



2011 Compensation Report

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Survey Participation Detail

Section II

All survey results are presented in job code order – Please see Survey Job Classifications (Page 17) for details

Introduction

October 31, 2011

Thank you for your participation in year's compensation survey.

This year's final report includes data from 46 regional employers, providing a sound basis for 2011/2012 salary planning. Of the 165 jobs that were offered in this year's compilation, 103 received sufficient data for reporting results.

Please email us your thoughts regarding:

- the survey administration
- the analysis
- the data points
- the jobs included
- study communication

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About Titan Group



TITAN GROUP_®

The Titan Group has been providing strategic Human Resources Consulting since 2001. With offices in Richmond, Virginia and a staff of eight (8) employees, we are able to service clients throughout the state.

The Titan Group is a registered Small Business Enterprise and a certified *Woman Business Enterprise (WBE)* in the Commonwealth of Virginia.

The Titan Group has an array of services; however, we have no “typical” client. We have provided flexible solutions to both large and small companies in a wide array of industries, including technology, financial & professional services, manufacturing, public sector agencies and not-for-profit.

Working with The Titan Group will provide your company with access to a cadre of expert Human Resources professionals with over 140 years of combined business experience. The Titan Group is uniquely qualified through our education and experience to determine the needs of any organization and to create customized solutions that can help clients manage human resources, improve performance, and increase productivity.

The Titan approach is designed to be customized and flexible to best accommodate our client’s individual need. Our specialty is in customization; we believe that there are no standard problems or solutions and therefore utilize the extensive expertise and business knowledge to create unique and appropriate solutions for our customers.

About Titan Group

Our expertise covers five main areas:

Compensation Services

Our Compensation expertise assists clients in paying the right amount to employees, and increasing the ability to attract and retain employees while remaining budget conscious. Services included job market pricing, salary structure development, incentive compensation, executive compensation, and salary surveys.

Talent Strategy Services

Our Talent Strategies Services assist the client in assessing, developing, and growing their own talent, including managing their performance. We help ensure that companies have the right people working in the right roles to achieve overall success.

Human Resource Advisory Services

Our Human Resources Advisory Services provide both short and long-term Human Resources expertise to the client organization. We are available to serve as your outsourced Human Resources department, or we can help you assess how you should staff your HR department as well as recruit the HR talent you need.

Employee Training and Leadership Development

Our Employee Training and Leadership Development expertise enables clients to grow by developing individuals to their fullest capabilities and improving overall management productivity and individual skill success.

About Our Sponsors



ROANOKE REGIONAL CHAMBER OF COMMERCE

Established in 1890, the Roanoke Regional Chamber remains dedicated to serving approximately 1,400 members by working to create an environment that's good for your business and its bottom line. The Chamber's mission is to serve the interests of our members by providing leadership, advocacy, and action that will help the Roanoke Region achieve its potential as a desirable place to live, work, and visit. The program of work is driven by our members' needs and concerns - member companies range from one employee to more than 9,000. The focus is regional because it best represents where our members do business - membership comes from more than 40 localities in Virginia. And the programs and services of the Roanoke Regional Chamber are as far-reaching and diverse as the membership.

ROANOKE VALLEY CHAPTER-SOCIETY FOR HUMAN RESOURCE MANAGEMENT

The goal of Roanoke Valley SHRM is to promote a high standard of excellence for human resource practitioners in the Roanoke area through professional development and networking. We provide information on topics and current events affecting the human resource profession at the national & state levels through presentations, newsletters, e-mail announcements and more. RVSHRM is one of a network of over 575 affiliated Chapters in the United States and abroad. Whether you are employed as a HR professional or provide support services for HR practitioners, the RVSHRM is the starting point for and continued support of excellence in Human Resources.

