



ECONOMIC
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ERI UPDATE

Quarterly Notes for ERI Subscribers

Cloud-Based Assessors Now Available

ERI is pleased to announce several new features in the recent releases of the cloud-based **Nonprofit Comparables Assessor™** and **Occupational Assessor®**. The **Nonprofit Comparables Assessor** now includes a History table and Compensation Trend graph as enhanced tools on the Comparables tab. Click on the Show History button to review the historical Form 990 filings available for the selected organization. The Trend graph is offered to assist in the review of compensation history, or spike analysis, for the selected organization and job. In addition, the FLSA Overtime module in the **Occupational Assessor** now includes the Job tab, allowing the user to research, select, and analyze a single job title. This new screen provides access to a job analysis worksheet, eDOT description, Selected Characteristics of Occupation (SCOs), field analyses library, O*NET website, videos, and position crosswalk.

All of the key features of the **Assessor Series®** – current salary and cost-of-living data, intuitive benchmark and geographic comparison lists, customizable expenditures comparison worksheets, plus a host of new features, including the ability to import – can now be accessed instantly online in the cloud-based suite. Please contact ERI by phone at 800-627-3697 or by email at info.eri@erieri.com for more information.

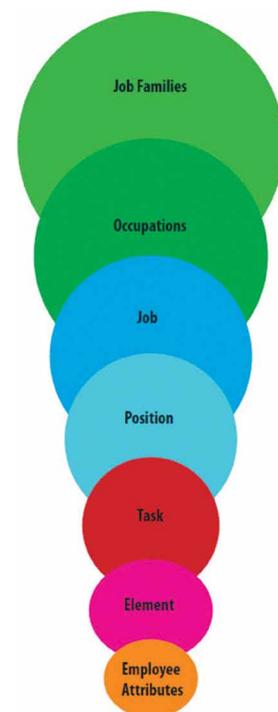
990PROXY	NAME	ADDRESS	CITY	STATE	ZIP	YEAR
<input checked="" type="checkbox"/>	SIGHT CONSERVATION OF N E N Y INC	6 EXECUTIVE PARK DRIVE	ALBANY	NY	12203	2011
<input checked="" type="checkbox"/>	UMC INC	PO BOX 1850	KINGSTON	NY	12462	2011
<input checked="" type="checkbox"/>	THE REACH INSTITUTE RESOURCE FOR ADVANCING CHILDRENS HEALT	435 7TH AVE STE 1510	NEW YORK	NY	10018	2011
<input checked="" type="checkbox"/>	J & B REHABILITATION CORP	15 W 65TH ST	NEW YORK	NY	10023	2011
<input checked="" type="checkbox"/>	MILL NECK FOUNDATION INC	PO BOX 100	MILL NECK	NY	11765	2011
<input checked="" type="checkbox"/>	MET COUNCIL HOME CARE SERVICES INC	80 MAIDEN LN FL 21	NEW YORK	NY	10038	2010
<input type="checkbox"/>	THE MOCHA CENTER INC	1092 MAIN ST	BUFFALO	NY	14209	2011
<input type="checkbox"/>	YOUNG WOMENS CHRISTIAN ASSOCIATION OF ELMIRA AND THE TWIN T	211 LAKE ST	ELMIRA	NY	14891	2011
<input type="checkbox"/>	PATCHOQUE F D AMBULANCE COMPANY INC	336 W MAIN ST	PATCHOQUE	NY	11772	2012
<input type="checkbox"/>	BROOME VOLUNTEER EMERGENCY SQUAD INC	261 COURT ST	BINGHAMTON	NY	13902	2011
<input type="checkbox"/>	PROSPECT PARK NURSING HOME INC	1850 CONY IS AVE	BROOKLYN	NY	11230	2011
<input type="checkbox"/>	PAX INC	100 WALL ST FL 2	NEW YORK	NY	10005	2011
<input type="checkbox"/>	GERMAN MASONIC HOME CORPORATION	1244 CLINTONVILLE ST STE C	WHITESTONE	NY	11357	2011

How to Conduct a Job Analysis - Part 1

Why and how would you want to conduct a job analysis? With the high rate of change in organizations, jobs and employee responsibilities are evolving more quickly than ever. Understanding the impact of change on job responsibilities as it pertains to talent management and overall human capital strategy is at the heart of job analysis. You are trying to find out the what, the how, and the why of the job.

Uses of Job Analysis

- To correct the assignment of jobs to pay grades and ranges
- To delineate hiring and selection requirements
- To redesign jobs after organizational change
- To conduct individual performance appraisals
- To determine training and development needs for job families



Conducting a Job Analysis

The amount of effort and resources needed for a job analysis depends on the current information available on the job or job family and the nature of the change impacting the job responsibilities. Is the change so transformational that it will require a position redesign? Is the impact on the job more related to the scope or span of responsibilities?

