Salary

Matters

BARRY
ASSOCIATES LLC | Technical Assistance for Behavioral Healthcare Providers

Compensation & Benefits Survey
Feedback Loop (2013 Survey)

OPRA

Ohio Provider Resource Association

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Ohio Provider Resource Association

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Background

A basic purpose of the "feedback survey" is to assist in planning for OPRA's upcoming compensation and benefits survey. In addition to gaining insight as to what members see as the strengths of the survey and how it can be improved, this year's respondents were asked what additonal jobs should be included that would add value to the 2016 survey. The findings of the feedback survey are presented on the following pages.

For Your Review

1   Assessment of Survey Process and Report

   A. Fifty-two member organizations (52) responded to the survey. (See Page Two)

   B. Member feedback is largely favorable (See Pages Four and Seven)

   C. Survey data reported by Budget Size and Region are highly valued (See Page Five)

   D. As expected, survey results are most frequently used for comparing market compensation and monitoring employee turnover (See Page Five)

   E.   Members offered feedback on favorable features of the survey and recommendations for improving the upcoming survey (See Pages Seven and Eight)

2   Recommended Changes To 2016 Survey Document

   A.   Additional Line personnel jobs to include in 2016 survey (See Page Six)

   B.   Additional Management jobs to include in next survey (See Page Six)
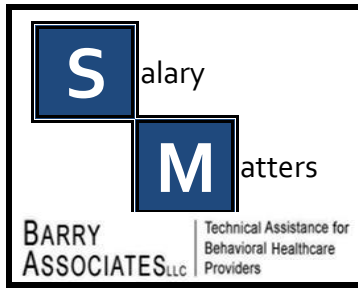
Participating Organizations = 52

1	Advancing Abilities - Scioto Trails	27	Heinzerling Foundation
2	Anne Grady Services	28	Horizons of Tuscarawas and Carroll Counties
3	Ardmore inc	29	Independence Inc
4	Bellefaire JCB	30	Koinonia Homes, Inc.
5	Benchmark Human Services	31	L'Arche Cleveland
6	Blossom Hill Inc	32	Living In Family Environments, Inc.
7	Buckeye Community Services	33	Living Opportunities
8	Capabilities, Inc.	34	Mercer Residential Services, Inc
9	CCHs	35	Mount Aloysius Corp
10	Choices In Community Living	36	New Avenues to Independence
11	Community Connections Northeast Ohio	37	Phoenix Residential Centers, Inc
12	Community Residential Services, Inc.	38	REM Ohio
13	CRSI	39	ResCare
14	Dungarvin OH	40	Rescare Ohio Inc.
15	Echoing Hills Village Inc.	41	Resident Home Corporation DBA Envision
16	Embracing Autism	42	Residential Association of Marion, Inc.
17	Enhancing Abilities	43	Rose-Mary Center
18	Evant Inc.	44	Scioto Residential Services
19	Family Haven, Inc.	45	The Help Foundation
20	Franklin County Residential Services	46	The Home Farms Residential Services
21	GMR Exceptional Care, inc.	47	Threshold Residential Services, Inc.
22	Goodwill Columbus	48	Shalom House, Inc.
23	Grand Manner/Phoenix Residential	49	Stokes Holdings Inc.
24	Guernsey Residential, Inc.	50	UCP of Greater Cleveland
25	Hattie Larlham	51	United Rehabilitation Services
26	Havar, Inc	52	ViaQuest, Inc.