How to Interpret Survey Results

1105	1 Payroll Manager	2	% Exempt:	79%	% Non-Exempt	21%							
Oversees the payroll function of an organization , ensuring accuracy, timely completion, and compliance with company policies and state/federal regulations. Reviews and approves the payroll and calculates and maintains control totals to assure accuracy of payrolls and reports, maintains records. May issue manual checks, review status changes and investigate variances. Reconciles payroll and tax data for reporting purposes. Requires high school diploma or equivalent, college degree preferred, and at least 4 years of previous payroll experience.													
	4	5 Annual Base Compensation	6 Annual Bonus Detail										
3	# Org	# FTEs	Avg	Q25	Median	Q75	Lowest	Highest	Average Paid	Median Paid	Average Target	Median Target	
1 JOB	All	19	28	70,802	56,028	67,496	83,723	44,304	112,158	12,126	6,700	16,404	16,404

1. Job Description: provides information about the duties and responsibilities of the job; This description was used by all participants in matching their organization’s job to the survey jobs. All jobs have an associated job code and are presented in job code order. Please see the ‘Job Classifications’ page for more information.

2. FLSA Classification: provides overall results as to how survey participants classify a job as either exempt or non-exempt.

3. Scope: all data is presented within a scope category; This enables a more precise match of the survey to the organization’s compensation philosophy.

How to Interpret Survey Results

(Continued)

1105		1 Payroll Manager		2 % Exempt: 79%		% Non-Exempt: 21%							
Oversees the payroll function of an organization, ensuring accuracy, timely completion, and compliance with company policies and state/federal regulations. Reviews and approves the payroll and calculates and maintains control totals to assure accuracy of payrolls and reports, maintains records. May issue manual checks, review status changes and investigate variances. Reconciles payroll and tax data for reporting purposes. Requires high school diploma or equivalent, college degree preferred, and at least 4 years of previous payroll experience.													
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3													
1 JOB													
All		19	28	70,802	56,028	67,496	83,723	44,304	112,158	12,126	6,700	16,404	16,404

4. # Orgs and #FTEs

This provides the response level for a particular job.

Note, to ensure confidentiality of any data source and to comply with DOJ guidelines, all data with less than 5 organizational sources was suppressed. Please see 'Job Classifications' red text for more details.

5. Annual Base Compensation

- **AVG:** The composite Average Annual Base Compensation actually paid
- **Q25:** The 25th percentile of the reported Average Annual Base Compensation actually
- **Median:** The 50th percentile of the reported Average Annual Base Compensation actually
- **Q75:** The 75th percentile of the reported Average Annual Base Compensation actually
- **Lowest:** The lowest reported individual Average Annual Base Compensation actually paid
- **Highest:** The highest reported individual Average Annual Base Compensation actually paid

How to Interpret Survey Results

(Continued)

1105	1 Payroll Manager	2	% Exempt:	79%	% Non-Exempt	21%							
<p>Oversees the payroll function of an organization , ensuring accuracy, timely completion, and compliance with company policies and state/federal regulations. Reviews and approves the payroll and calculates and maintains control totals to assure accuracy of payrolls and reports, maintains records. May issue manual checks, review status changes and investigate variances. Reconciles payroll and tax data for reporting purposes. Requires high school diploma or equivalent, college degree preferred, and at least 4 years of previous payroll experience.</p>													
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1 JOB	All	19	28	70,802	56,028	67,496	83,723	44,304	112,158	12,126	6,700	16,404	16,404

6. Annual Bonus Detail:

- Average paid: The Average Annual Paid Bonus Reported
- Median Paid: The Median Annual Paid Bonus Reported
- Average Target: The Average Annual Bonus Target Reported
- Median Target The Median Annual Bonus Target Reported

How to Apply Survey Results

Designing Your Compensation Program

The goal of a compensation program is to support efforts to attract and retain the talent required to deliver on the organization's purpose. Designing a compensation plan begins with two primary categories of understanding.

The first is defining the organization's compensation philosophy. A compensation plan design needs answers to such questions as:

- How does the organization want to position its pay practice, and against which market? Should the pay scales be set at the 75th percentile, the median, the average, or some other measure?
- Should the plan define the competitive market as Richmond or Roanoke, the state of Virginia, or the entire nation?
- Should the compensation plan gauge its competitive posture against a composite market assessment of all industries/employers or would it make more sense to look at medical institutions, non-profits, or governmental agencies?
- Finally, does the organization's pay philosophy need to be consistent across all job groups? Would a more sound business decision be to look at clerical jobs on a local basis and assess pay levels for some clinicians at statewide scale?

