



Survey Name:	2020 United States MBD/TRS - All MBD Modules	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:	341
Job Type:	Job	Position Class:	53-59
Job Description:	Employee Relations work is focused on promoting a positive workplace environment through employee communication and engagement including: <ul style="list-style-type: none"> <li>•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.)</li> <li>•Coaching managers and employees through the performance management process</li> <li>•Conducting training sessions for managers to improve employee relations and people skills</li> <li>•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.)</li> <li>•HR-specific communications (e.g., employment terms and conditions, company codes of conduct, workforce reductions, etc.)</li> </ul> A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: <ul style="list-style-type: none"> <li>• Policy and strategy implementation for short-term results (1 year or less).</li> <li>• Problems faced are difficult to moderately complex.</li> <li>• Influences others outside of own job area regarding policies, practices and procedures.</li> </ul>		

\* 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	341		87,503	101,008	114,887	114,609	127,733	144,268
Salary Min	134	286		70,435	78,439	86,987	88,000	95,202	103,629
Salary Mid	131	280		89,211	104,760	115,000	116,899	125,963	136,850
Salary Max	134	286		107,110	130,950	143,635	142,813	159,669	175,172
STI Threshold % Base	34	60		3.0	3.0	4.9	4.0	5.8	8.0
STI Target	91	194		7,010	11,275	15,666	15,652	19,516	24,906
STI Target % of Base	91	194		6.0	10.0	13.2	14.0	15.0	20.0
STI Maximum % Base	57	102		8.0	15.0	22.0	20.0	30.0	35.7
STI Actual	86	198		5,175	8,594	16,067	13,250	20,243	30,092
STI Actual % Base	86	198		4.8	7.9	13.3	12.0	16.4	24.3
Sales Incentive (Target)	1	1	**	--	--	--	--	--	--
Sales Incentive Target % Base	1	1	**	--	--	--	--	--	--
Sales Incentive Actual	0	0		--	--	--	--	--	--
Sales Incentive Actual % Base	0	0		--	--	--	--	--	--
Profit Sharing Actual	7	19	**	--	--	5,365	4,672	--	--
Profit Sharing Actual % Base	7	19	*	2.4	3.8	4.5	4.4	5.1	5.7
Total Cash - Target	133	278		91,170	108,675	125,258	124,531	140,347	161,071
Total Cash Target - Receivers	92	195		106,183	118,756	133,491	129,905	148,925	164,861
Total Cash - Actual	155	341		90,391	107,018	124,515	122,606	139,123	159,938
Total Cash Actual - Receivers	87	200		104,899	117,502	134,794	130,133	148,887	170,622
LTI (B-S)	14	45	*	4,912	8,684	13,391	13,364	17,947	20,950
LTI % of Base (B-S)	14	45	*	4.7	7.2	11.3	10.0	15.7	17.7
TDC Target (B-S)	133	278		91,170	109,606	127,397	126,401	147,313	162,060
TDC Target (B-S), Rcvrs	12	43	*	120,831	136,120	147,683	147,514	158,842	180,954
TDC Actual (B-S)	155	341		90,391	107,327	126,282	123,188	144,535	161,691
TDC Actual (B-S) Rcvrs	14	45	*	113,551	129,928	148,608	149,311	159,655	185,417
Tenure - Organization	147	323		2	4	11	9	17	23