Table One

Did your organization participate in OPRA's most recent (2013) compensation & benefits survey?	Number of Respondents	Percent
Yes	32	64%
No	10	20%
Do not remember	8	16%
Did Not Answer	2	
Totals	52	100%

Table Two

Did you receive or have access to the results of OPRA's 2013 Compensation & Benefit Survey Report?	Number of	Percent
Yes	37	74%
No	7	14%
Other, please specify	6	12%
Did Not Answer	13	
Totals	52	100%

Comments
1. I remember seeing it, but I don't know where to reference it now.
2. No, used Plante & Moran info as a reference
3. I think I saw the report at an OPRA HR Meeting
4. I'm not sure.
5. I think I got info I needed from someone else.
6. Not sure

Table Three

If it were made available through OPRA, would you be interested in obtaining technical assistance/training (e.g., job analysis, job evaluation, market-based pay structure) designed for updating your organization's compensation program?	Number of Respondents	Percent
Yes, definitely	6	13%
Yes, perhaps	22	49%
No, not really	17	38%
Did Not Answer	7	
Totals	52	100%

1. Once HR VP is replaced
2. We just hired a consultant to review our compensation program.

Table Four

Breakdown of Survey Results

		Value Of Presenting Survey Results							
Breakdown of Survey Results		Great	Considerable	Mod-erate	Mini-mal	None	Can't Rate	Totals	**Percent** Great or Considerable Value
1	Statewide Totals	10	19	12	1	1	9	52	67%
2	Annual Budget Size	21	17	4	0	1	9	52	88%
3	Region of State (e.g., Northwest)	18	20	5	0	1	8	52	86%
4	Cost of Doing Business (CODB)	10	17	9	6	1	9	52	63%

Table Five

Overall, how would you rate the value/usefulness of OPRA's Compensation & Benefits Survey Reports?

	Value/usefulness of OPRA's Compensation & Benefits Survey Reports?	Number of Respondents	Percent	**Percent** Great or Considerable Value
1	Great (it's my "go to resource" for all or most of the information I	13	30%	
2	Considerable (it provides much of the information I need)	19	44%	
3	Moderate (it provides some of the information I need)	9	21%	
4	Minimal (it provides little information I need)	1	2%	
5	None (it provides no information that I need)	1	2%	
	Can't rate	7		
	Did Not Answer	2		
	Totals	52	100%	**74%**

Comments	Would be interested as a future option.
	I did not receive the data.
	Did not participate in last survey.
	I am a new agency since Dec 2014.
	We did not participate in the past.
	Not sure if we participated, not sure if we received results.
	Helpful to have results before finalizing annual budget. Board votes on budget in November.

Table Six

How OPRA's 2013 survey results were used and the extent to which the information was useful in accomplishing the task.

		Value Of The Survey Results							Percent Using for This Purpose	Percent Great or Considerable Value
	How 2013 Survey Results Were Used	Great	Consid-erable	Mod-erate	Mini-mal	None	N/A**	Totals		
1	Update or design our compensation structure (e.g., assignment of job to pay grades, develop pay ranges)	7	13	8	3	1	20	52	62%	63%
2	Develop or update salary ranges	6	13	9	4	1	19	52	63%	58%
3	Monitor the competitiveness of our paid time off plan	9	11	14	2	1	15	52	71%	54%
4	Determine the competitiveness of our insurance benefits	7	10	18	2	1	14	52	73%	45%
5	Assess the market competitiveness of our pay scales	16	15	7	2	1	11	52	79%	76%
6	Monitor and/or benchmark employee turnover rates	8	12	11	5	2	12	50	76%	53%