How to Apply Survey Results

(Continued)

Designing Your Compensation Program

There is no absolute correct answer to compensation philosophy. This is not an exact science. Defining your organization's pay philosophy is a discovery process. It is influenced by how your organization views itself, budget, the importance of attracting top talent, and the history of being able to successfully staff the organization.

The second understanding required in designing a pay plan is knowing the work to be priced. Are there current job descriptions? Conducting job analysis (the process of preparing job descriptions) can be one of the most tedious components of designing a pay plan. Every effort should be made to make this process as efficient as possible for both supervisors and employees. Knowing that all job information will need to be maintained over the years, it is also important to only collect the level of job detail needed to support pay and employment decisions. The design of the job description is normally a collaboration between the various HR customers of job data such as compensation, selection, and often performance management. There are various methodologies for conducting job analysis that maximize available job knowledge and limit the time requirements of supervisors and job incumbents.

How to Apply Survey Results

(Continued)

Designing Your Compensation Program

Measuring the Market

With your organization's compensation philosophy defined and vetted among senior leaders, and job descriptions in hand, the next step is to match as many jobs as possible against market survey data. Based on your understanding of the jobs (and hopefully what is contained in the job description), the organization's jobs are matched against the jobs reported in available surveys. Those that match with a high level of confidence are called benchmark jobs. The more jobs that can be matched to the survey data the higher the confidence level will be that the final pay structures will achieve the intended compensation philosophy. A minimum of 30% of jobs should be benchmark jobs. It is not uncommon to build a pay structure on a foundation of up to 60% benchmark jobs.

Ranking Jobs

After securing data for benchmark jobs, your organization may still have 30%, 40%, or even 70% of its jobs with no market reference data. These jobs find a home in the pay structure by being ranked against those jobs that are benchmarks. The process is called job evaluation. Two of the most common methods of job evaluation are "point factor" and "whole job".

Point factor job evaluation is a means of measuring each job in an organization against what are called compensable factors. Compensable factors are defined by federal statute (Equal Pay Act of 1963) and include skill, effort, responsibility, and working conditions. There are a variety of point factor job evaluation plans and all assign a score or point value based on how a job fits into a series of scales such as skill required or level of responsibility.

How to Apply Survey Results

(Continued)

Designing Your Compensation Program

The end result is that every job in the organization (including benchmarks) has a point value. Considering the job evaluation scores along with the benchmark market data, and by applying a statistical routine called regression analysis it is possible to determine how much each job evaluation point is worth in the market data. Consequently it is possible to predict the market value for those jobs for which there is no benchmark market data available.

A more common approach to job evaluation is called whole job slotting or ranking. This is normally administered by a compensation analyst and is far more expedient than point factor. Basically, compensable factors are considered as a broader construct and jobs are simply ranked against the known benchmark jobs as having higher or lower levels of compensable factors. The end result is a ranking of all jobs with intermittent benchmark market values. While this approach appears less precise than point factor, at least in its rigor, the results are normally satisfactory. Keep in mind that job evaluation is simply a structured approach to an otherwise subjective process. Whole job ranking performed by a trained analyst who knows the organization can be just as effective as a point factor methodology.

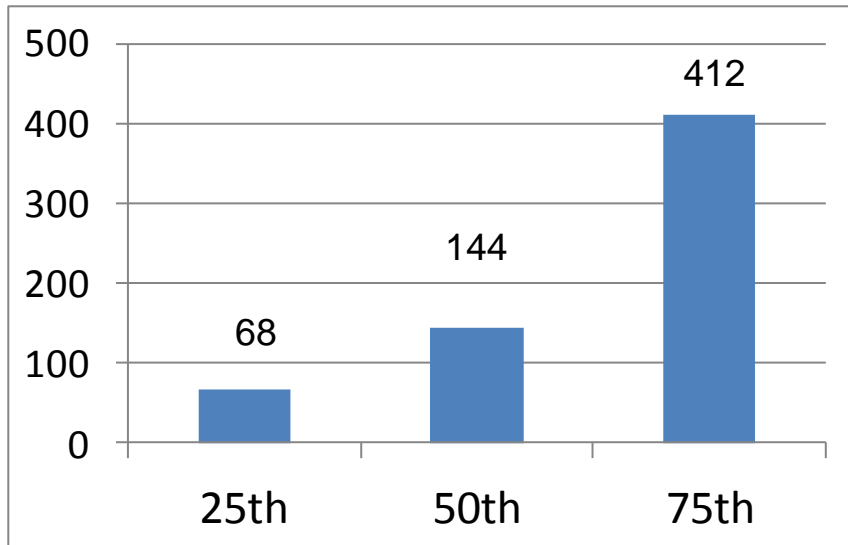
Even if every job could be slotted into a pay structure based solely on the market data, it is still good practice to apply some type of understanding of compensable factors for each job. This process is often referred to as “sore thumbing” and has two principle benefits. First, a job may mean something different to a particular organization than it does to the composite market. For example, a research firm may need to place additional consideration to computer analysis skills. Secondly, it’s been argued that simply allowing the market to dictate pay structures perpetuates any biases that may exist in the market.