The Interview

One of the most important steps in a job analysis is conducting interviews with the best source of information: job incumbents. A good job analysis instrument will have a set of structured interview questions designed to elicit specific information that will assist in rating the components of the job.

The Questionnaire

A critical aspect of any good job analysis is the questionnaire and subsequent ratings. Using the information gathered on the questionnaire, a job analyst will place each job within the proper pay grade and range.

Read part 1 of ERI's Job Analysis whitepaper in full at www.eri.com/pdf/job_analysis_PartI_whitepaper.pdf.

FLSA OVERTIME EXEMPTION ANALYSES

Job Analysis and the FLSA Executive Exemption Test

In March 2014, significant changes to the Fair Labor Standards Act were proposed and targeted for likely enactment in mid to late 2015; a public notice and comment period are needed prior to enactment and have not yet been scheduled. One of the proposals of concern to employers is the possible elimination of the concurrent duties exemption of primary duties for the executive exemption test.

Some employers rely on this provision for first-time supervisors promoted from non-exempt positions who now have new “performance manager” and “operations manager” responsibilities. These new responsibilities qualify them for executive exemption, yet such employees concurrently spend substantial amounts of time performing the non-exempt duties of their previous roles. For example, a hotel’s housekeeping supervisor manages housekeeping and the staff, yet is expected to perform general housekeeping duties when there is down time. The gray area is the percent of time spent on “executive duties.” With the exception of California (which requires 50% of primary duties to be executive duties), the other states do not quantify this threshold.

To comply with the FLSA executive exemption, the employer should conduct a job analysis using a systematic approach to collecting job content. Then the job analysis results need to be evaluated against three specific criteria for the executive exemption test:

1. The primary duty must involve the management of the enterprise or a customarily recognized department or subdivision;
2. The employee must customarily and regularly direct the work of two or more other employees; and
3. The employee must have the authority to hire or fire, or his or her suggestions and recommendations must be given particular weight with regards to hiring, firing, advancement promotion, or any other change of status to other employees.

ERI anticipates that most retail and consumer service industries will be affected by this possible change, requiring them to either redesign jobs and operations workflow or simply reclassify these jobs as non-exempt and pay overtime. To learn more about how you can effectively manage FLSA-related job analyses using the new cloud-based **Occupational Assessor** described below, call ERI at 800-627-3697 or email info.eri@erieri.com.

Duties

Primary Skill Verb:	Describe materials, products, subject matter, or services affected	Time Spent
supervises (E)	team of 15 employees	50 %
Other Skill Verbs:		
assigns (E)	daily tasks and work schedules	20 %
evaluates (E)	work results against predetermined performance standards	10 %
provides (E)	coaching, mentoring, and performance feedback	10 %
trains (E)	new employees	10 %
Total:		100 %

The pie chart visualizes the data from the table above. The largest slice is blue, representing 'supervises' at 50%. Other slices include orange for 'assigns' (20%), red for 'evaluates' (10%), dark blue for 'provides' (10%), and gray for 'trains' (10%).

Analysis of Duties: Here, the user summarizes job analysis results into the primary duty and four other responsibilities, which in total comprise 100% of the job content. The analyst is required to describe the materials, products, subject matter, or services affected.

Executive

Supervised Employees How often does the position direct the work of two or more other employees and if so, how many workers are supervised?	Constantly	# of Employees 10 or more
Management How often is the position primary duty involved in the management of the enterprise in which the employee is employed or of a customarily recognized department or subdivision?	Constantly	Example hotel housekeeping
Supervision Authority How often does the position have authority to hire or fire other employees or whose suggestions and recommendations as to the hiring or firing and as to the advancement and promotion or any other change of status of other employees will be given particular weight?	Customarily and Regularly	Names of Employees Supervised KL, SE, FH, AA, etc.
Discretion/Judgment How often does the position include the exercise of discretionary powers?	Constantly	Example Activity adjust work schedule

[Daubert Challenge Distribution](#)

Executive Test: On this screen, the user documents his or her evaluation of the criteria for the executive exemption by answering state-specific questions and by providing justification for those responses in the comment fields.

