

**2017 Greater Rock County Salary & Benefits Survey -  
Co-sponsored by Blackhawk HRA & Rock County 5.0**

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SERVING THE HR PROFESSIONAL – ADVANCING THE HR PROFESSION



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IF YOU ARE INTERESTED IN RECEIVING A COMPLETE, NON-TRUNCATED VERSION OF THIS REPORT, PLEASE CONTACT:

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## Introduction

Astron Solutions is pleased to present the results of the *2017 Greater Rock County Salary & Benefits Survey*. This is the seventh time that Astron has conducted this local survey. The survey results represent salary and benefits data reported by fifty-three (53) organizations encompassing four thousand six hundred twenty-two (4,622) incumbents in one hundred seven (107) positions. All compensation data are effective as of August 1, 2017.

In an effort to remain "green," however, this survey report contains survey results only for those positions soliciting five (5) or more responding organizations. Positions with fewer than five (5) respondents are listed below.

- Accounts Receivable Manager
- Automotive Technician
- Bookkeeper
- Case Manager
- Certified Nursing Assistant
- Compensation and Benefits Manager
- Construction Worker
- COO
- Diesel Technician
- EHS Specialist
- Electrician
- General Counsel
- Heavy Equipment Operator
- Licensed Practical Nurse
- Materials Manager
- New Product Launch Engineer
- New Product Launch Specialist
- Nursing Manager
- Order Picker
- Painter
- Paralegal
- PC Maintenance Technician
- Product Engineer I
- Production Assembler II
- Production Manager
- Project Manager
- Public Relations Officer
- Recruiter
- Registered Nurse
- Retail Sales Rep
- Roofer
- Sales Representative
- Shift Supervisor
- Tool and Die Maker
- Tool Crib
- Tool Room Attendant
- Truck Driver with Class B CDL

We would like to express our thanks to all of the organizations that participated in the survey. In addition, we would like to express our thanks to Blackhawk HRA and Rock County 5.0 for sponsoring the study. If you have any questions or suggestions for enhancements to the survey, please contact Jennifer Loftus at (212) 792-8885 or Brendan Williams at (212) 792-8884.

## **Survey Methodology**

Astron consultants and Blackhawk HRA & Rock County 5.0 leadership jointly designed the web-based survey questionnaire, focusing on the collection of base salary, salary range, incentive, performance management, recruiting, and benefits information. The questionnaire was distributed to all invited participants. Survey jobs were matched by participants on the basis of job responsibilities, organizational level, and scope information provided in survey job descriptions.

Completed survey questionnaires then were reviewed by Astron analysts for completeness and quality. Astron followed up as needed with participants to verify and clarify ambiguous responses and data anomalies. Astron then conducted statistical analyses regarding participants' pay, formal range structure practices, and benefits programs, all of which are the foundation of this report.

## Survey Definitions

Hourly compensation figures have been rounded to the nearest cent. Annual compensation figures have been rounded to the nearest dollar. Percentage figures have been rounded to the nearest tenth of a percentage. The following statistical measures are included in the data analysis:

<b>General Salary Budget Increase</b>	The amount of increase in payroll due to merit increases, cost-of-living increases, and promotional increases.
<b>Pay Range Adjustment Budget</b>	The amount of increase to formal base pay ranges.
<b>Annual Turnover Rate</b>	$[(\text{Total Terminations} / \text{Average Total Number of Full-time and Part-time Employees}) \times 100]$ .
<b>Ratio of HR Staff to Total Employees</b>	Total Number of HR Staff to the Total Number of Full-time and Part-time Employees.
<b>Degree of Match</b>	The percent of organizations reporting that their job's responsibilities are equal to, greater than, or less than the survey job's responsibilities.
<b>Number of Responses</b>	The number of organizations reporting a match for the survey position.
<b>Number of Employees</b>	The number of individual employees matched to the survey position reported by all organizations.
<b>Average (Mean)</b>	The sum of all the rates reported divided by the number of organizations reporting data.
<b>P25 (25<sup>th</sup> Percentile)</b>	The rate within the sample that is higher than 25% of all the rates reported.
<b>P50 (50<sup>th</sup> Percentile)</b>	The rate within the sample that is the middle value of all the rates reported (also known as the median).
<b>P75 (75<sup>th</sup> Percentile)</b>	The rate within the sample that is higher than 75% of all the rates reported.
<b>Range Minimum</b>	The minimum rate of the formal pay scale or range. This is the lowest rate an organization will pay an employee in the position.
<b>Range Maximum</b>	The maximum rate of the formal pay scale or range. This is the highest rate an organization will pay an employee in the position.