Survey Participants (46)

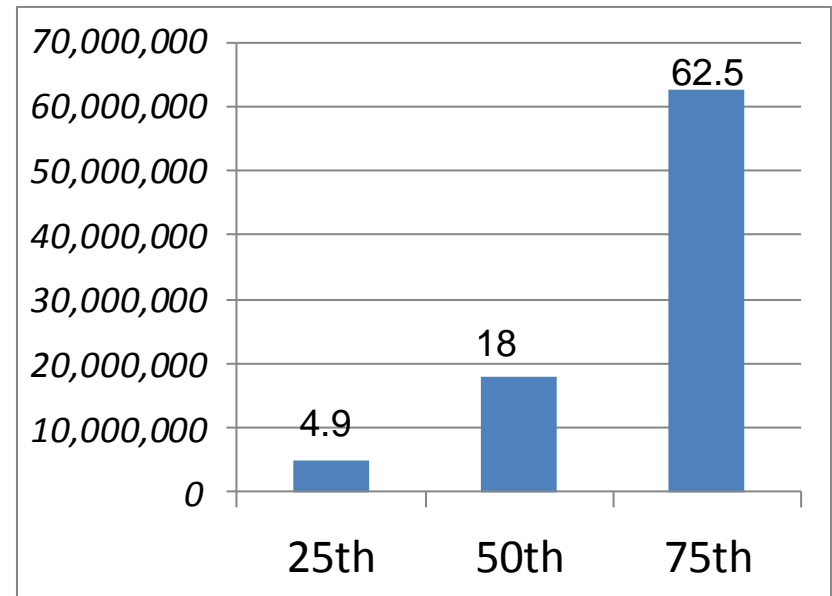
Associated Asphalt Partners
Bank of Floyd
Blue Ridge Behavioral Healthcare
Botetourt County of Supervisors
Boxley
Carilion Clinic
CCS-Inc.
City of Lynchburg, VA
City of Roanoke, VA
CMR Institute
Commonwealth Catholic Charities
Express Employment Professionals
Family Service of Roanoke Valley
Foot Levelers, Inc.
Gentry Locke Rakes and Moore, LLP
Goodwill Industries of the Valley
Hall Associates, Inc.
HHHunt Corporation
Hollins University
HomeTown Bank
InfoSeal, LLC
Integrated Textile Solutions
LiteSteel Technologies America
Member One Federal Credit Union
Montgomery County, VA
Optical Cable Corporation
R&K Solutions, Inc.
Richfield Retirement Community
Roanoke County
Roanoke Redevelopment & Housing Authority
Roanoke Symphony Orchestra
Roanoke Valley Wine Company
Southeast RCAP, Inc.
Stafford County Public Schools
The Orvis Company
The Renick Group, Inc.
Valley Bank
Valley Health
VFP, Inc.
Virginia Tech
Virginia Tech Intellectual Properties, Inc.
Virginia Truck Center
Virginia United Methodist Homes, Inc.
Virginia Utility Protection Service, Inc.
Virginia Western Community College
Western Virginia Workforce Development Board

