

Survey Name:	2021 United States MBD/TRS - Corporate Services and Human Resources	Refinement:	All Data
Job Family:	Human Resources	Scale:	In Whole Numbers
Job Sub-family:	Employee/Labor Relations & Diversity	Currency:	US Dollar
Job Code:	HRM.07.002.M30	Number of Organizations:	155
Job Title:	Employee Relations - Manager (M3)	Number of Observations:	382
Job Type:	Job	Position Class:	51-59

Job Description: Employee Relations work is focused on promoting a positive workplace environment through employee communication and engagement including: •Implementing measures to increase employee morale, motivation and satisfaction, while reducing turnover (e.g., employee engagement surveys, work lifestyle programs, on-boarding programs, diversity and inclusion programs and training, etc.) •Coaching managers and employees through the performance management process •Conducting training sessions for managers to improve employee relations and people skills •Managing employee relations issues (e.g., investigating employee and/or supervisor complaints regarding conduct, performance, or attendance, mediation between employees, monitoring diversity/equal employment opportunity program compliance, etc.) •HR-specific communications (e.g., employment terms and conditions, company codes of conduct, workforce reductions, etc.) A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: • Policy and strategy implementation for short-term results (1 year or less). • Problems faced are difficult to moderately complex. • Influences others outside of own job area regarding policies, practices and procedures.

* More than 25% of the rates within the sample are supplied by one organization

** Note only the Mean and Median will be displayed if more than 50% of the incumbents are supplied by one organization

Compensation Element	No. of Orgs	No. of Obs	* / **	Inc Wtd 10th %ile	Inc Wtd 25th %ile	Inc Wtd Mean	Inc Wtd Median	Inc Wtd 75th %ile	Inc Wtd 90th %ile
Base Salary	155	382		92,419	106,060	123,407	120,000	138,600	159,298
Salary Min	116	312		76,654	83,285	92,816	92,164	98,746	115,940
Salary Mid	116	316		100,250	110,000	121,785	121,000	129,065	145,890
Salary Max	116	312		123,644	134,094	151,823	148,000	161,330	186,953
STI Threshold % Base	16	43	**	--	--	5.6	6.0	--	--
STI Target	77	186		8,521	11,255	16,459	15,507	18,523	25,462
STI Target % of Base	77	186		8.0	10.0	13.0	13.5	15.0	20.0
STI Maximum % Base	40	110		15.0	20.0	32.2	22.5	30.5	45.0
STI Actual	89	213		4,112	8,953	15,597	13,783	18,862	28,397
STI Actual % Base	89	213		3.9	7.9	12.3	12.1	14.6	22.8
Sales Incentive (Target)	0	0		--	--	--	--	--	--
Sales Incentive Target % Base	0	0		--	--	--	--	--	--
Sales Incentive Actual	0	0		--	--	--	--	--	--
Sales Incentive Actual % Base	0	0		--	--	--	--	--	--
Profit Sharing Actual	4	14	**	--	--	--	--	--	--
Profit Sharing Actual % Base	4	14	**	--	--	--	--	--	--
Total Cash - Target	117	274		99,113	114,593	133,560	131,999	147,933	166,393
Total Cash Target - Receivers	77	186		108,576	119,420	140,310	135,642	151,715	179,815
Total Cash - Actual	155	382		98,180	111,358	132,279	130,172	148,151	168,032
Total Cash Actual - Receivers	89	213		102,612	114,521	137,471	132,891	152,236	175,810
LTI (B-S)	16	45		5,548	8,791	14,093	10,442	14,016	27,920
LTI % of Base (B-S)	16	45		5.5	7.2	10.2	9.2	11.8	17.6
TDC Target (B-S)	117	274		99,113	114,881	135,183	132,151	150,706	166,801
TDC Target (B-S), Rcvrs	12	35		121,220	131,393	152,451	147,095	159,046	184,639
TDC Actual (B-S)	155	382		98,180	112,343	133,939	130,724	149,930	168,392
TDC Actual (B-S) Rcvrs	16	45		117,518	130,888	157,317	149,127	164,252	221,068
Tenure - Organization	136	343		2	4	11	8	17	23