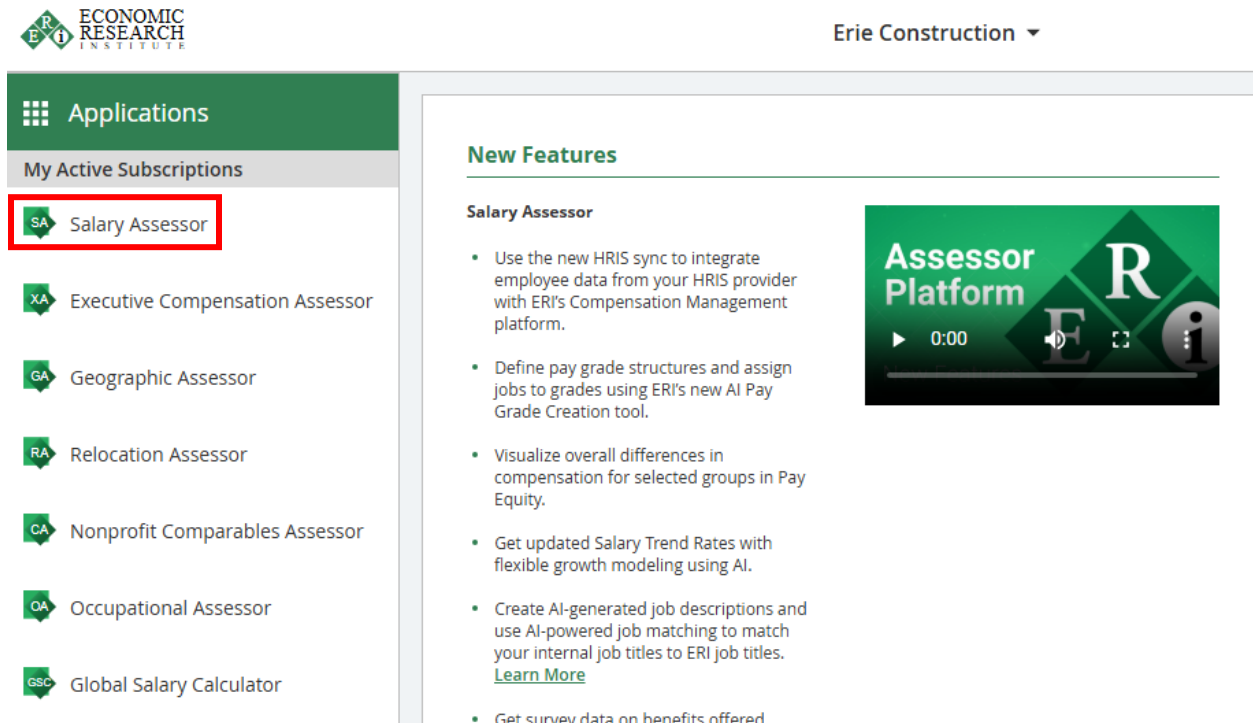


Interactive Exercise

Course 82: Creating a Market Competitive Salary Structure

We begin by selecting ERI's **Salary Assessor**.



The screenshot shows the ERI Economic Research Institute website. The top navigation bar includes the ERI logo and the text "Erie Construction". The left sidebar, titled "Applications", lists several tools under "My Active Subscriptions". The "Salary Assessor" tool, marked with a green "SA" icon, is highlighted with a red rectangular box. Other tools listed include Executive Compensation Assessor (XA), Geographic Assessor (GA), Relocation Assessor (RA), Nonprofit Comparables Assessor (CA), Occupational Assessor (OA), and Global Salary Calculator (GSC). The main content area, titled "New Features", lists several capabilities of the Salary Assessor tool, such as integrating HRIS data, defining pay grade structures, visualizing compensation differences, and getting updated salary trend rates. A video player titled "Assessor Platform" is also visible on the right side of the main content area.

Erie Construction ▼

Applications

My Active Subscriptions

- SA** Salary Assessor
- XA** Executive Compensation Assessor
- GA** Geographic Assessor
- RA** Relocation Assessor
- CA** Nonprofit Comparables Assessor
- OA** Occupational Assessor
- GSC** Global Salary Calculator

New Features

Salary Assessor

- Use the new HRIS sync to integrate employee data from your HRIS provider with ERI's Compensation Management platform.
- Define pay grade structures and assign jobs to grades using ERI's new AI Pay Grade Creation tool.
- Visualize overall differences in compensation for selected groups in Pay Equity.
- Get updated Salary Trend Rates with flexible growth modeling using AI.
- Create AI-generated job descriptions and use AI-powered job matching to match your internal job titles to ERI job titles. [Learn More](#)
- Get survey data on benefits offered.

