



C O M P R E F O R M

A C T I O N B U L L E T I N

Bulletin No. 16

TO: Agency Human Resource Directors

FROM: Sara Redding Wilson, Director
Department of Human Resource Management

DATE: November 22, 2000

SUBJECT: Salary Reference Data

Salary Reference Data is one of the thirteen Pay Factors considered in applying the pay practices outlined in Policy 3.05, Compensation. Chapter 10 of the Human Resource Management Manual provides basic information and guidance on the use of Salary Reference Data.

Salary Reference Data provides an approximation of the market value for a job or group of jobs. Salary Reference Data should not be used in isolation, but rather as one factor in the decision process for determining employees' salaries. Because the other twelve factors also affect employees' salaries, there typically will be some individual employees who are paid more or less than the salaries indicated by the salary reference data.

Salary Reference Data is now available on the DHRM web-site for registered users. See Compensation Reform Action Bulletin #13 for registration information.

Initially, the data displayed on the web-site consists of salary information from several Watson-Wyatt Worldwide surveys. The immediate goal is to provide one source of Salary Reference Data for each Role. Eventually, other sources of Salary Reference Data will be added for the various categories of jobs contained within Roles.

Watson-Wyatt Worldwide Data

The following Watson-Wyatt salary surveys are reflected in the data that is displayed on the web-site:

- Supervisory Management Personnel
- Middle Management Personnel
- Office Personnel
- Technician and Skilled Trades Personnel
- Professional and Scientific Personnel
- Information Technology Personnel
- Accounting and Finance Personnel

- Hospital and Health Care Personnel

The display of this data is based on the mapping, or matching, of former job classes to the various types of jobs included in the Watson-Wyatt surveys. Approximately 400 of the former job classes are covered in these surveys. In the future, it is expected that agencies will be able to access the survey results directly and determine their own job matches.

Guidance on working with the Watson-Wyatt Salary Reference Data is located on the web site and is available upon registration.

Other Sources of Salary Reference Data

At present, published Salary Reference Data from surveys other than Watson-Wyatt will be maintained by DHRM in the Compensation and Policy Resource Center. Also, DHRM will maintain paper copies of all Salary Reference Data that is available on the web-site. For jobs not found on the web site, agencies should contact their assigned DHRM Compensation Consultant for assistance in identifying sources of Salary Reference Data.

When agencies identify relevant salary surveys that DHRM does not have, DHRM will work with agencies to purchase such surveys and make them available on the Salary Reference Data web-site.

The salary ranges of former job classes provide another potential source of Salary Reference Data. The former class codes have been retained in the "SOC Code" field on PMIS.

No Salary Reference Data Available

If no Salary Reference Data can be located, DHRM Consultants will work with agencies to develop and conduct a specific salary survey to gather the needed data. Either the agency or DHRM will conduct the survey. Surveys of firms in the Richmond area need to be coordinated by DHRM to avoid duplication of effort among agencies and to limit contacts of potential survey participants. In other areas of the state, agencies with employees in each area should coordinate their local survey activities.

Workshop/Informational Sessions

Because of the importance of consistency in the process of working with Salary Reference Data, workshop/informational sessions are being developed. These workshops will be targeted to individuals who registered for access to the salary data. Workshops are planned for mid-January; registration information will be available soon.

These sessions will include the following topics:

- identifying sources of Salary Reference Data
- matching jobs with the data
- defining labor markets and identifying prevailing market rates
- using local, regional or national salary data
- analyzing salary data, using median, mean, percentiles, etc.
- assessing market rate, funding availability, and internal equity in decision-making

Until these sessions are held, agencies should contact their assigned DHRM Compensation Consultant for assistance or with any questions concerning the use of Salary Reference Data.

Availability/Accessibility of Salary Reference Data

Information on the Salary Reference Data web-site is proprietary and is subject to licensing agreements. Thus, there are restrictions on its accessibility. Only agency human resource staff who have registered will have access to the data on the web-site.

Employees interested in specific Salary Reference Data should contact their agency human resource office. The agency human resource office can assist employees in obtaining salary data relative to their jobs. Also, employees can view Salary Reference Data in the DHRM Compensation and Policy Resource Center by contacting DHRM.

Program Development

The Salary Survey Team continues to develop various program features involving Salary Reference Data. Agencies are encouraged to contact any team member with suggestions or program development issues. The team members are:

Bill Baber, DMHMR&SAS
Sally Blanchard, DSS
Dick Diamond, DOC
Tom Gausvik, UVA
Wrenn Haley, VCU
Greg Noland, DHRM
Brenda Pettus, DOE
Rick Pugh, DHRM
Dave Ripley, UVA
Bob Weaver, DHRM

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