Pre-order Compensation Surveys Now

ERI Salary Surveys will release its collection of industry-specific and job function compensation surveys this August. These traditional compensation surveys provide survey participant data collected through the period of October 1, 2013, to April 11, 2014, plus two additional sources of compensation data for comparison purposes, including data for jobs in tax-exempt organizations and for-profit organizations (publicly traded and private). Most surveys contain approximately 100 benchmark jobs ranging from support staff to executive positions and report the following information for each position:

- Annual salary
- Incentive/variable pay
- Total direct annual compensation
- Job description
- Graph with a trend line and data points

Salary data are shown in means, medians, and percentile cuts. Results are available by national or regional averages, with the option to include the Selected Characteristics of Occupation (in U.S. surveys only).

Industries include manufacturing, energy and mining, retail, wholesale, transportation, utilities, and more, plus over 20 non-profit sectors. More than 30 Canadian for-profit surveys reporting national averages are also available. Ranging in price from \$489 to \$789, these surveys provide current, affordable data. To access a survey's Executive Summary, list of benchmark job titles surveyed, participant list, sample pages, or other information, please visit <http://salary-surveys.eri.com>.

As a reminder to participants (including participating **ERI Assessor Series** subscribers), if you have not already pre-ordered your survey results, be sure to contact us at 877-210-6563 or via email at survey.sales@eri.com to purchase at the discounted rate. Order forms are also available for download online.

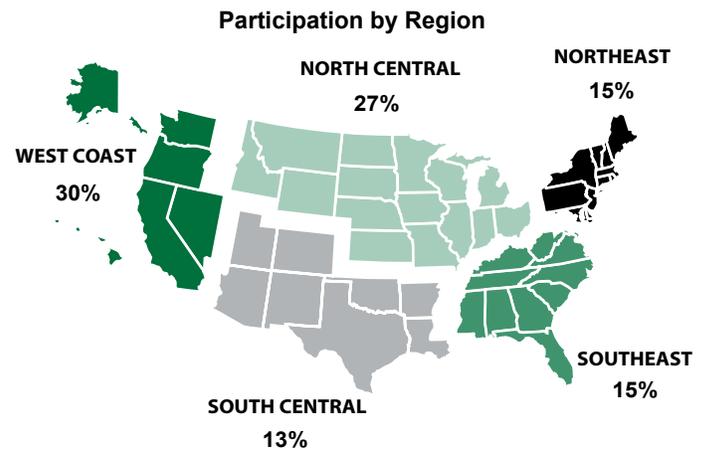
Benefits in Nonprofit Organizations

Benefits are so complex from an administrative and compliance perspective that it is sometimes easy to lose sight of the reason they are offered. The purpose should be to attract, retain, and motivate qualified employees. This becomes a particularly difficult task when the organization is nonprofit and has limited funds that can be committed to maintaining an attractive benefits package. With a strong focus on medical, prescription, and dental costs, the data in the 14th annual **Benefits in Nonprofit Organizations** survey serve as a reference for comparing benefits offerings to those of other nonprofit organizations throughout the United States. Data are reported by range of services, activity area, geographic region, and organization size. The survey is available for purchase for \$489 on July 1, 2014.

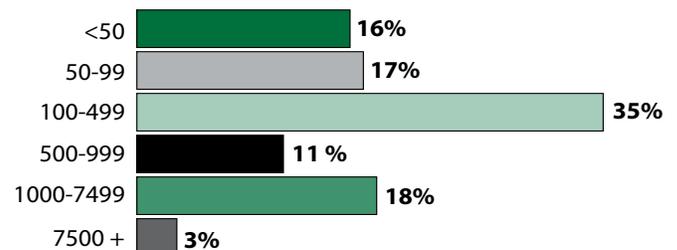
2014 Health Care Benefits Survey

The 2014 **Health Care Benefits Benchmarking Survey** provides a timely and accurate measurement of health care plan costs that can serve as a valuable reference when considering plan changes and cost-saving strategies. The report features sections on general benefits practices, general features of medical coverage, and co-payment requirements, as well as prescription drug plans, dental benefits, vision benefits, and more. Data are presented by organization sector, industry group, organization size (number of employees), and geographic region. Consider the demographics of survey participation by region and by organization size below.

Participant Demographics



Participation by Organization Size (Number of Employees)



The annual **Health Care Benefits Benchmarking Survey** assists employers in making competitive decisions about their offerings. Participation for the seventh edition of the survey was solicited from U.S. employers in the public, for-profit, and nonprofit sectors, as well as government entities. For more information and a full participant list, visit <http://salary-surveys.eri.com>. The survey is available for \$389 and may be purchased online or by calling 877-210-6563.

NONPROFIT PAY & UPCOMING WEBINARS

Tracking Nonprofit Executive Salaries

While economists and various pundits endlessly review each new government jobs report for impact on the recovery and growth of the U.S. economy, one trend may have slipped by most observers – the difference in job growth among the for-profit and nonprofit sectors.