Survey Participation Detail

By # of Employees



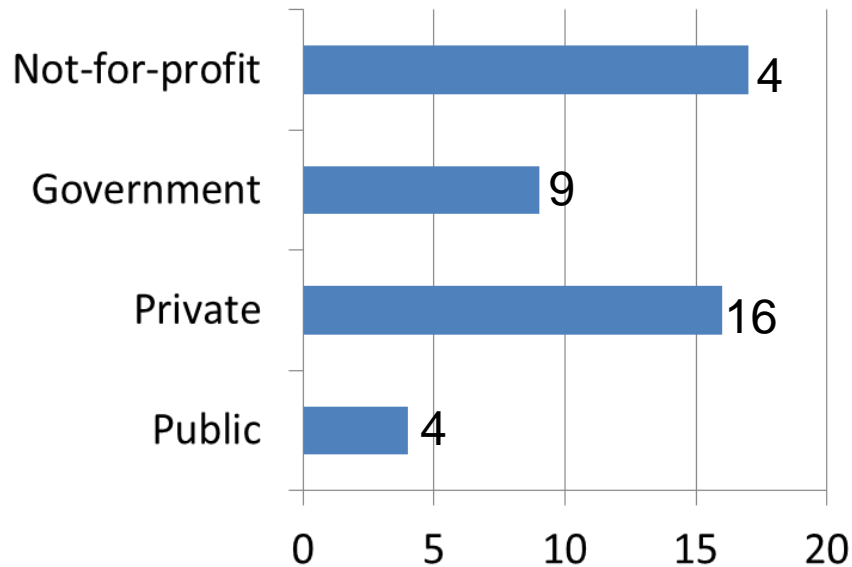
By Revenue (\$millions)



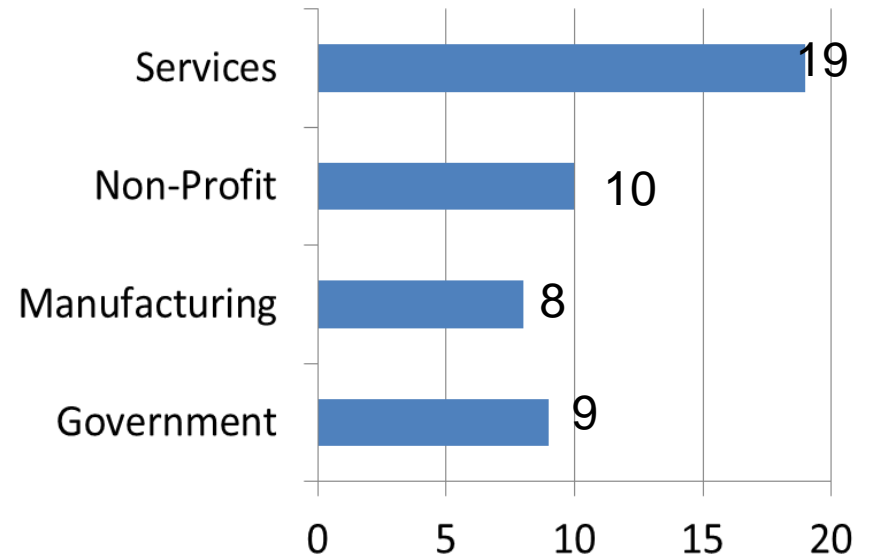
Note: Not all respondents reported Revenues

Survey Participation Detail

By Ownership



By Industry



Survey Job Classifications

Report detail is presented in Section II in job code order.

