



PUBLISHED:
05/07/2021

A photograph of a woman and a man in business attire sitting together, looking at a laptop and a folder. The woman is on the left, wearing a striped blazer, and the man is on the right, wearing a dark blazer over a white t-shirt. They are in a modern office setting with large windows in the background.

BENCHMARK COMPENSATION SURVEY



2021 BENCHMARK COMPENSATION SURVEY



CONFIDENTIAL SURVEY REPORT

This survey is provided with the understanding that the information will:

- Remain strictly confidential
- Be restricted to authorized personnel only
- Not be used in collective bargaining or grievance proceedings
- Protect, completely, organizational identity

*For a complete list of surveys available from MRA, please visit our website at www.mranet.org.
Survey questions can be directed to 800.488.4845, ext. 3508 or surveys@mranet.org.*

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PARTICIPATION IT MATTERS!

Your participation in MRA surveys provides critical survey input for reliable market data to help your organization stay competitive. Our data is the result of our strong partnerships with members like you. By participating, you receive:

- Free survey results for member participants
- MRA's online survey tools—MRAPay and On-Demand Salary Tool
- HRCI credit for recertification or SHRM Professional Development Credit (PDC) for qualifying surveys

MRA SURVEYS RELY ON US

Since 1901, MRA produces high quality, trusted surveys that help provide confidence of data-driven decisions within member organizations. Our team of professionals, with expertise in survey design, statistical analysis, compensation, and market research, provide accuracy and insights that help your organization succeed.



POLICIES, BENEFITS, AND TRENDS DATA

Staying current on policies, benefits and trends can be daunting. We offer a variety of surveys to help you keep current and compliant.

COMPENSATION DATA

We offer compensation data for over 1,000 unique jobs—providing you with accurate data for all areas within your organization.

BUSINESS INSIGHT & INTELLIGENCE

What would you like to ask your customers or employees today? We can help provide answers to your most desired questions about your business.

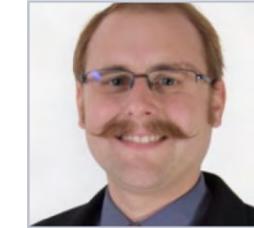
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BENCHMARK COMPENSATION AT A GLANCE

"Back to normal." It is a phrase that many have used to describe the desire of feeling the comfort of a pre-pandemic world again. We know that COVID-19 has changed us and, caused organizations and individuals to take stock of what they value, cherish, and want to accomplish in their lifetime. Change has been forced onto many lives in the past year, and change will continue to occur as the positive steps towards the end of the pandemic continue.

As employers look to help their staff adjust to the change and continue to contribute positively to their business, it is important for employers to understand the value of their total rewards package. A competitive and detailed total rewards package helps overall employee satisfaction, engagement, and commitment to your organization. Total rewards consists of base pay, stock options, health insurance, dental and vision benefits, retirement contributions, life insurance, paid time off, and more. Compensation of base pay is the largest total reward commitment to employees, in an organization, and why organizations should consistently review and understand their compensation strategy.

"Most members who use benchmark data would feel lost without it. It helps decisions around compensation stay consistent from year-to-year to their compensation strategy. As these pay decisions present themselves, it is important to have multiple sources of information to help compare and make judgment."

The value of MRA's Benchmark Compensation data is that it comes from our membership, which means it reflects the most accurate information to size and location of any given member compared to the national survey resources. It helps organizations understand how they pay versus the company down the street."
—Hilary Hauser Director, Total Rewards & Affirmative Action

Throughout the pandemic, there has been an opportunity for organizations to rethink or even revamp their compensation philosophy. Keeping employees motivated and engaged has become harder in the "new normal." Compensation is one tactic that organizations are using to keep and retain consistent and high performers.

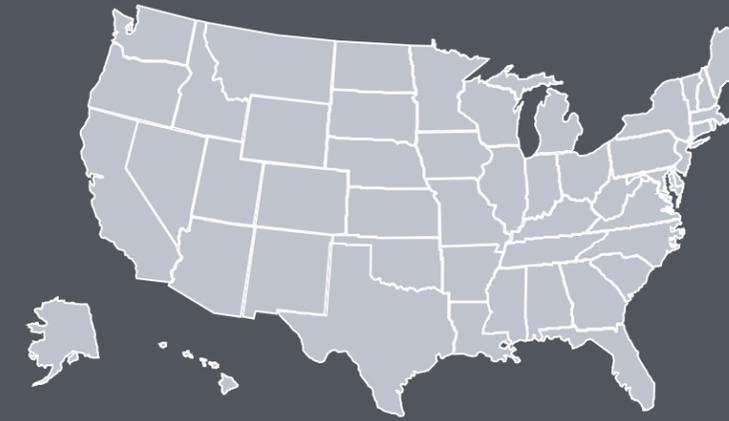
MRA has a history of producing meaningful and reliable compensation data over the many years we have produced this study. It is to be used to benchmark jobs according to the market and the organization's philosophy. Results of the questions that were surveyed are shown in tables on the pages following this summary. They include additional breakouts by state when enough clean, relevant data was present.