Close to 11 million workers in the United States are now employed in the nonprofit sector, representing over 10% of the total work force. While post-recession recovery in the number of jobs has been sluggish overall in the for-profit sector, nonprofit employment has been much less affected and has continued to grow. The primary reason for the difference is that most nonprofit work is in three fields – health (57%, including 37% in hospitals), education (15%), and social assistance (13%). As the overall growth in U.S. jobs in recent years has been in service industries, a higher proportion of the jobs created have been nonprofit sector jobs, most of which provide services. In general, nonprofit employment is concentrated in the growth areas of the economy, while for-profit employment has been concentrated in the fields that have been shedding jobs.

More details on nonprofit employment trends are available in a recent report by Johns Hopkins University's Center for Civil Society. The study reports that growth in health employment has averaged 2% per year from 2000 to 2010, but it differs by field:

Annual Change in Nonprofit Employment - Health	
Average Increase per Year, 2000 to 2010	
All Health	2.0%
Hospitals	1.8%
Nursing Homes	1.3%
Ambulatory Care	3.8%

While the number of jobs in certain fields has grown, how has that translated into salaries? Using the **Nonprofit Comparables Assessor**, the table below shows the considerable geographic variation in compensation for executive directors of nonprofit nursing homes of various sizes based on annual Form 990 data. Remember, this is a census, rather than a survey, since all nonprofit nursing homes are required to file the form with the IRS.

Average Annual Salary for Nursing Home Executive Director by Location							
Annual Revenue	All U.S.	New York	Texas	Wisconsin	Arizona	Florida	
10,000,000	191,764	241,019	174,686	183,751	175,734	202,432	
5,000,000	153,292	186,946	141,798	148,958	143,137	159,705	
1,000,000	91,141	103,640	87,363	91,493	88,893	92,099	

Setting nonprofit compensation requires the collection and use of comparable data, according to IRS rules. Obviously, depending on the size and location of a nonprofit nursing home, the appropriate salary for the director needs some documentation. ERI's **Nonprofit Comparables Assessor** can facilitate this process.

Public Webinars

For more information, see www.eri.com/Webinars.

Basic Statistics for Compensation

July 22, 2014 – 9:00 AM - 10:30 AM (PDT)

This introduction to basic research and statistical concepts covers steps of data analysis, types of variables, scales of measurement, measures of center and spread, correlation, and regression.

Compensation Basics

August 19, 2014 – 9:00 AM - 10:30 AM (PDT)

This introductory webinar examines methods and processes essential for compensation practitioners, such as job analysis, job documentation, and job evaluation.

Navigating FLSA Compliance

September 16, 2014 – 9:00 AM - 10:30 AM (PDT)

In this webinar, you will learn what makes a position exempt versus non-exempt under the Fair Labor Standards Act and gain insight on properly classifying positions, including a discussion of current and anticipated recordkeeping requirements. This webinar covers federal FLSA requirements only.

Subscriber Webinars

For more information, see www.eri.com/ConferenceCalls.

Geographic Assessor® Training - Installed Edition

July 3, 2014 – 9:00 AM - 10:00 AM (PDT)

August 7, 2014 – 9:00 AM - 10:00 AM (PDT)

September 4, 2014 – 9:00 AM - 10:00 AM (PDT)

Geographic Assessor Training - Cloud-Based Edition

August 12, 2014 – 9:00 AM - 10:00 AM (PDT)

Executive Compensation Assessor® Training

July 17, 2014 – 8:00 AM - 9:00 AM (PDT)

August 21, 2014 – 8:00 AM - 9:00 AM (PDT)

September 18, 2014 – 8:00 AM - 9:00 AM (PDT)

Relocation Assessor® Training - Installed Edition

August 28, 2014 – 8:00 AM - 9:00 AM (PDT)

September 25, 2014 – 8:00 AM - 9:00 AM (PDT)

Relocation Assessor Training - Cloud-Based Edition

July 24, 2014 – 8:00 AM - 9:00 AM (PDT)

Salary Assessor® Training - Installed Edition

July 8, 2014 – 9:00 AM - 10:00 AM (PDT)

August 5, 2014 – 9:00 AM - 10:00 AM (PDT)

September 9, 2014 – 9:00 AM - 10:00 AM (PDT)

Salary Assessor Training - Cloud-Based Edition

July 10, 2014 – 9:00 AM - 10:00 AM (PDT)

August 6, 2014 – 9:00 AM - 10:00 AM (PDT)

September 11, 2014 – 9:00 AM - 10:00 AM (PDT)