

Post-Pandemic Compensation and Benefits Trends

AMICCUS-C National Conference 2022

**GERALD
WALSH** | human
ASSOCIATES | resource
advisors



Since 1990, we have helped employers to hire, manage, and develop their employees. We do this by offering them a range of human resource services including executive search, career transition, salary reviews, performance evaluations, organizational reviews, executive coaching, and HR policy development.

As we look ahead to the coming years, we will continue to work at being the most-respected firm in

EXECUTIVE SEARCH	CAREER TRANSITION
PERFORMANCE MANAGEMENT	ORGANIZATIONAL REVIEWS
EXECUTIVE COACHING	COMPENSATION REVIEWS



Gerald Walsh **2022 Salary Guide**

A guide to compensation in Atlantic Canada



SECTORS

MUNICIPALITIES	NOT-FOR-PROFITS
PROFESSIONAL AND INDUSTRY ASSOCIATIONS	PUBLIC SECTOR AGENCIES

Agenda

- The “Great” Trends and Implications
- Pay – Challenges, Best Practices
- Benefits – What’s Changed, What’s Needed





THE GREAT TRENDS



The Great Resignation

“The mass, voluntary exodus from the workforce—or at least the shift toward many considering leaving their current roles within the next several months”

Business Talent Group



A workforce trend in which “workers are re-examining the way they choose to pursue careers, find professional and personal fulfillment, and manage their income and lifestyles.”

Business Talent Group

The Great Realization






The Great Reshuffle

A smaller proportion of Canadians are planning to leave working life altogether and are more likely to be thinking about opportunities elsewhere, taking into account priorities such company culture, flexibility and the opportunity to negotiate wages.

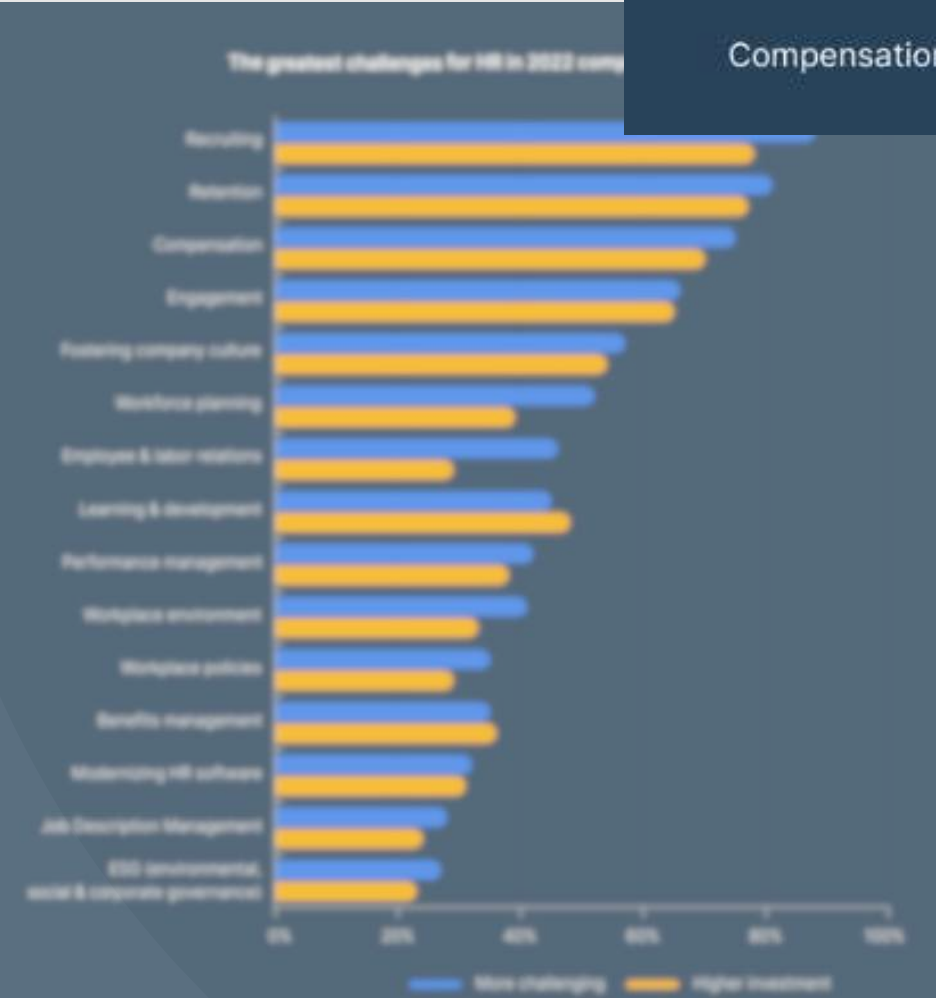
Robert Half Canada



Movement to Independence

- 34% increase in independent workers between 2000 and 2001 in US
- Lower in Canada but still rising
- 77% say they're highly satisfied
- One third of traditional job holders view independent work as less risky.