## Survey Definitions (Page 2)

<b>Hourly / Annual Rate of Pay</b>	The actual average base pay rate as of August 1, 2017.
<b>Actual Lowest Paid</b>	The actual lowest rate of pay for employees currently in the position.
<b>Actual Highest Paid</b>	The actual highest rate of pay for employees currently in the position.
<b>Incentive Paid in 2016</b>	The percentage of organizations in the survey that paid incentives in 2016 to all employees currently in the position.
<b>Average Incentive Paid</b>	The actual average incentive received in 2016 by employees currently in the position.
<b>FLSA Status</b>	The percentage of organizations in the survey with position incumbents exempt or non-exempt from overtime payments as defined by the Fair Labor Standards Act (FLSA).
<b>Union Status</b>	The percentage of respondents in the survey with position incumbents that belong to a formal bargaining unit recognized under the National Labor Relations Act (NLRA).
<b>Shift Differential Paid</b>	The percentage of respondents in the survey with position incumbents that are eligible for a shift differential when working evenings, nights, weekends, or holidays.
<b><math>\sigma</math></b>	The standard deviation of the data in the sample. This indicates the amount of variability or "spread" within the sample in question.

## Data Reporting Methodology

Compensation, pay range information, and general position information are presented for each individual job for all incumbents in five separate tables. The first table provides an overall statistical analysis for all organizations reporting matches for the job. The second table shows incentive prevalence and incentives paid. The third table displays FLSA status. The fourth table presents union data. Finally, the fifth table indicates shift differentials paid.

The survey results for the benefits section are presented for each question in summary format. The summary displays the responses by their average for all respondents. For questions that required a "Yes" or "No" response, the summary displays the percentage of respondents that answered "Yes."

## Department of Justice Safe Harbor Guidelines

To ensure the confidentiality of all data and compliance with Department of Justice guidelines, a minimum number of responses is required in order for statistics of data to be provided. Five organizations must report data for a variable in order for percentile and average compensation data to be provided. \*\*\*\*\* is displayed when there are insufficient response data for a position. It is possible that no data are presented in a given category even though the number of employees is greater than five. This occurs when the incumbents reported represent fewer than five participating organizations. It also may be possible for data to be displayed when it appears as if there are not enough employees (5) in the job. This occurs when at least five organizations report data but one or more organizations do not report any employees currently in the position.

Department of Justice Safe Harbor Guidelines also require that all data presented be a minimum of three months old.

## Using Survey Data in Your Analyses

When comparing survey results to your current compensation levels, be sure to take note of the following:

- Base matches on job content rather than job title.
- Consider reporting relationships and years of experience when matching jobs to survey positions.
- Select positions and appropriate statistics wisely. In general, the average (mean) pay is a slightly higher figure than 50th percentile (median). Fiftieth (50th) percentile pay is the “middle” rate and is selected for use by many compensation professionals since it is less easily influenced by extremes. However, some organizations have a “market leader” compensation philosophy and instead use the 75th percentile.
- Age the data accordingly by increasing the survey data by a factor to bring it to the present. Alternatively, consider comparisons based on your own salaries being effective at the “as-of” date of the survey – August 1, 2017.
- Remember that where the number of participants in a given cut of data is low, use the statistics with caution. Smaller data sets are more easily influenced by extremes.

## Aging Survey Data

Salaries in the market, as well as your own organization, are constantly moving due to merit and promotional increases, newly-hired employees, and termination of employees. In order to determine how your organization's rates of pay compare to the market, it is necessary to look at both sets of data at a specific point in time. This "snapshot" approach is accomplished by aging the survey data to the point in time of the market review.

Survey data can be aged to the current date to compare it to your organization's current rates of pay. In addition, survey data can be aged to a point of time in the future to estimate pay levels for the coming year.

The first step in aging data is to choose the point in time to be used. Once this is decided, the next step is to determine the percent to utilize in approximating competitive wage movement during the period of time in question.

To perform the aging calculation, first take the annual wage movement figure and divide it by 12 to determine the monthly wage movement amount. Next, determine the number of months between the effective date of the survey data and the point in time to which you wish to age the survey data. Multiply these two numbers together to determine the appropriate aging factor. Multiply this aging factor by the survey data to produce aged data.

## Sample Aging Problem

### **Step 1: Determine the point in time to be used.**

The data in this survey have an effective date of August 1, 2017. I need to know what the projected rate would be on March 1, 2018.