Assessor Platform

0:00

The *Job Report* tab's *Salaries By Experience/Size* module will display. *Salaries By Experience/Size* displays base salary, incentive, and total compensation data depending on the selection. Market rates are shown based on job title, industry, organization revenue size, and location. Adjustments can be made for education level, skills, certifications, direct oversight and shift work.

Salary Assessor

Job Report

Benchmark List

Geographic List

Advanced Reports

Compensation Management

Survey Management

Total Compensation

Benefits

Organization Name (Optional)

Your Organization Name

Job Title

Zookeeper

Browse

Area

United States Average

Browse

Averages

Industry

All Industries - Diversified

eSIC Code:

0000

NAICS:

000000

usSEC:

0000

Browse

Analysis Based on

Revenue

100,000,000

☐ Include Revenue in analysis of lower level jobs

Salary Planning Date

3/5/2026

Zookeeper

All Incumbent Average: \$44,294 ERI: 10677 | eDOT: 412674010 | SOC: 392021

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
12	43,665	46,723	50,937	54,696	58,672
9	40,948	43,816	47,782	51,292	55,021
6	37,943	40,601	44,294	47,529	50,984
3	34,314	36,717	40,080	42,983	46,107
1	31,628	33,843	36,961	39,618	42,497

Survey Description

eDOT Description

Adjustments

Job Characteristics

Job Title: Zookeeper

Alternate Titles:
[Zoo Caretaker](#), [Animal Keeper](#), [Keeper Animal](#), [Caretaker Zoo](#)

Since we will need market data for multiple jobs, select the *Benchmark List* tab at the top of the screen next to the *Job Report* tab.

Salary Assessor

Job Report

Benchmark List

Geographic List

Advanced Reports

Compensation Management

Survey Management

Total Compensation

Benefits

Organization Name (Optional)

Your Organization Name

Job Title

Zookeeper

Browse

Area

United States Average

Browse

Averages

Industry

All Industries - Diversified

eSIC Code:

0000

NAICS:

000000

Zookeeper

All Incumbent Average: \$44,294 ERI: 10677 | eDOT: 412674010 | SOC: 392021

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
12	43,665	46,723	50,937	54,696	58,672
9	40,948	43,816	47,782	51,292	55,021
6	37,943	40,601	44,294	47,529	50,984
3	34,314	36,717	40,080	42,983	46,107
1	31,628	33,843	36,961	39,618	42,497

To refine the market data based on your organization's location, industry, organization revenue, and salary planning date, adjustments will need to be made in the fields to the left of the *Benchmark List* module. Select the **Browse** button below *Area*.

Organization Name (Optional)

Area

United States Average

Browse

Averages

Industry

eSIC Code:

NAICS:

usSEC:

Browse

Benchmark List

+ Add Job

Erie Pittsburgh 20...

Compensation Type: Base Salaries
Pay Period: Annual
Experience/Levels: Default
Choose Columns
Percentiles

#	Job Title	10th Perce...	25th Perce...	Mean	75th Perce...	90th Perce...	Analysis Type ?	Actual Salary	Market Index
---	-----------	---------------	---------------	------	---------------	---------------	-----------------	---------------	--------------

The *Browse Areas* box will display. You may scroll through the list of areas in the database or begin typing "Pittsburgh, Pennsylvania" in the *Area Name* field. When "Pittsburgh, Pennsylvania" is highlighted in the list, press the **OK** button to return to the *Benchmark List* module.

Browse Areas

ERI Areas
Radius Search
User-Defined Averages
Browse By Region
Internal Areas

Area Name

Pittsburgh, Penn

Postal Code ?

Type Postal Code

Filters

All Areas

Suggest an Area

☐ Only show areas in my subscription

Select Area

Area Name	Data Availability ?
Pittsburgh, Pennsylvania	Primary Geographic Database
Pittsburgh-Banksville, Pennsylvania	Primary Geographic Database
Pittsburgh-North Oakland, Pennsylvania	Primary Geographic Database
Pittsburgh-Shadyside, Pennsylvania	Primary Geographic Database
Pittsburgh-Squirrel Hill, Pennsylvania	Primary Geographic Database
Pittsfield, Massachusetts	Primary Geographic Database
Pittsford, New York	Primary Geographic Database
Pittston, Pennsylvania	Primary Geographic Database
Placentia, California	Primary Geographic Database
Placentia, Newfoundland & Labrador	Primary Geographic Database
Placerville, California	Primary Geographic Database
Plainfield, Connecticut	Primary Geographic Database
Plainfield, Illinois	Primary Geographic Database
Plainfield, Indiana	Primary Geographic Database
Plainfield, New Jersey	Primary Geographic Database

1 of 9532 areas have been selected.