"Benchmark Compensation is our flagship survey. It provides the most comprehensive compensation data in a report that we produce in a given year, thanks to our participating members who dedicate time, resources, and data to help populate this robust report. The accuracy and diverse data we collect is a reflection of the commitment of a strong membership." —Zach Day, Director, Surveys, Custom Research, & Analytics

Our goal is to help your organization figure out the best compensation strategy for your business. Use this data to help find out if you are paying your employees enough in this ever changing market.

SURVEY PARTICIPATION

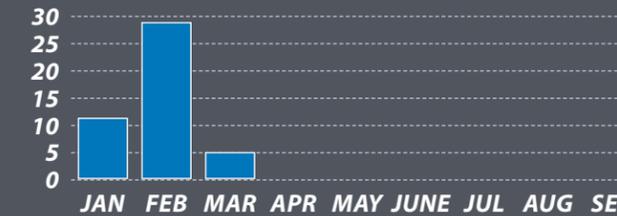
Fig. 1



1,352
PARTICIPATING ORGANIZATIONS

SURVEY CONDUCTED

Fig. 2



**JAN. 2021–
MAR. 2021**
SURVEY CONDUCTED

QUESTIONS SURVEYED

Fig. 3



473
JOBS SURVEYED



Strong communication throughout the whole hiring process can help keep the potential employee engaged. If possible, an organization should provide ample information about their total rewards philosophy, policies, and culture.

To learn more about recruitment, view our [Recruiting and Hiring Toolkit](#).

RECRUITMENT IN THE DIGITAL WORKPLACE

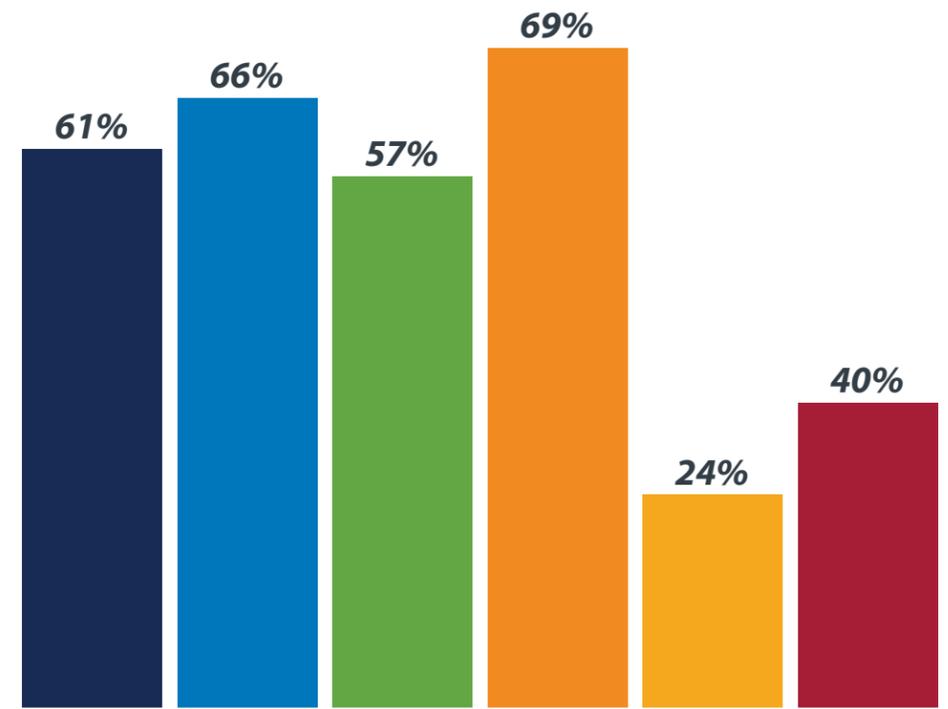
Consistent with previous years, organizations reported that Executive, Leadership, Professional, and Technical roles are harder to recruit (Fig. 4). However, for most of these employee groups, recruitment has become slightly easier as we start to emerge from the pandemic. Organizations will continue to evaluate and innovate different ways to attract employees who are essential to the workplace, which could include those employees having a digital workplace.

Employee recognition is one of the most important elements of total rewards. Employees value clear communication and recognition from their employer. Organizations that document how employees will be recognized for their contributions, even during the recruiting process, can see better success in hiring and retaining employees.