### **Step 2: Determine the wage movement percent.**

My research shows that wages are moving, on average, 3% per year.

### **Step 3: Determine the aging factor.**

Between August 1 and March 1 is 7 months.

$3\% \text{ movement} * (7 \text{ months} / 12 \text{ months in a year}) = 1.75\%$

### **Step 4: Apply the aging factor.**

If the survey indicates that the 50th percentile for a given job on August 1, 2017 is \$20.00, the projected rate on March 1, 2018 is \$20.35. Use \$20.35 to compare to your organization's rate of pay on March 1, 2018.

**Job Family:**

**Accounting / Finance**

# 2 -- Accountant

Handles, prepares, computes, manages, researches, and analyzes all accounting data, in order to provide quantitative information on performance, financial position, and cash flows of the business.

Degree of Match	
More	9.5%
Equal	66.7%
Less	23.8%

		Range Minimum [ \$ ]	Range Maximum [ \$ ]	Annual Rate of Pay [ \$ ]	Actual Lowest Paid [ \$ ]	Actual Highest Paid [ \$ ]
Salary Survey Data	Number of Responses	20	20	19	19	19
	Number of Employees	62	62	61	61	61
	Average	\$51,422	\$70,074	\$60,405	\$56,873	\$63,955
	P25	\$44,374	\$57,906	\$51,010	\$48,318	\$52,860
	P50	\$49,500	\$66,850	\$55,082	\$52,020	\$59,000
	P75	\$53,160	\$76,679	\$68,625	\$59,825	\$71,875
Incentive Paid in 2016	Incentive Paid					14.3%
	No Incentive Paid					85.7%
	Average Incentive Paid					*****
FLSA Status	Exempt					85.7%
	Non-exempt					14.3%
Union Status	Union					0.0%
	Non-union					100.0%
Shift Differential Paid	Shift Differential Paid					0.0%
	No Differential					100.0%

# **Job Family:**

# **Administrative**

# 18 -- Receptionist / Telephone Operator

Greets visitors at office entrance. Directs them to proper locations.  
 Places phone calls. Routes incoming calls to requested destination.  
 Maintains related records. May do light typing and data entry.

Degree of Match	
More	15.4%
Equal	84.6%
Less	0.0%

		Range Minimum [ \$ ]	Range Maximum [ \$ ]	Hourly Rate of Pay [ \$ ]	Actual Lowest Paid [ \$ ]	Actual Highest Paid [ \$ ]
Salary Survey Data	Number of Responses	13	13	13	13	13
	Number of Employees	39	39	39	39	39
	Average	\$12.27	\$17.61	\$14.85	\$14.13	\$15.79
	P25	\$11.00	\$16.00	\$12.48	\$11.96	\$14.00
	P50	\$11.73	\$17.52	\$14.81	\$14.20	\$15.41
P75	\$14.26	\$19.81	\$17.57	\$16.00	\$17.57	
Incentive Paid in 2016	Incentive Paid					0.0%
	No Incentive Paid					100.0%
	Average Incentive Paid					*****
FLSA Status	Exempt					0.0%
	Non-exempt					100.0%
Union Status	Union					15.4%
	Non-union					84.6%
Shift Differential Paid	Shift Differential Paid					7.7%
	No Differential					92.3%

# **Job Family:**

# **Human Resources**

# 38 -- Human Resource Manager

Manager-level position involving direct supervision of one or more employees and responsibility for a wide range of personnel activities. Reports to president, general manager, or other chief operating officer.

Degree of Match	
More	23.5%
Equal	58.8%
Less	17.6%

		Range Minimum [ \$ ]	Range Maximum [ \$ ]	Annual Rate of Pay [ \$ ]	Actual Lowest Paid [ \$ ]	Actual Highest Paid [ \$ ]
Salary Survey Data	Number of Responses	17	17	17	17	17
	Number of Employees	49	49	49	49	49
	Average	\$67,539	\$93,465	\$77,310	\$76,006	\$79,905
	P25	\$55,000	\$75,000	\$65,000	\$65,000	\$65,000
	P50	\$70,000	\$85,000	\$77,170	\$74,340	\$80,000
	P75	\$80,000	\$118,600	\$91,000	\$91,000	\$92,400
Incentive Paid in 2016	Incentive Paid					23.5%
	No Incentive Paid					76.5%
	Average Incentive Paid					*****
FLSA Status	Exempt					76.5%
	Non-exempt					23.5%
Union Status	Union					0.0%
	Non-union					100.0%
Shift Differential Paid	Shift Differential Paid					0.0%
	No Differential					100.0%

# **Job Family:**

# **Operations**

# 80 -- Machine Operator

Sets up and operates a wide variety of metal forming equipment. Work to be performed per shop drawing specifications.