Cancel

OK

Next, select the **Browse** button below *Industry*.

Organization Name (Optional)
Your Organization Name

Area
Pittsburgh, Pennsylvania

Browse **Averages**

Industry

All Industries - Diversified

eSIC Code: 0000

NAICS: 000000

usSEC: 0000

Browse

Benchmark List

+ Add Job

Erie Pittsburgh 20...

Compensation Type: Base Salaries Pay Period: Annual Experience/Levels: Default

Choose Columns Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type	Actual Salary	Market Index
---	-----------	-----------------	-----------------	------	-----------------	-----------------	---------------	---------------	--------------

In the *Industries* box, select **Construction**. Then select **1500 – Building Construction** and it will be highlighted in green. Now press the **OK** button to return to the *Benchmark List* module.

Industries

Search Industries: Type in at least 3 characters

Search By: Industry Name

Search **Hybrid Industries**

Browse Industries

- ▶ All Industries - Diversified
- ▶ Agriculture, Forestry and Fishing
- ▶ Energy and Mining
- ▼ **Construction**
 - ▶ **1500 - Building Construction**
 - ▶ 1600 - Heavy Construction (except Building Construction Contractors)
 - ▶ 1700 - Special Trade Contractors
- ▶ Manufacturing
- ▶ Transportation, Communications, Electric, Gas and Sanitary Services
- ▶ Wholesale Trade
- ▶ Retail
- ▶ Financial Institutions, Insurance, Real Estate and Investments
- ▶ Services

Industry Description

Building Construction (eSIC: 1500)

This major group includes general contractors and operative builders primarily engaged in the construction of residential, farm, industrial, commercial, or other buildings. General building contractors who combine a special trade with the contracting are included in this major group.

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

Cancel **OK**

The desired location and industry have been selected. Enter “1,000,000,000” in the *Analysis Based on Revenue* field and use today’s date in the *Salary Planning Date* field. (Data is periodically updated so if you are following along with the SA, the numbers you see may not be exactly the same as those displayed in this exercise, even if you set the date to the one in the screen shots.)

Organization Name (Optional)

Area

Browse Averages

Industry

eSIC Code:

NAICS:

usSEC:

Browse

Analysis Based on
Revenue

☐ Include Revenue in analysis of lower level jobs

Salary Planning Date

Benchmark List

+ Add Job

Erie Pittsburgh 20...

Compensation Type: Base Salaries
Pay Period: Annual
Experience/Levels: Default
Choose Columns
Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type ?	Actual Salary	Market Index
You haven't added any jobs yet Click an option to add a job + Add Job + Upload									

The *Benchmark List* module now reflects your company's location, industry, revenue, and a salary planning date. Now, we will enter the list of benchmark jobs. Select **Add Job**.

Benchmark List

+ Add Job

Erie Pittsburgh 20...

Compensation Type: Base Salaries
Pay Period: Annual
Experience/Levels: Default
Choose Columns
Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type ?	Actual Salary	Market Index
---	-----------	-----------------	-----------------	------	-----------------	-----------------	-----------------	---------------	--------------

The *Browse Jobs* box will appear. You may scroll through the list of job titles, or you may begin typing "Construction Helper" in the Search field. When it is highlighted in the list, press **OK** to return to the *Benchmark List* module.

Browse Jobs

Search

Construction Help

View Extended Job List

Search by

Job Title

Filter table by

All Jobs

AI Job Search

Advanced Search

Hybrid Jobs

Suggest a Title

X EXCEL

Select Job

Job Title	eDOT Code	SOC Code	ERI Code	Salary By Level	Similar Jobs
Construction Helper	869664015	472061	15809	Yes	Similar Jobs
Construction Inspector	182267010	474011	1466	Yes	Similar Jobs
Construction Laborer	869664015	472061	16210	Yes	Similar Jobs
Construction Leadman	869367005	471011	5158	Yes	Similar Jobs
Construction Management Director	182117210	119021	230178	No	Similar Jobs
Construction Manager	182167012	119021	7692	Yes	Similar Jobs
Construction Manager Railroad	182167018	119021	46501	Yes	Similar Jobs
Construction Office Engineer	012167078	172112	107086	Yes	Similar Jobs
Construction Planner	221167040	435061	5502	Yes	Similar Jobs
Construction Project Director	182117210	119021	259004	No	Similar Jobs

1 of 19337 jobs have been selected.