The greatest challenges for HR in 2022 compared to previous years





Raises

The background of the slide features a dense field of 3D-rendered numbers. The numbers are in various colors, primarily white and orange, and are arranged in a way that creates a sense of depth and movement. Some numbers are in the foreground, while others are blurred in the background, suggesting a perspective view. The numbers include digits from 0 to 9, as well as some symbols like the dollar sign (\$).

- 41% have had no raises in the last 12 months
- 50% intend to ask for a raise
 - 30% Due to Cost of Living
 - 18% Due to Additional Duties
 - 16% Due to Market Rates

Best Compensation Practices



TRANSPARENCY,
FAIRNESS



PHILOSOPHY



STRUCTURE

Sample Compensation Philosophy Statements

Here are examples of two compensation philosophy statements we designed for other organizations:

RDC recognizes that compensation and benefits play an integral role in our ability to attract, motivate and retain high-quality, talented employees. As such, compensation at RDC is equitable and competitive. It reflects current market conditions in both the private and comparable public sector organizations for the skills and qualifications required to do the job successfully.

RDC's pay plan is designed to be flexible to recognize the various levels of experience that employees bring to the organization and to reward excellence in job performance. Employee performance is rewarded through salary increases, promotions, and merit bonuses. Compensation increases in any given year are tied to budgetary ability. There is no automatic progression in pay based on years of service.

All employees at RDC undergo annual performance reviews and progress meetings in line with the organization's Performance Management and Development (PMD) program, which is premised on the establishment of clear performance goals and expectations and professional development plans.

RDC will also ensure that non-monetary forms of compensation, such as paid leave and professional development, are competitive with the local market.

Employees at RDC are given the opportunity to participate in the Provincial Government's suite of employee benefits that provide coverage for life, disability, and health risks. Likewise, employees are eligible for participation in the pension programs offered through the Provincial Government.

The Municipality of the County of Kings

The Municipality of the County of Kings recognizes that compensation and benefits play an important role in our ability to attract, motivate and retain high-quality, talented employees. As such, salaries and non-cash benefits must be equitable and competitive and reflect current market conditions in both the private and comparable public sector organizations for the skills and qualifications required to do the job successfully.

The Municipality's pay plan is designed to be flexible to recognize the various levels of experience that employees bring to the organization and to reward exceptional job performance and contribution to the organization.

All employees at the Municipality receive annual performance reviews which include the establishment of performance goals and expectations and professional development plans.

There is no automatic progression in pay based on years of service. Employee performance is rewarded through salary increases and promotions, based on the achievement of performance goals. Compensation increases in any given year are tied to budgetary ability.

Pay Philosophy

Philosophy (cont'd)



HOW DO WE DEFINE "THE MARKET"



DO WE WANT TO "MEET", "LEAD" OR
"LAG" THE MARKET?



WHAT ARE THE GOALS OF OUR
COMPENSATION? (DRIVE
PERFORMANCE? REWARD
LONGEVITY?)



DESCRIBE VALUE PROPOSITION



Structure



Salary Bands and Ranges, Step Progressions, Top of range provisions.



CPI considerations



Clarity about how you step



Frequency of review

Benefits

Most Prized Benefits

1. Remote work or flexible work location
2. Flexible work schedule
3. Paid time off
4. Promotion
5. Hiring bonus
6. Education or tuition
7. Better health benefits
8. Title change
9. Goal-based bonus, and
10. Commission.

Which benefits, perks, or rewards does your organization offer?

	2022	Pre-Pandemic	Difference
Life Insurance	84%	84%	0.4%
Healthcare	84%	83%	1.3%
Long term disability	76%	75%	0.8%
403b or 401k	76%	76%	0.3%
Short term disability	73%	72%	1.6%
Accrued or granted PTO	69%	71%	-1.6%
Mental health or total wellness program	66%	59%	7.0%
Remote work	65%	40%	24.6%
Education or tuition reimbursement	50%	49%	1.6%
Employee assistance	49%	50%	-1.2%
Accrued or granted sick leave	44%	48%	-4.3%
Paid family leave	41%	41%	0.2%
Paid vacation (reimbursed)	38%	40%	-1.5%
Flex-time	37%	29%	7.7%
Gym membership or reimbursement	24%	24%	0.6%
Stock/Equity	22%	21%	1.3%
Paid lunch, snacks or food	20%	21%	-1.2%
Financial advisor/debt services	16%	14%	2.1%
Work from home stipend	15%	6%	8.3%
Unlimited PTO	13%	11%	2.0%
Pension	13%	13%	-0.3%
4-day work week	11%	8%	3.2%
Commuter allowance	8%	9%	-0.9%
Unpaid sabbatical	8%	7%	0.7%
Student loan repayment	6%	5%	1.9%
Paid sabbatical	6%	5%	0.7%
Paid or subsidized childcare	6%	4%	1.9%
Other	5%	3%	1.5%



Benefits-
What Else?