

Interactive Exercise

Course 77: Pay-for Performance-Plans

We begin by opening ERI's **Salary Assessor**. Make sure the **Job Report** tab is selected. The *Salaries By Experience/Size* module shows you base salary, incentive, or total cash for almost 18,000 jobs. Pay ranges are shown based upon location, industry, company revenue size, and years of experience with adjustments for education, skills, certification, and shift work.

Select the *Job Title Browse* button.

The screenshot shows the ERI Salary Assessor interface. The 'Job Report' tab is selected. The 'Job Title' field contains 'Zookeeper' and the 'Browse' button is highlighted with a red box. The main content area shows a table of salaries by experience for a Zookeeper.

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
12	35,700	38,145	41,555	44,656	48,016
9	33,449	35,779	38,955	41,788	44,874
6	30,881	33,125	36,131	38,701	41,488
3	27,703	29,778	32,653	35,019	37,512
1	25,416	27,277	29,974	32,230	34,598

In the *Browse Jobs* box, begin typing "Chemist" in the *Search* field. When it is highlighted in the list of jobs, press the **OK** button.

Browse Jobs ✕

Search Q Search by Filter table by Advanced Search Hybrid Jobs

[Suggest a Title](#)

Select Job

Job Title	eDOT Code	SOC Code	ERI Code	Salary By Level	Similar Jobs
Chemist	022061010	192031	4017	Yes	Similar Jobs
Chemist Analytical	022061021	192031	256343	Yes	Similar Jobs
Chemist Bench	022061004	192031	258548	Yes	Similar Jobs
Chemist Biological	041061026	191021	47844	Yes	Similar Jobs
Chemist Clinical	041061026	191021	44370	Yes	Similar Jobs
Chemist Flavor	041081002	191012	259323	Yes	Similar Jobs
Chemist Food	022061014	192031	78603	Yes	Similar Jobs
Chemist Forensic	029261004	194092	581081	Yes	Similar Jobs
Chemist Formulation	041061001	192031	257248	Yes	Similar Jobs
Chemist Product Development	022061011	192031	256622	Yes	Similar Jobs

1 of 17938 jobs have been selected.

Job Description

Researches, analyzes, synthesizes, and experiments on substances, for such purposes as product and process development and application, quantitative and qualitative analysis, and improvement of analytical methodologies.

Excludes paraprofessional chemists.

[Cancel](#) OK

Next, press the **Area Browse** button.

Salary Assessor Job Report Benchmark List Geographic List Salary Planning Advanced Reports Compensation Management Total Compensation Benefits Dat 2/1

Organization Name (Optional)

Job Title Q

Browse

Area Q

Browse Averages

Industry

eSIC Code:

NAICS:

usSEC:

Browse

Chemist ✎ PDF

All Incumbent Average: \$95,884 ERI: 4017 | eDOT: 022061010 | SOC: 192031

Salaries By Experience/Size Salaries By Level

Compensation Type Pay Period 🕒 Years of Experience 📊 Percentiles

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
16	95,439	104,849	116,854	129,138	142,700
12	87,500	96,311	107,563	118,803	130,109
8	77,672	85,575	95,884	106,115	116,153
4	64,318	70,730	79,328	88,040	96,745
1	53,222	58,261	65,099	72,090	79,281

In the *Browse Areas* box, begin entering “Bakersfield, California” in the *Area Name* field, and when it is highlighted in the list, press the **OK** button.

Note that area searches can also be done by radius or by postal code.

Browse Areas ✕

[ERI Areas](#)
 [Radius Search](#)
 [User-Defined Averages](#)
 [Browse By Region](#)
 [Internal Areas](#)

Area Name

 Postal Code ?

Filters
[Suggest an Area](#)

Select Area

- Bakersfield, California
- Bakersfield-Amberton, California
- Bakersfield-River Oaks, California
- Bakersfield-Seven Oaks, California
- Bakerstown, Pennsylvania
- Bala Cynwyd, Pennsylvania
- Balcarres, Saskatchewan
- Baldwin Park, California
- Baldwin, New York
- Baldwin, Pennsylvania
- Baldwinsville, New York
- Ball Ground, Georgia
- Ballston Lake, New York
- Ballwin, Missouri

1 of 8791 areas have been selected.

For the next step, select the **Industry Browse** button.