Degree of Match	
More	11.1%
Equal	77.8%
Less	11.1%

		Range Minimum [ \$ ]	Range Maximum [ \$ ]	Hourly Rate of Pay [ \$ ]	Actual Lowest Paid [ \$ ]	Actual Highest Paid [ \$ ]
Salary Survey Data	Number of Responses	8	8	9	9	9
	Number of Employees	162	162	172	172	172
	Average	\$13.07	\$20.07	\$16.81	\$14.57	\$19.61
	P25	\$11.88	\$17.25	\$13.37	\$12.00	\$14.00
	P50	\$13.00	\$20.34	\$15.54	\$13.00	\$17.69
	P75	\$14.46	\$23.30	\$18.63	\$14.63	\$23.45
Incentive Paid in 2016	Incentive Paid					0.0%
	No Incentive Paid					100.0%
	Average Incentive Paid					*****
FLSA Status	Exempt					0.0%
	Non-exempt					100.0%
Union Status	Union					22.2%
	Non-union					77.8%
Shift Differential Paid	Shift Differential Paid					77.8%
	No Differential					22.2%

**Job Family:**

**Warehouse**

## 99 -- Forklift Operator

Moves, stacks, and/or tiers materials, using gas or electric lift truck to transport, raise, and place load. Moves materials, machinery, or skids. May load or stock materials, using gas or electric power truck.

## Degree of Match

More	16.7%
Equal	66.7%
Less	16.7%

		Range Minimum [ \$ ]	Range Maximum [ \$ ]	Hourly Rate of Pay [ \$ ]	Actual Lowest Paid [ \$ ]	Actual Highest Paid [ \$ ]
Salary Survey Data	Number of Responses	6	6	6	6	6
	Number of Employees	312	312	312	312	312
	Average	\$13.12	\$17.43	\$15.11	\$13.99	\$17.99
	P25	\$11.25	\$15.25	\$13.03	\$12.00	\$13.63
	P50	\$12.51	\$16.50	\$15.00	\$13.00	\$15.00
	P75	\$14.50	\$19.27	\$17.05	\$15.50	\$17.75
Incentive Paid in 2016	Incentive Paid					0.0%
	No Incentive Paid					100.0%
	Average Incentive Paid					*****
FLSA Status	Exempt					0.0%
	Non-exempt					100.0%
Union Status	Union					0.0%
	Non-union					100.0%
Shift Differential Paid	Shift Differential Paid					66.7%
	No Differential					33.3%

# Benefits Compilation

	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>1. a.</b> Which employees are eligible for benefits? All employees Only FT employees All FT and some PT employees	38	3	7.9%
		16	42.1%
		19	50.0%
	Total # of Orgs Responding	Average	$\sigma$
If some part-time employees are eligible, how many hours do they have to work each week to be eligible?	19	23.8	4.8
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>b.</b> Does the waiting period vary for benefits between full and part-time employees?	22	3	13.6%
	Responses		
If yes, how?	<ul style="list-style-type: none"> <li>• Benefits become effective the first of the month following 30 days of employment.</li> <li>• Part-time associates only qualify for benefits after they have gone through a full measurement period. If during the course of the measurement period, they average at least 130 hours per month, they are offered coverage at Open Enrollment. Full-time associates are eligible after a 90-day waiting period.</li> <li>• The only waiting period that varies is that non-exempt employees receive PTO upon hire, and exempt employees receive it first of the month after 60 days.</li> </ul>		
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>2.</b> Does your organization provide different benefits for exempt and non-exempt positions?	40	10	25.0%
<b>a.</b> If yes, which programs differ and how do the benefits programs differ?	Responses		
	<ul style="list-style-type: none"> <li>• We offer company-provided long-term disability to our executives. All other associates have the ability to purchase long-term disability. We also offer additional vacation time to exempt associates.</li> <li>• Life insurance flat amount difference, LTD waiting period, Short Term Disability % of payment.</li> <li>• Most benefits are the same except life insurance. Exempt = 2x salary; Hourly = \$100K; Part-time = \$75K.</li> <li>• LTD pays 66 2/3% of gross for exempt and 50% for non-exempt. Company purchases life insurance of 2x annual salary for exempt and 1.5x annual salary for non-exempt employees.</li> <li>• Integrated disability - production employees are not eligible for sick days. Pension - Salaried (exempt and non-exempt) are no longer eligible for Defined Benefit.</li> <li>• We have three tiers of employee contribution for medical based on earnings...the more you make, the more you pay.</li> <li>• Short-term and long-term disability are both company paid for exempt employees. For non-exempt employees, only short-term is company paid. Company paid life is capped at \$20,000 for non-exempt and for exempt employees it is 2x salary plus an additional \$10,000.</li> <li>• Short-term disability. Hourly employees have STD with a third party vendor at 70% after a one week waiting period for up to 12 weeks of pay before eligible for LTD. Exempt employees have salary continuation processed in-house at an adjusted rate for up to six months before eligible for LTD.</li> <li>• 30 day versus 60 day wait.</li> </ul>		

