Thank you for participating in our **2020 Policies, Practices & Merit Forecasts 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 all participants. Survey is open for participation until **June 15, 2020**.

[PDF Version of Survey for Review Purposes](#)

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

Note: if you are looking for Empsight's 2020 Multi-Survey Excel Participation Questionnaire please download it [here](#)

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28%



Contact & Organization

1. Please enter your contact and organization information below.

First Name

Last Name

Title

Company Name

Email Address

Phone Number

Revenue Category

-- Please Select --



Organization Revenue (in \$Billions)

Industry

-- Please Select --



Company Type

☐ Public

☐ Private

☐ Other

Number of U.S. Employees



Compensation Competitiveness Philosophy

2. 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"/>

3. 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

4. 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

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

☐ Increased ☐ Decreased ☐ No Change

6. 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



2020 Planned Salary Structure Increase

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

☐ Yes

☐ No

8. What is your planned salary structure increase for 2020 and planned salary structure increase forecast for 2021, reflected as a percent? (for the salary structure that applies to most of your employees) Note: the cell will accept decimal points.

2020 Planned Salary Structure Increase %

2021 Planned Salary Structure Increase Forecast %

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2020 Salary Increase Budget Components

9. For 2020, how will your organization fund the following Salary Increase Budget components? If "Not Budgeted / Other Funding" is selected, please explain details in the comments box below.

Note: your responses will trigger relevant 2020 Salary Budget Forecast components requested in the next question. Please select a response for all rows including the usage of "Not Applicable."

	Not Applicable	Corporate Level	Division / Business Unit Level	Not Budgeted / Other Funding
Merit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Adjustments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Combined Promotions and Special Adjustments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total Increase Budget - Sum of Merit, Promotions & Special Adjustment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Single Salary Increase Budget (Components Not broken out)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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2020 Salary Increase Budget and 2021 Salary Increase Forecast

10. What is your **2020 Salary Increase Budget** for the items below? The cells will accept decimal points. Please report 0% if no budget is planned. **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)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Special Adjustments (as % of Payroll)	<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"/>

11. What is your planned **2021 Forecast** for the items below? The cells will accept decimal points. Please report 0% if no budget is forecasted. **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 Forecast (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Promotions Forecast (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Special Adjustments Forecast (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Increase Forecast: Merit + Promo + Special Adjustments (as % of Payroll)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>



Short Term Incentives

12. What percent of employees are **eligible** for Short Term Incentives (STI) overall and by level? Also, indicate the percent who **received** an STI in 2020 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"/>
EVP	<input type="text"/>	<input type="text"/>
SVP	<input type="text"/>	<input type="text"/>
VP	<input type="text"/>	<input type="text"/>
Director	<input type="text"/>	<input type="text"/>
Manager	<input type="text"/>	<input type="text"/>
Supervisor	<input type="text"/>	<input type="text"/>
Lead Professional (7+ yrs)	<input type="text"/>	<input type="text"/>
Senior Professional (5-7 yrs)	<input type="text"/>	<input type="text"/>
Intermediate Professional (3-5 yrs)	<input type="text"/>	<input type="text"/>
Entry Professional (0-2 yrs)	<input type="text"/>	<input type="text"/>
Support / Non-Exempt	<input type="text"/>	<input type="text"/>
Operations Support / Manual Labor	<input type="text"/>	<input type="text"/>

☐ Higher ☐ Lower ☐ About The Same ☐ Did not payout in 2020

☐ Do not have short term incentive program

Please provide any additional comments on your short term incentive awards for 2020.

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33%



Short Term Incentives

14. 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
EVP	<input type="text"/>	<input type="text"/>	<input type="text"/>
SVP	<input type="text"/>	<input type="text"/>	<input type="text"/>
VP	<input type="text"/>	<input type="text"/>	<input type="text"/>
Director	<input type="text"/>	<input type="text"/>	<input type="text"/>
Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>
Supervisor	<input type="text"/>	<input type="text"/>	<input type="text"/>
Lead Professional (7+ yrs)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Senior Professional (5-7 yrs)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Intermediate Professional (3-5 yrs)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Entry Professional (0-2 yrs)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support / Non-Exempt	<input type="text"/>	<input type="text"/>	<input type="text"/>
Operations Support / Manual Labor	<input type="text"/>	<input type="text"/>	<input type="text"/>

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

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

☐ No ☐ Yes

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

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39%



Short Term Incentives

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

18. Individual Components

- ☐ Individual Performance Rating
- ☐ Achievement of Individual Objectives
- ☐ Other