Salary Assessor | Job Report | Benchmark List | Geographic List | Salary Planning | Advanced Reports | Compensation Management | Total Compensation | Benefits | Data 2/10

Chemist 📄 PDF

All Incumbent Average: \$120,431 ERI: 4017 | eDOT: 022061010 | SOC: 192031

[Salaries By Experience/Size](#)
 [Salaries By Level](#)

Compensation Type:
 Pay Period:
 🔄 Years of Experience
 📊 Percentiles

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
16	119,932	130,866	144,716	158,412	171,420
12	110,690	120,937	134,005	146,925	159,428
8	99,195	108,437	120,431	132,316	143,894
4	83,368	91,003	101,125	111,298	121,419
1	69,863	76,054	84,296	92,605	101,063

Organization Name (Optional):

Job Title:

Area:

Industry

eSIC Code:

NAICS:

usSEC:

In the *Search Industries* field, enter “Oil and Gas Exploration and Extraction” and press the **Search** button. Since there is a match, “Oil and Gas Exploration and Extraction” is highlighted in the list of industries. Press the **OK** button.

Industries
✕

Browse Industries [Back to industry list](#)

eSIC Name	eSIC	NAICS	usSEC
Oil and Gas Exploration and Extraction	1300	211100	1311
Oil and Gas Field Exploration Services	1382	213111	1382
Oil and Gas Field Services	1380	211130	1381
Drilling Oil and Gas Wells	1381	213111	1381
Natural Gas Extraction	1320	211130	1311
General Oil and Gas Field Services	1389	213112	1389
Oil Royalty Traders	6792	523910	6792
Mining Machinery and Equipment (except Oil and Gas Machinery and Equipment)	3532	333130	3532
Fuel Oil Dealers	5983	457210	5960
Crude And Oil Milling	2070	211612	2070

Industry Description

Oil and Gas Exploration and Extraction (eSIC: 1300)

This major group includes establishments primarily engaged in: (1) producing crude petroleum and natural gas; (2) extracting oil from oil sands and oil shale; (3) producing natural gasoline and cycle condensate; and (4) producing gas and hydrocarbon liquids from coal at the mine site. Types of activities included are exploration, drilling, oil and gas well operation and maintenance, the operation of natural gasoline and cycle plants, and the gasification, liquefaction, and pyrolysis of coal at the mine site. This major group also includes such basic activities as emulsion breaking and desilting of crude petroleum in the preparation of oil and gas customarily done at the field site.

Do multiple industries best match your organization's operations?
 Click Add Hybrid Industries to create a Hybrid Industry.

[Cancel](#)

For the *Salary Planning Date*, enter “January 31, 2026.” In the *Analysis Based on Revenue* field, enter “500,000,000.” Under *Compensation Type*, make sure **Base Salaries** is selected.

Salary Assessor

Job Report | Benchmark List | Geographic List | Salary Planning | Advanced Reports | Compensation Management | Total Compensation | Benefits | Data 2/10

Chemist
All Incumbent Average: \$121,727 | ERI: 4017 | eDOT: 022061010 | SOC: 192031

Salaries By Experience/Size | Salaries By Level

Compensation Type: Base Salaries | Pay Period: Annual | Years of Experience | Percentiles

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
16	120,978	132,050	146,077	159,917	173,038
12	111,715	122,115	135,367	148,449	161,099
8	100,130	109,534	121,727	133,779	145,520
4	84,124	91,912	102,239	112,593	122,888
1	70,426	76,740	85,163	93,640	102,271

Analysis Based on: Revenue | 500,000,000 | Include Revenue in analysis of lower level jobs | Salary Planning Date: 1/31/2026

Survey Description | eDOT Description | Adjustments | Job Characteristics

Job Title: Chemist
Overview: Researches, analyzes, synthesizes, and experiments on substances, for such purposes as product and process development and application, quantitative and qualitative

To adjust this data for the employee's experience level, select **Years of Experience** and the *Change Years of Experience* box will pop up.

Chemist
All Incumbent Average: \$121,727 | ERI: 4017 | eDOT: 022061010 | SOC: 192031

Salaries By Experience/Size | Salaries By Level

Compensation Type: Base Salaries | Pay Period: Annual | **Years of Experience** | Percentiles

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
16	120,978	132,050	146,077	159,917	173,038
12	111,715	122,115	135,367	148,449	161,099
8	100,130	109,534	121,727	133,779	145,520
4	84,124	91,912	102,239	112,593	122,888
1	70,426	76,740	85,163	93,640	102,271

Select **Show All** to display consecutive years of experience and then click the **OK** button.

Change Years of Experience ✕

↻ Default
Show All
+ Add Experience

Experience	
16	✕
15	✕
14	✕
13	✕
12	✕
11	✕
10	✕

Cancel
OK

To change the performance percentiles, select **Percentiles** and the *Modify Percentiles* box will display.