# Benefits Compilation (continued)

	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>3.</b> Does your organization provide additional benefits for managerial positions?	40	12	30.0%
Responses			
<b>a.</b> If yes, which programs are offered?	<ul style="list-style-type: none"> <li>• Our Store Managers and Assistant Store Managers are eligible for incentive pay based on performance and meeting company goals.</li> <li>• Long-term disability.</li> <li>• Car benefit for our top level executive only.</li> <li>• Vacation and STD (100% as opposed to 60-75%).</li> <li>• Mobile phone stipend.</li> <li>• Company-paid group long-term disability, higher amount for company-paid group life, and a funded plan for long term care.</li> <li>• Extra PTO, insurance begins on day 1, bonus programs.</li> <li>• Management group has a \$50k life insurance benefit vs. \$15k for the rest of the employees.</li> <li>• Managers receive \$30,000 in life insurance vs. all other employees who receive \$15,000.</li> <li>• Better cost sharing on dental.</li> <li>• Long-term disability benefits are provided for managerial positions.</li> <li>• Additional bonus programs.</li> </ul>		
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>4.</b> Does your organization have a paid time off plan in lieu of a separate vacation plan / sick plan?	39	11	28.2%
<b>a.</b> Which employees are eligible for this benefit?	11		
All employees		2	18.2%
Only FT employees		4	36.4%
All FT and some PT employees		5	45.5%
	Total # of Orgs Responding	Average	$\sigma$
<b>b.</b> How many days are allowed per year, not including holidays?	10	15.2	5.5
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>c.</b> Which of the following are included in your paid time off program?	11		
Sick leave		9	81.8%
Vacation		10	90.9%
Personal days		11	100.0%
Bereavement		2	18.2%
Paid holidays		3	27.3%
Other		1	9.1%
	Total # of Orgs Responding	Average	$\sigma$
<b>d.</b> What are the maximum number of days that can be accumulated?	10	18.4	13.5

## Credits

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## About Astron Solutions

- **Expertise** – Astron Solutions is a human resources and compensation consulting firm dedicated to the delivery of consulting services and supportive technology. Astron's focus is to develop and implement compensation and performance management programs that support the strategic direction of organizations through the creation of a positive employee relations environment.
- **Complete Packages** – Astron Solutions is able to offer organizations a complete, customized human resources package including advice, innovative program design, and user-friendly PC-based software.
- **Flat Fee Pricing** – Astron Solutions is unique in that it offers one price consulting, a set price for a project that includes all fees and expenses.
- **Reasonable Pricing** – Astron Solutions provides human resource management consulting services equivalent to those provided by large consulting firms, at a cost similar to those charged by sole practitioner consultants.
- **Focus** – Astron Solutions' focus is on the design and implementation of programs that impact an organization's two most important human resource concerns: rising human resource costs and the ability to remain free of organized labor influence.
- **Consulting Specialties** – Astron Solutions' consulting services focus on the areas of total cash compensation, internal job-based pay, external market-based pay, reward and recognition, performance management, communication tools, and employee surveys.
- **Information Technology Specialties** – Astron Solutions' Flare® provides the human resource professional with a series of web-based tools to aid in the day-to-day administration of several human resources programs:
  - **Job description development**
  - **Performance appraisals**
  - **Pay for performance distributions**
  - **Exit interview analysis**
  - **Employee opinion surveys**
  - **HR audit surveys**
- **Finders Keepers** – Are you afraid that your star employees will "jump ship?" Astron Solutions' Finders Keepers Easy Employee Retention Kit will help you every step of the way in your efforts in finding and keeping the best. It's hard to say goodbye to great employees. Our 5-step kit will help you say it less often.

To learn more about Astron Solutions, our services, or our clients, visit our website at <http://www.astronsolutions.com/>

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