Job Description

Builds and performs a variety of physical labor duties on construction projects.

Transfers from one task to another as directed.

Cancel

OK

This job now appears in the benchmark list. Note that there is a column for mean salary. The median is often preferred by compensation professionals as a measure of the market and is the middle salary of the data set, or the 50th percentile. The mean, on the other hand, includes all base salaries in a data set, including high and low outliers, so it may be skewed.

To change any of the percentiles, such as to change Mean to Median, select **Percentiles** and the *Modify Percentiles* box pops up.

Benchmark List

+ Add Job

Erie Pittsburgh 20...

+

Compensation Type

Base Salaries

Pay Period

Annual

Experience/Levels

Default

Choose Columns

Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type	Actual Salary	Market Index
1	Construction Helper	42,329	45,197	49,290	52,873	56,772	Experience: 5		

In the *Average* column, you would change “Mean” to “Median” and press **OK**. You will also notice that the Low and High Percentile columns may be adjusted too. However, for this exercise we will not make any changes and continue using the Mean.

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

We are analyzing base pay in this exercise and since the base salaries and midpoints will be based on market base pay, make sure “Base Salaries” is selected in the *Compensation Type* dropdown. Also, ensure that *Experience Levels* is set at “Default”.

Benchmark List

Add Job

Erie Pittsburgh 20...

+

Compensation Type

Base Salaries

Pay Period

Annual

Experience/Levels

Default

Choose Columns

Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type	Actual Salary	Market Index
1	Construction Helper	42,329	45,197	49,290	52,873	56,772	Experience: 5		

Now, add the remaining jobs to the *Job Title* column so all eight jobs are priced at the market average.

Benchmark List

+ Add Job My Jobs ▼ + Create New List Save As Rename Delete Download T								
Compensation Type Pay Period Experience/Levels Base Salaries Annual Default Choose Columns Percentiles								
#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Actual Salary	Market Index
1	Construction Engineer	95,183	103,866	115,026	126,147	136,928		
2	Construction Foreman	71,994	78,846	87,786	96,616	105,366		
3	Construction Analyst	64,012	70,125	78,118	85,986	93,830		
4	Electrician - Certified	62,072	68,117	76,074	83,876	91,678		
5	Drafter	72,705	77,622	84,303	90,371	96,679		
6	Construction Frammer	51,777	56,455	62,757	68,789	74,962		
7	Cement Mason	57,006	61,369	67,335	72,809	78,514		
8	Construction Helper	42,329	45,197	49,290	52,873	56,772		

Select **Choose Columns** and confirm that *Job Title*, *Actual Salary*, *Market Index*, and *Analysis Type* are selected. Then press **OK**. The *Actual Salary* column can be used to enter the organization's salary range midpoints or actual salaries, and the *Market Index* column will automatically calculate the ratio of the salary range midpoints or actual salaries to the market mean. The *Analysis Type* column displays the average experience level used to derive pay midpoints for a job.

Benchmark List

+ Add Job

My Jobs

+ Create New List

Save As

Rename

Delete

Download T

Compensation Type

Pay Period

Experience/Levels

Base Salaries

Annual

Default

Choose Columns

Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type ?	Actual Salary	Market Index
1	Construction Engineer	95,183							
2	Construction Foreman	71,994							
3	Construction Analyst	64,012							
4	Electrician - Certified	62,072							
5	Drafter	72,705							
6	Construction Frammer	51,777							
7	Cement Mason	57,006							
8	Construction Helper	42,329							

Choose Columns

Select All

Deselect All

☒ Job Title

☒ Actual Salary

☒ Market Index

☐ Default Experience ?

☒ Analysis Type

Cancel

OK

We can compare the market data of our benchmark jobs against the organization's existing salary structure using the organization-specific base salary range midpoints. Put your cursor in the first cell in the *Actual Salary* column and type in the Construction Engineer job's salary range midpoint of "\$109,000" (this is calculated 5% below the survey market midpoint)." A number appears in the *Market Index* column that represents the ratio of the base salary range midpoint to the survey mean. A number less than 1 indicates that the job is being paid under the market midpoint, and a number greater than 1 indicates it's being paid above the market midpoint. For example, since Erie Construction has a salary structure that is 5% below market, we would expect the ratios of the company's salary range midpoints compared to the market mean to be close to 0.95. Enter the midpoint data for all other benchmark positions in the *Actual Salary* column to check the midpoint ratios.

