

Determining New Hire Compensation

Equity in compensation is a result of both internal and external comparisons, relative to functional area and skill set. Hiring problems can occur when you fail to observe changes in the external landscape.

Internal Vs. External Equity

Internal equity is essentially equal pay for equal work within your organization. Employees doing the same work that requires the same skills should be paid the same (this may not equate to job title or position in hierarchy).¹

External equity refers to how your organization's compensation compares to what peer organizations (of a similar type, industry, size, etc.) pay for positions in the same functional area with the same set of skills and responsibilities (market rate).

Both factors are important to guide your overall compensation structure. When determining salary for a new hire, we recommend benchmarking against market rate, especially if the role is "one of a kind" in your organization.

Internal equity issues may bubble up when hiring (perhaps some employees have been underpaid for several years relative to their market value, so a new hire with similar skills would require a much higher salary). But continuing to pay under market preserves a false sense of internal equity and will likely compound the problem over time.

To effectively recruit and retain employees, an organization must have internal equity, where employees feel they are being rewarded fairly based on performance, skills and other job requirements. Organizations must also ensure external compensation equity with employers competing for talent in the same labor market.

— SHRM, Managing Pay Equity Toolkit²



New Perspectives On Compensation

June Jamrich Parsons, Dan Oja

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New Perspectives on Compensation David B. Balkin,Luis R. Gomez-Mejia,1987 New Perspectives on Compensation Strategies Anne W. Mitchell,Gwen G. Morgan,Wheelock College. Center for Career Development in Early Care and Education,Wheelock College. Institute for Leadership and Career Initiatives,2000 Applying Psychology in Business John Walter Jones,Brian D. Steffy,Douglas Weston Bray,1991-01-01 Written to provide managers consultants and students of management with a comprehensive overview of psychological principles in a managerial setting this text provides practical solutions and techniques useful in both for profit and not for profit settings Compensation Management Bhattacharya,2009 **Exploring the Domain of Accident Law** Donald N. Dewees,David Duff,M. J. Trebilcock,1996 This work reviews empirical evidence relating to five major categories of accidents automobile accidents medical malpractice product related accidents environmental injuries and workplace injuries The authors also offer recommendations for revisions in the tort system **The Compensation Handbook** Milton L. Rock,Lance A. Berger,1991 The day of the automatic merit pay rise and cost of living increase is over Today s focus is on performance based approaches to compensation and benefits that will effectively support the present and future requirements of the corporation **New Perspectives** ,1981 **Regulating Utilities with Management Incentives** Kurt A. Strasser,Mark Kohler,1989-12-11 This book proposes a new approach to the government regulation of utilities Arguing that traditional command and control regulation does not encourage efficient performance Strasser and Kohler advocate the use of an incentive based regulatory system and offer a practical realistic strategy for the successful implementation of such plans within the context of utility regulation The analysis is supported by a comprehensive survey of the relevant legal materials an overview of the literature on organization theory and institutional economics and a survey of the latest thinking on how incentives can most effectively be paid Strasser and Kohler begin by identifying problems associated with current regulatory techniques demonstrating that disincentives are often built into the regulatory system When that system has tried incentives the authors show they have been applied in an ad hoc manner further exacerbating the problem In presenting the case for incentive based regulation the authors review the history of comprehensive incentive plans look at what organization theory can teach us about using incentives as a regulatory strategy and explore the effective use of incentive compensation by nonregulated companies Strasser and Kohler then develop a strategy for implementing incentive plans in regulated utilities showing that in order to work the plans must include the installation of clearly defined bonuses and penalties specific standards of performance the payment of bonuses to managers rather than shareholders and reliable and complete measures of company performance Policymakers economists public utility regulators and attorneys involved in the complex arena of utility regulation will find Regulating Utilities with Management Incentives indispensable reading New Perspectives on Compensation Strategies for the Out-of-school Time Workforce Gwen Morgan,2002 New Perspectives All-India Trade Union Congress,1966

John Burton's Workers' Compensation Monitor ,1996

Reward Management Geoff White,Janet Druker,2013-05-13

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Journal

of management Southern Management Association,1997

New Perspectives in Workers' Compensation John F.

Burton,1988 *Human Resource Management* George T. Milkovich,John W. Boudreau,1991

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Harvard Business

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