** Did not use survey results for this purpose

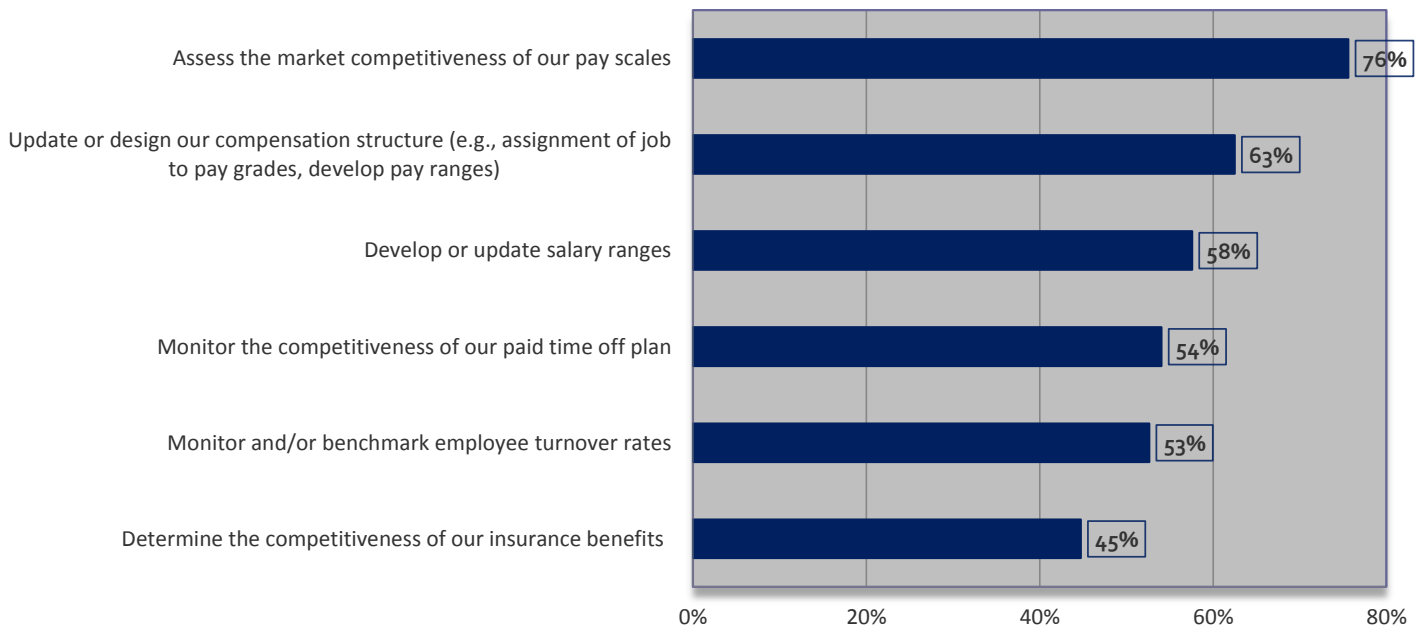### Percent of Respondents Reporting the Survey Results Were Greatly or Considerably Useful For The Following Purposes

Purpose	Percent
Assess the market competitiveness of our pay scales	76%
Update or design our compensation structure (e.g., assignment of job to pay grades, develop pay ranges)	63%
Develop or update salary ranges	58%
Monitor the competitiveness of our paid time off plan	54%
Monitor and/or benchmark employee turnover rates	53%
Determine the competitiveness of our insurance benefits	45%

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Table Seven

Line Personnel Jobs Recommended For 2016 Survey

	Line Personnel Jobs	Is Job Already Included in Survey?			Line Personnel Jobs	Is Job Already Included in Survey?	
		Yes	No			Yes	No
1	Accounts payable clerk		X	15	Group Home Assistant Manager		X
2	Adult Day Services Assistant		X	16	Group Home Manager		X
3	Billing specialist		X	17	Home coordinator		X
4	Care Coordinator		X	18	House/team leaders for one house		X
5	Client Benefits Specialist		X	19	HR Generalist		X
6	Employment Site Supervisor		X	20	IT help desk		X
7	Computer technician		X	21	Job Coach		X
8	Cook		X	22	Job Developer		X
9	Day Hab Director/Manager		X	23	Nurse - separate for LPN and RN	X	
10	Day Programing Staff		X	24	Payroll Specialists		X
11	Dietician- RDLD		X	25	Psychiatrist		X
12	Drivers		X	26	Skill Development Specialist		X
13	Employment First Coach		X	27	Transportation monitors		X
14	Line Supervisor (with direct support responsibilities)	X		28	Vocational Specialists		X