Benchmark List

+ Add Job My Jobs + Create New List Save As Rename Delete Download									
Compensation Type		Pay Period		Experience/Levels		Choose Columns		Percentiles	
Base Salaries		Annual		Default					
#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type ?	Actual Salary	Market Index
1	Construction Engineer	95,183	103,866	115,026	126,147	136,928	Experience: 10	109,000	0.95
2	Construction Foreman	71,994	78,846	87,786	96,616	105,366	Experience: 7	83,000	0.95
3	Construction Analyst	64,012	70,125	78,118	85,986	93,830	Experience: 7	74,000	0.95
4	Electrician - Certified	62,072	68,117	76,074	83,876	91,678	Experience: 7	72,000	0.95
5	Drafter	72,705	77,622	84,303	90,371	96,679	Experience: 7	80,000	0.95
6	Construction Frammer	51,777	56,455	62,757	68,789	74,962	Experience: 6	59,500	0.95
7	Cement Mason	57,006	61,369	67,335	72,809	78,514	Experience: 6	64,000	0.95
8	Construction Helper	42,329	45,197	49,290	52,873	56,772	Experience: 5	47,000	0.95

To save the current table, press the **Save** icon, name the list, and then **Save**.

Benchmark List

+ Add Job
Erie Pittsburgh 20...
+



Compensation Type
Base Salaries

Pay Period
Annual

Experience/Levels
Default

 Choose Columns

 Percentiles

#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Actual Salary	Market Index
1	Construction Engineer	95,183	103,866					
2	Construction Foreman	71,994	78,846					
3	Construction Analyst	64,012	70,125					
4	Electrician - Certified	62,072	68,117					
5	Drafter	72,705	77,622					
6	Construction Framers	51,777	56,455					
7	Cement Mason	57,006	61,369	67,335	72,809	78,514	64,000	0.95
8	Construction Helper	42,329	45,197	49,290	52,873	56,772	47,000	0.95

Create Benchmark List

Name Your Benchmark List:

Erie Pittsburgh 2026

Cancel

Save

We have completed an analysis of the midpoints of the organization's current salary structure. Next, we would like to analyze the actual average base pay for each benchmark position and how it compares to the market. So, we will enter the average salaries that the organization actually pays for each position. Put your cursor in the first row of the *Actual Salary* column and replace the midpoint you entered earlier with the average actual pay for Construction Engineer. The number in the column labeled *Market Index* now shows the average actual salary as a ratio of the market mean. Enter the average actual pay for all the other positions.

Now that we have entered all the average actual salaries, we can review the pay of Cement Mason and Construction Framers. How do they measure up to the market? The Benchmark List analysis shows that the average pay for a Construction Framers is at 95% of the market and for a Cement Mason it is at 92% of the market. This could explain the cement mason's complaint but taking into consideration the average time on the job for a Cement Mason at Erie Construction, 5 years vs. the reported 6 years for the market average, Cement Masons are being paid at the market and Construction Framers, with an average of 6 years on the job, are also at the market. It could also be that the cement mason's complaint is based on the pay of a construction framer who has been at the company for many years so we'll take a look at that later.

Electricians are being paid in line with the organization's pay policy, actual experience being 8 years vs the reported average of 7 years, so if it is difficult to find new hires, the organization may need to take a more aggressive approach such as offering a hiring bonus.

A large discrepancy may indicate a misaligned starting salary or uncompetitive salary increases. However, it may also reflect a difference between an incumbent's experience level and the level that the market mean represents. At the very least, the 0.85 ratio for Construction Helper requires a closer look.

Benchmark List

+ Add Job My Jobs + Create New List Save As Rename Delete Download									
Compensation Type Base Salaries Pay Period Annual Experience/Levels Default Choose Columns Percentiles									
#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type ?	Actual Salary	Market Index
1	Construction Engineer	95,183	103,866	115,026	126,147	136,928	Experience: 10	106,200	0.92
2	Construction Foreman	71,994	78,846	87,786	96,616	105,366	Experience: 7	85,700	0.98
3	Construction Analyst	64,012	70,125	78,118	85,986	93,830	Experience: 7	74,200	0.95
4	Electrician - Certified	62,072	68,117	76,074	83,876	91,678	Experience: 7	74,400	0.98
5	Drafter	72,705	77,622	84,303	90,371	96,679	Experience: 7	80,100	0.95
6	Construction Frammer	51,777	56,455	62,757	68,789	74,962	Experience: 6	59,600	0.95
7	Cement Mason	57,006	61,369	67,335	72,809	78,514	Experience: 6	61,650	0.92
8	Construction Helper	42,329	45,197	49,290	52,873	56,772	Experience: 5	42,000	0.85

To evaluate these differences at a more granular level and obtain market data for various experience levels, select the **Job Report** tab.