Chemist

All Incumbent Average: \$121,727 ERI: 4017 | eDOT: 022061010 | SOC: 192031



Salaries By Experience/Size Salaries By Level

Compensation Type: Base Salaries Pay Period: Annual
 ↻ Years of Experience **Percentiles**

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
16	120,978	132,050	146,077	159,917	173,038
15	118,751	129,669	143,513	157,180	170,192
14	116,487	127,244	140,899	154,383	167,305
13	114,153	124,739	138,197	151,487	164,293
12	111,715	122,115	135,367	148,449	161,099
11	109,137	119,330	132,362	145,219	157,684
10	106,379	116,340	129,129	141,743	153,996
9	103,394	113,095	125,609	137,956	149,969
8	100,130	109,534	121,727	133,779	145,520

If not already showing, select the **10th**, **25th**, **Median**, **75th**, and **90th** percentiles and press the **OK** button. You will return to the *Salaries By Experience/Size* module.

Modify Percentiles
✕

Default

Low Percentile	Low Percentile	Average	High Percentile	High Percentile
10th Percentile ▼	25th Percentile ▼	Median ▼	75th Percentile ▼	90th Percentile ▼

Display in Thousands

Cancel
OK

Now, the table can be used to develop competitive salaries for Chemists using the given salary planning date.

For example, we can identify the base salary market rate for an employee with 12 years of experience paid at the 90th percentile as \$161,100. Also, the external market rate for an employee with 8 years of experience paid at the 25th percentile is \$109,500.

Chemist

All Incumbent Median: \$120,258 ERI: 4017 | eDOT: 022061010 | SOC: 192031



Salaries By Experience/Size Salaries By Level

Compensation Type: Base Salaries ▼ Pay Period: Annual ▼ Years of Experience Percentiles

Years of Experience	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
16	120,978	132,050	144,364	159,917	173,038
15	118,751	129,669	141,825	157,180	170,192
14	116,487	127,244	139,237	154,383	167,305
13	114,153	124,739	136,563	151,487	164,293
12	111,715	122,115	133,761	148,449	161,099
11	109,137	119,330	130,785	145,219	157,684
10	106,379	116,340	127,585	141,743	153,996
9	103,394	113,095	124,100	137,956	149,969
8	100,130	109,534	120,258	133,779	145,520
7	96,542	105,605	115,995	129,138	140,573

Select **Total Cash** to view *Annual Total Compensation*.

The total cash market rate for a Chemist paid at the 90th percentile with 12 years of experience is \$165,500 and the market rate for a Chemist paid at the 25th percentile with 8 years of experience is \$112,400.

Chemist

All Incumbent Median: \$123,411

ERI: 4017 | eDOT: 022061010 | SOC: 192031



Salaries By Experience/Size Salaries By Level

Compensation Type: Total Cash Pay Period: Annual Years of Experience Percentiles

Years of Experience	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
16	124,394	135,777	148,435	164,426	177,915
15	122,075	133,297	145,789	161,572	174,946
14	119,719	130,773	143,095	158,659	171,937
13	117,292	128,167	140,313	155,646	168,801
12	114,759	125,440	137,400	152,487	165,479
11	112,084	122,550	134,312	149,134	161,933
10	109,225	119,452	130,994	145,529	158,108
9	106,135	116,091	127,385	141,606	153,936
8	102,761	112,409	123,411	137,286	149,334
7	99,046	108,342	118,997	132,480	144,209

We have now determined the following for Shirley and Mark:

Shirley Cantwell – It's recommended that Shirley be given a 3.5% increase to a new base salary of \$160,800 and a new total compensation at target (3% bonus) of \$165,600. This keeps her compensation within a competitive range at market for both the base salary and total cash compensation.

Mark Tipton – Mark is overpaid. Rather than implement a salary reduction, in pay for performance programs, it is customary to leave his compensation where it was previously: \$111,900 base salary and \$115,700 total cash compensation at target.

Name	Current Base Salary	Current Total Comp	Market Base Salary	Market Total Comp	% Change	Revised Base Salary	Revised Total Comp
Shirley Cantwell	\$155,400	\$159,900	161,100	165,500	3.5%	\$160,800	165,600
Mark Tipton	\$111,900	\$115,700	109,500	112,500	0%	No Change	No Change

This ends the tutorial portion of this exercise. Please close this window and press the **Next** button on the *Problem Statement* page to try your hand at using this tool in setting performance pay.