Table Eight

Management Jobs Recommended For 2016 Survey

	Management Jobs	Is Job Already Included in Survey?			Management Jobs	Is Job Already Included in Survey?	
		Yes	No			Yes	No
1	Accounts Payable / Payroll		X	9	Computer/Electronics Manager		X
2	Administrator	X		10	Employment First Coordinator		X
3	ADS Coordinator		X	11	House managers		X
4	Asst Residential Manager		X	12	Quality Assurance		X
5	Chief HR Officer (Director)	X		13	Staff Development Manager		X
6	Clinical Director		X	14	Store Manager (retail store)		X
7	Community Support		X	15	Transportation Manager		X
8	Compliance Director		X				

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Table Nine

	What OPRA Members like best about the compensation and benefits survey.
1	Competitiveness review
2	The various ways to compare different organizations, geographical areas, averages and ranges of salaries.
3	Comparison is helpful
4	Companies actually share their information.
5	That it is pertinent to the work that we do in the state we operate.
6	Not too overwhelming
7	Relevant to the field
8	Data reflect our industry only and therefore is valid for us to use in determining our salary structure, pay increases, etc.
9	It's important to have "real life" info, to compare our agency with other agencies. Would it be most effective to compare to OPRA's survey, knowing that not all agencies will participate-- or info based on state-wide cost reports? The number of participants is important.
10	It's thorough and relates to our line of business...when little exists to do comparisons.
11	It gives information for alot of titles
12	It provides us with a quick benchmark against companies just like us going through the same budgetary trials & tribulations.
13	To check out other areas of the state, when it comes to compensation and benefits
14	The salary ranges and the percentage rates for yearly wage increases.
15	The ability to compare
16	To see how our Agency measures up to others in Ohio in benefits and compensation.
17	It gives a good base of industry specific information
18	Benchmark with Ohio within industry.
19	I liked having the numbers to compare our agency to other agencies to see where we stand in the current market.
20	Fills the expectation (by accrediting sources) that we will regularly compare our packages to the area and the field.
21	Comparing Direct Care wages to what we pay.
22	To see where our organization fits in regionally and statewide in compensation packages.
23	It is very relevant to our business operation drawn from very similar organizations.
24	Wage information that is comparable to other agencies with the same funding. Very helpful.
25	It helps and supports me in giving information to my non-profit board concerning wage increases. It also gives me a baseline of sorts in relation to job turnover in our agency compared to other providers in our area and the state.
26	It is easy to read, concise, good comparison of labor market in our industry
27	I need to know if I am keeping up with Industry standards as well as using to compare for recruiting purposes.
28	Gives me some information I need ... covers a number of job classifications

Table Ten

Recommendations For Improving Survey

1 No Recommendations

2 More often updated.

3 Break out licensed , ICF, and Waiver

4 N/A

5 Include fields that are adjacent, or fields that candidates would be likely to come out of our that staff would be likely to move into: like nursing, STNA, social workers, educators, retail store managers, human resources assistants

6 None

7 Add/modify the jobs. Communicate like crazy and hound people to complete the survey. The more people participate, the better the overall product when it is complete.

8 How they are tracking the ACA requirements. Is it being done in-house or outsourced with payroll, etc.

9 N/A

10 Instead of giving the data by region, can it be broken down further into cities?

11 Need more participants for data to be most meaningful.

12 Whatever you can to boost participation, so that the data are as accurate as possible.

13 NA

14 Try to get as many members to participate as possible.

15 Make it easy as possible to gather information from providers. Incentivize.

16 Would you be able to ask a question regarding "In-Home positions, providing DSP supervision, training, payership responsibilities, attendance to MyPlan Meetings and shift coverage, are they paid salary or hourly"?

17 Unless this was done in the past, an actual seminar to have agencies come to discuss the results and have a session on job analysis/evaluation, etc.

18 Make it shorter, cut out the beginning asking about services in all different counties and types of services. Not necessary. Simplify this.

19 In some areas it is difficult to make comparisons