Job Report	Benchmark List	Geographic List	Advanced Reports	Compensation Management	Survey Management	Total Compensation	Be
------------	----------------	-----------------	------------------	-------------------------	-------------------	--------------------	----

Benchmark List

+ Add Job Erie Pittsburgh 20... +									
Compensation Type Base Salaries Pay Period Annual Experience/Levels Default Choose Columns Percentiles									
#	Job Title	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	Analysis Type ?	Actual Salary	Market Index

The *Salaries By Experience/Size* module displays. Press the **Browse** button for *Job Title* on the left and in the *Browse Jobs* box search for and select Construction Helper. Back at the *Salaries By Experience/Size* module, the default years of experience column shows 1, 3, 5, 8, and 10 years of experience. Since the average years of experience for Construction Helper at Erie Construction is 3 years and a default selection, you will not need to adjust this data for the desired experience level by selecting **Years of Experience**.

Now you can analyze pay for the job's average years of experience, 3 against the average at 5 years.

Construction Helper

All Incumbent Average: \$49,290

ERI: 15809 | eDOT: 869664015 | SOC: 472061

Salaries By Experience/Size					
Salaries By Level					
Compensation Type	Pay Period				
Base Salaries	Annual				
Years of Experience			Percentiles		
Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	48,700	52,080	56,832	61,024	65,520
8	46,524	49,733	54,270	58,260	62,558
5	42,329	45,197	49,290	52,873	56,772
3	38,022	40,578	44,208	47,340	50,800
1	32,570	34,790	37,950	40,561	43,448

At 5% below the mean pay, based on the survey reported average 5 years' experience, the pay for a Construction Helper at Erie Construction should be \$46,826 ($\$49,290 \times .95$) where the actual is \$42,000. The difference is that Erie's Construction Helpers have 2 fewer years' experience, ($\$44,208 \times .95 = \$41,997$), than the reported 5. This also explains the .85 ratio in the earlier analysis, so we can conclude that Construction Helper pay is in line with the company's pay policy.

We have looked at Erie Construction's pay policy using the *Benchmark List* and have examined individual pay using the *Job Report*. Now, using the *Compensation Management* tab we will use a more powerful tool to do both.

Creating a Pay Structure

Using SA's *Compensation Management* tab with **Pay Grades** selected, it is possible to import or build a pay structure. 10 pay grades have been created using the job titles and pay from this exercise. A 10% grade Midpoint Progression was used with a 50% Minimum to Maximum grade range. This pay structure follows Erie Construction's policy of paying 5% below the market mean – numbers have been rounded. Jobs were slotted into pay grades based on pay policy means. Average market rates are also displayed showing the variance from the pay policy midpoints.

By selecting **Charts**, you can see the pay structure represented in a graph.