- ☐ Not applicable

19. 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

-
- ☐ Brand Health
 - ☐ Customer Satisfaction
 - ☐ Diversity & Inclusion
 - ☐ Employee Engagement
 - ☐ Environmental
 - ☐ Operational Performance
 - ☐ Quality
 - ☐ Safety Performance
 - ☐ Service
 - ☐ Other

- ☐ Not applicable (no operational components)

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44%



Long Term Incentives

21. 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 Professional (7+ yrs)	<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 Professional (5-7 yrs)	<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 Professional (3-5 yrs)	<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 Professional (0-2 yrs)	<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"/>
Support / 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"/>
Operations Support / Manual Labor	<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 Incentives

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

22. Individual Components

- ☐ Individual Performance Rating
- ☐ Achievement of Individual Objectives
- ☐ Other

- ☐ Not applicable

23. 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

-
- ☐ Brand Health
 - ☐ Customer Satisfaction
 - ☐ Diversity & Inclusion
 - ☐ Employee Engagement
 - ☐ Environmental
 - ☐ Operational Performance
 - ☐ Quality
 - ☐ Safety Performance
 - ☐ Service
 - ☐ Other

- ☐ Not applicable (no operational components)

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56%



Long Term Incentive Targets

25. What are your **Long Term Incentive Targets for 2020** (as a percent of base salary) **by level?**

EVP	<input type="text"/>
SVP	<input type="text"/>
VP	<input type="text"/>
Director	<input type="text"/>
Manager	<input type="text"/>
Supervisor	<input type="text"/>
Lead Professional (7+ yrs)	<input type="text"/>
Senior Professional (5-7 yrs)	<input type="text"/>
Intermediate Professional (3-5 yrs)	<input type="text"/>
Entry Professional (0-2 yrs)	<input type="text"/>
Support / Non-Exempt	<input type="text"/>
Operations Support / Manual Labor	<input type="text"/>

26. What actions have you taken in relation to long term awards for 2020?

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Employee Turnover

27. Please complete the table below with your organization's Full Time 2019 annual voluntary and involuntary turnover rates as well as 2020 YTD (Jan-April) voluntary and involuntary turnover rates for the U.S. workforce Overall and by employee category (if possible).

	2019 Voluntary Turnover Rate (Annual)	2019 Involuntary Turnover Rate (Annual)	2019 Total Turnover Rate (Annual)	2020 Voluntary Turnover Rate (YTD)	2020 Involuntary Turnover Rate (YTD)	2020 Total Turnover Rate (YTD)
Total US Workforce	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Executive	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Management	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Professionals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support (Typically NE)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Operations Support / Manual Labor (Typically NE)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Definitions

Annual Turnover - Determined by adding all 12 monthly turnover rates for a year (Jan-Dec). [SHRM How to Determine Turnover Rate](#)

YTD Turnover Rate - Determined by adding all monthly turnover rates for this year to date (YTD) (January to April 2020). [SHRM How to Determine Turnover Rate](#)

Voluntary Termination - Employee initiates termination

Involuntary Termination - Company initiates termination

Non-Exempt - NE

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2020 YTD Furlough Rates

28. Please complete the table below with your organization's 2020 YTD Furlough Rates (Jan-April) for the Total U.S. workforce and by employee category (if possible).

	2020 YTD Furlough %
Total US Workforce	<input type="text"/>
Executive	<input type="text"/>
Management	<input type="text"/>
Professionals	<input type="text"/>
Support (Typically NE)	<input type="text"/>
Operations Support / Manual Labor (Typically NE)	<input type="text"/>

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72%



College Hire Practices

29. How do 2020 college hire salary rates compare to last year?

☐ Higher ☐ Lower ☐ About the Same

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

31. 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"/>
J.D.	<input type="text"/>	<input type="text"/>
Ph D.	<input type="text"/>	<input type="text"/>

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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 Retention

Employee Morale /
Engagement

Cost of Benefits

Compensation
Competitiveness

Unemployment Rate

Skills Shortages

Employee Safety

Comments

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83%



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.

AI / Machine Learning

Applications Dev

Brand Management

Chemical Engr

Cloud Development

Compliance Officer

Customer Success

Data Analyst

Data Engineer

Data Governance

Data Scientist

Applications Dev

Diversity & Inclusion

E-commerce

Electrical Engineer

Equipment Operators

ERP / SAP / Oracle

Industrial Engr

- IT Audit
- Market Research
- Mechanical Engr
- Mobile App Dev
- Nurses
- Research & Dev
- Robotics Engr
- Sales
- Scrum / Agile
- SEO/SEM Mktg
- Supply Chain Management
- Systems Dev
- Truck Driver
- UI/UX Designers
- Warehouse Associate
- Web Development

Comments



Confirm Submission

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[Submit](#)

94%