1000	Accountant I	2055	Receptionist	7025	General Maintenance Technician
1005	Accountant II	3000	Benefits Administrator	7030	General Maintenance Technician, Senior
1010	Accountant III	3005	Compensation Analyst	7035	Groundskeeper
1015	Accounting Clerk	3010	Human Resources Assistant	7040	HVAC Mechanic
1020	Accounting Clerk II	3015	Human Resources Coordinator	7045	Janitor
1025	Accounting Clerk III	3020	Human Resources Generalist	7050	Machine Operator
1030	Accounting Manager	3025	Human Resources Manager	7055	Machinist-Journey Level
1035	Accounting Supervisor	3030	Recruiter	7060	Maintenance Helper
1040	Accounts Payable/Accounts Receivable Clerk	3035	Recruiter, Senior	7065	Maintenance Supervisor
1045	Accounts Payable/Accounts Receivable Clerk, Sr.	3040	Recruiting Manager	7070	Painter
1050	Billing Supervisor	3045	Safety Specialist	7075	Plant Manager
1055	Bookkeeper	3050	Training Specialist	7080	Production Supervisor
1060	Controller	3055	Training Specialist, Senior	7081	Production Manager
1065	Credit & Collections Manager	4000	Distribution Manager	7082	Production Team Leader
1070	Financial Analysis Manager	4005	Forklift Operator	7085	Security Guard
1075	Financial Analyst	4010	Materials Handler	7087	Sheet Metal Worker
1080	Financial Analyst II	4015	Packer	7088	Sewing Machine Operator - Embroidery
1085	Financial Analyst III	4020	Shipping & Receiving Clerk	7090	Truck Driver - Heavy
1090	Payroll Clerk	4025	Shipping & Receiving Supervisor	7095	Truck Driver - Light
1095	Payroll Clerk, Sr.	4030	Warehouse Supervisor	7100	Van Driver
1100	Payroll Coordinator/Supervisor	4035	Warehouse Worker	9000	Applications Systems Analyst
1105	Payroll Manager	5000	CAD Drafter	9005	Applications Systems Analyst, Senior
1204	Deputy Director	5005	Civil Engineer I	9010	Business Analyst
1205	Director of Education	5010	Electrical Engineer	9015	Data Entry Operator
1210	Director of Fundraising and Development	5015	Engineering Manager	9020	Database Administrator
1215	Director of Legislative Affairs/Lobbying	5017	Manufacturing Engineer	9025	Help Desk Support
1220	Director of Member Development & Member Services	5020	Mechanical Engineer	9030	Help Desk Support, Senior
1225	Event and Meetings Coordinator	6000	Art Director	9035	IT Project Manager/Program Manager
1230	Grants/Proposal Writer	6005	Call Center Representative - Inbound	9040	Network Administrator
1235	Program Director	6010	Call Center Representative, Senior - Inbound	9045	Network Administrator, Senior
1240	Social/Case Worker	6015	Call Center Supervisor - Inbound	9050	Network Operations Manager
1300	Combined Food Preparation and Service Worker	6020	Copy Writer II	9055	PC Maintenance Technician
1305	Cook	6025	Customer Service Manager	9060	Programmer
1310	Front Desk Attendant	6030	Customer Service Representative	9065	Programmer/ Analyst
1315	Group Sales Manager	6035	Customer Service Representative, Senior	9070	Software Engineer
1320	Housekeeper	6037	Ecommerce Customer Service Representative	9075	Systems Administrator
1325	Housekeeping Supervisor	6038	Ecommerce Customer Service Rep., Sr.	9080	Systems Administrator, Senior
1400	Director Public Safety	6040	Customer Service Supervisor	9085	Systems Analyst
1405	Planning Manager	6045	Editor, Senior	9090	System Configuration Specialist
1410	Director Public Works	6050	Graphic Design Specialist	9095	Web Content Administrator/Editor
1415	County/City Engineer	6055	Graphic Design Specialist, Senior	9100	Web Designer
1420	Emergency Medical Technician	6060	Market Research Analyst	9105	Web Designer, Senior
1500	Chief Executive Officer	6065	Market Research Analyst, Senior	9110	Web Developer
1505	Chief Financial Officer	6070	Marketing Assistant	9115	Webmaster
1510	Chief Operations Officer	6075	Marketing Assistant, Senior	9117	Quality Assurance Tester
1515	Top Human Resources Executive	6080	Marketing Coordinator		
1520	Top Information Technology Executive	6085	Marketing Manager		
1525	Top Sales and Marketing Executive	6090	Regional Sales Manager		
2000	Administrative Assistant	6095	Sales Manager		
2005	Administrative Assistant II	6100	Sales Representative - Inside Sales		
2010	Administrative Assistant III	6105	Sales Representative - Outside Sales		
2015	Buyer	6107	Registered Financial Sales Representative		
2020	Buyer, Senior	6110	Sales Representative - Technology Sales		
2025	Executive Secretary	7000	Assembler		
2030	General Clerk	7005	Automotive Mechanic		
2035	General Clerk, Senior	7007	Construction Manager		
2040	Mailroom Supervisor	7008	Project Manager (Construction)		
2045	Office Manager	7010	Electrician-Journey Level		
2050	Purchasing Agent	7015	Facilities Maintenance Supervisor		
2051	Purchasing Assistant	7020	General Laborer		

Red text indicates job was not reported due to insufficient response rate