Compensation Management

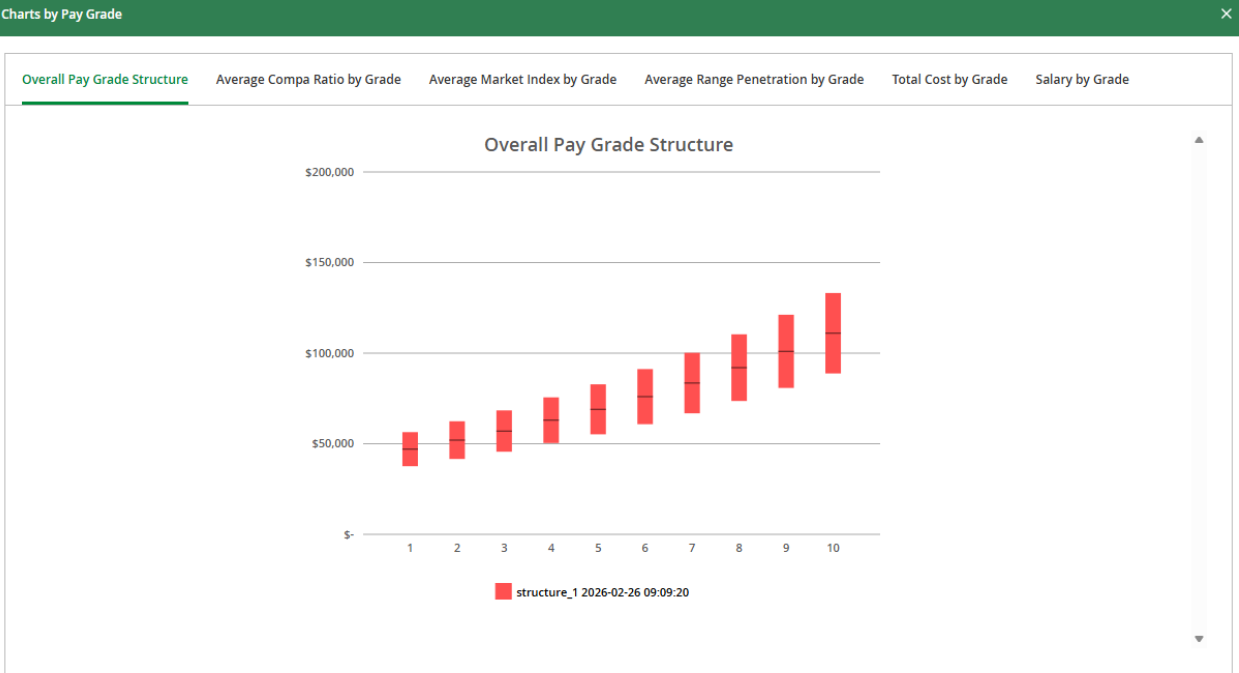
Dashboard Employee List Pay Grades Total Rewards Downloads & Reports

Pay Grade Structure Pay Period: Annual Add Pay Grade structure_1 2026-... Pay Grade Structures Save As Delete Download Tem

AI Pay Grades Sync Jobs to Employee List

Default Assumptions Reset to Default Assumptions Percentiles Charts Pay Grade Market Pittsburgh, Pennsylv

Grade Structure				Grade Metrics				Market Rates of Jobs Within Grade			Market Variance From Midpoint	Jobs Within Grade	
Grade	Min	Midpoint	Max	Midpoint Progression	Min to Mid	Min-Max Range	Mid to Max	Low	Average	High			
1	37,600	47,000	56,400	11%	25%	50%	20%	45,197	49,290	52,873	5%	Construction Helper	
2	41,600	52,000	62,400	10%	25%	50%	20%					Click here to add/edit jobs	
3	45,600	57,000	68,400	11%	25%	50%	20%					Click here to add/edit jobs	
4	50,400	63,000	75,600	10%	25%	50%	20%	58,912	65,046	70,799	3%	Cement Mason; Construction Framer	
5	55,200	69,000	82,800	10%	25%	50%	20%					Click here to add/edit jobs	
6	60,800	76,000	91,200	10%	25%	50%	20%	69,121	77,096	84,931	1%	Construction Analyst; Electrician - Certified	
7	66,800	83,500	100,200	10%	25%	50%	20%	78,234	86,045	93,493	3%	Construction Foreman; Drafter	
8	73,600	92,000	110,400	10%	25%	50%	20%					Click here to add/edit jobs	
9	80,800	101,000	121,200	10%	25%	50%	20%					Click here to add/edit jobs	
10	88,800	111,000	133,200		25%	50%	20%	103,866	115,026	126,147	4%	Construction Engineer	



Employee Data

The *Compensation Management* tab's **Employee List** selection is very useful for analyzing individual employee pay. The pay grade structure was linked to the list.

Compensation Management

Compen

Dashboard

Employee List

Pay Grades

Total Rewards

Downloads & Reports

Employee List

Add Employee

Erie Construction

List Options

Table Tools

Manage Columns

Departments

Budgets

Workfor

Employee Data																	
		Emp ID	Employee	Job Title	Department	FLSA Status	Attendance Type	Adjustment Level	Skills	Certifications	Education	Direct Oversight	Shift Work	Pay Period	Location	Postal Code	Analysis Type
	Edit	130	Terrence Hill	Cement Mason	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 4
	Edit	141	Hubert Steiner	Cement Mason	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 6
	Edit	112	Adriana Graz	Construction Analyst	General Construction	Exempt	Hybrid	Employee			Associate degree			Annual	Pittsburgh, Pennsylvania		Experience: 7
	Edit	128	John Costas	Construction Engineer	General Construction	Exempt	In Person	Employee			Bachelor's degree			Annual	Pittsburgh, Pennsylvania		Experience: 9
	Edit	105	Brian Heath	Construction Foreman	General Construction	Exempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 8
	Edit	146	Wanda Erving	Construction Frammer	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 9
	Edit	173	Carlos Jimenez	Construction Frammer	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 7
	Edit	115	Melvin Greenwood	Construction Frammer	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 2
	Edit	175	Marcus Agneli	Construction Helper	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 3
	Edit	142	Sergei Belinski	Drafter	General Construction	Nonexempt	Hybrid	Employee			Associate degree			Annual	Pittsburgh, Pennsylvania		Experience: 7
	Edit	153	Shareese Johnson	Electrician - Certified	General Construction	Nonexempt	In Person							Annual	Pittsburgh, Pennsylvania		Experience: 8

Going back to the Construction Helper question, it is easy to see that the pay for Marcus Agneli fits Erie Construction's pay policy and is at an acceptable level given his years of experience. The Market Index is 0.95 reflecting the company's pay policy. The compa ratio, the ratio of actual pay to the grade midpoint, is 0.89 and within the grade range.

Looking at the Cement Mason and Construction Frammer question, we can see by looking at the market index for both cement masons, Terrence Hill and Hubert Steiner, that they are in line with the pay policy. Both of them have reasonable compa ratios and are within the grade range.

However, when we look at the three construction framers, Wanda Erving, Carlos Jimenez, and Melvin Greenwood, there is some data that is worth taking a closer look at. Wanda Erving, who has an experience level of nine years, has a market index ratio for her pay of 0.99 indicating that she is being paid above the company's pay policy, although she is being paid within her pay range. She may be the reason why the cement masons think they are not being paid appropriately.

Another construction framer, Melvin Greenwood, is being paid under the grade range minimum and has a compa ratio well below 1.0. However, he is being paid in line with the company pay policy but, since he has only 2 years of experience, the pay policy drops him just below the grade range minimum – this can be seen in the *Pay Grades* screenshot above at Grade 4.

Employee		Analysis Type	Internal Compensation						Market Data			Market Comparison			Internal Metrics	
			Pay Grade Structure	Pay Grade	Midpoint	Current Base	Current Incentive	Current Total Cash	ERI Mean Base	ERI Mean Incentive	ERI Mean Total Cash	ERI Market Index (Base)	ERI Market Index (Incentive)	ERI Market Index (Total Cash)	Compa Ratio	Over/Under Grade
Terrence Hill		Experience: 4	structure_1 2026-02-26 09:09:20	4	63,000	59,100		59,100	62,206	2,957	65,162	0.95	0.00	0.91	0.94	Within Range
Hubert Steiner		Experience: 6	structure_1 2026-02-26 09:09:20	4	63,000	64,000		64,000	67,335	3,757	71,092	0.95	0.00	0.90	1.02	Within Range
Adriana Graz		Experience: 7	structure_1 2026-02-26 09:09:20	6	76,000	74,200		74,200	78,118	1,234	79,352	0.95	0.00	0.94	0.98	Within Range
John Costas		Experience: 9	structure_1 2026-02-26 09:09:20	10	111,000	106,200		106,200	111,752	3,677	115,429	0.95	0.00	0.92	0.96	Within Range
Brian Heath		Experience: 8	structure_1 2026-02-26 09:09:20	7	83,500	85,700		85,700	90,157	1,428	91,585	0.95	0.00	0.94	1.03	Within Range
Wanda Erving		Experience: 9	structure_1 2026-02-26 09:09:20	4	63,000	67,300		67,300	67,725	1,030	68,755	0.99	0.00	0.98	1.07	Within Range
Carlos Jimenez		Experience: 7	structure_1 2026-02-26 09:09:20	4	63,000	61,400		61,400	64,612	983	65,595	0.95	0.00	0.94	0.97	Within Range
Melvin Greenwood		Experience: 2	structure_1 2026-02-26 09:09:20	4	63,000	50,100		50,100	52,745	799	53,545	0.95	0.00	0.94	0.80	Under Minimum
Marcus Agnelli		Experience: 3	structure_1 2026-02-26 09:09:20	1	47,000	42,000		42,000	44,208	505	44,713	0.95	0.00	0.94	0.89	Within Range
Sergei Belinski		Experience: 7	structure_1 2026-02-26 09:09:20	7	83,500	80,100		80,100	84,303	2,331	86,635	0.95	0.00	0.92	0.96	Within Range
Shareese Johnson		Experience: 8	structure_1 2026-02-26 09:09:20	6	76,000	74,400		74,400	78,282	1,570	79,852	0.95	0.00	0.93	0.98	Within Range

This concludes the tutorial portion of this exercise. Please close this PDF window and press the **Next** button on the *Problem Statement* page.