Fig. 4

RECRUITING CHALLENGES RATED SOMEWHAT TO VERY DIFFICULT

-  EXECUTIVE
-  LEADERSHIP
-  PROFESSIONAL
-  TECHNICAL
-  OFFICE/CLERICAL
-  SERVICE



BENCHMARK COMPENSATION EXECUTIVE SUMMARY

WHAT ABOUT EMPLOYEE RETENTION?

In our [2021 Turnover Survey](#), the turnover rate decreased compared to the previous three years. This is likely due to the uncertainty of the economy and personal health that voluntary and involuntarily turnover decreased. As the confidence in the economy and safety of individuals increases this year, it could result in a higher than average turnover rate of organizations, across the U.S., in 2021 and 2022.

*"This past year effected businesses in different ways, so many different scenarios existed depending on their industry. Some were making the tough choices to freeze pay and reduce staff, while some businesses on the same block couldn't keep up with hiring to keep up with the demand. It was a roller coaster trying to evaluate the market and will probably continue to be for a while." —Lisa Bazzoni
Compensation Director*

Results of this research showed that technical and service jobs have not been easy to retain this year compared to other job categories (fig.5). This result has been seen in previous research and compliments the higher percentage of turnover in these job categories shown in the 2021 Turnover

Retention Challenges Rated Somewhat to Very Easy

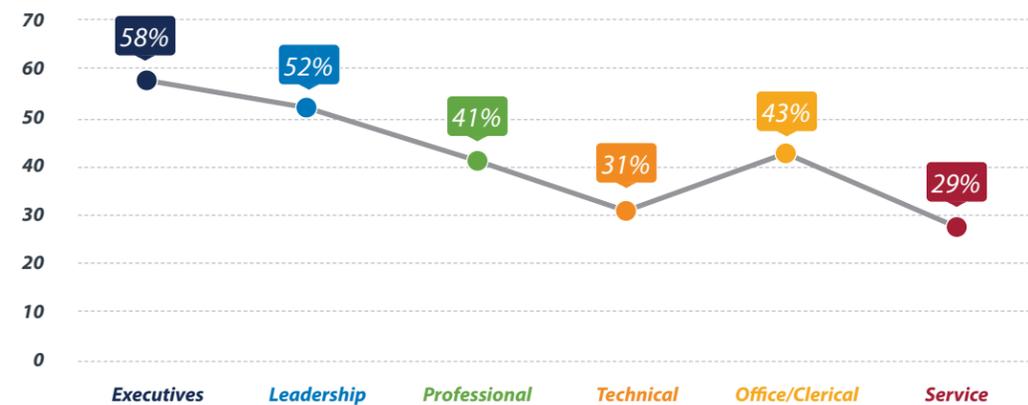


Fig. 5

Survey. It appears that commitment to employers in this job category is less than that of other job categories. Commitment is a representation of satisfaction, engagement, and value against other alternatives towards an organization. In many ways, total compensation plays a significant factor in an employee's commitment to their employer. Evaluating your positions in these difficult retention categories to the Benchmark Survey is one way to influence commitment from this employee group.

Employee commitment is a changing measure. Commitment from an employee begins the moment they are hired. The onboarding process is critical in transferring the commitment that an employee feels, upon accepting a position with your organization, about the day-to-day satisfaction and engagement in the position. Being able to explain, educate, and provide transparency to your total reward package and compensation also helps defend against other opportunities that could be presented to your employees in the future. For more tips and information on the importance of the onboarding process, review our [orientation and onboarding toolkit](#).



COMMUNICATION IS KEY

The introduction and prevalence of remote work, in this past year, has effected employee engagement and satisfaction, key values of retention. Managers have been asked to assess and communicate with their team to preserve and promote culture, throughout the changing work environment, and as organizations continue to evaluate what the future working environment will be, managers will play a critical role in maintaining commitment. Some ways to keep employees connected are by:

- **Recognizing employees:** focus on helping managers effectively recognize employees for their achievements and hold them accountable. Employees should have room for career growth by being transparent about their career progression, giving them a stake in it, and offering training to encourage career growth.
- **Listening to employees:** this can start from meetings, conducting employee surveys, encouraging an open door policy from manager to employee to HR, and mentorships. All can add up to great

opportunities to listen and communicate, while creating a supportive environment where employees can grow.

- **Conducting external stay interviews:** exit interviews fall into the too-little, too-late category. However, conducting stay interviews can be a great way to proactively address issues early on and help keep valuable employees.
- **Employee education on pay transparency:** ensure employees are aware of how pay and raises are determined within their organization.

Managers can help promote commitment by taking time to work with employees, understand them, and help them grow in their success. Without strong communication, there can be disconnects that ultimately lead to the employee leaving. More information on [employee surveys](#), [training](#), and [external stay interviews](#) can be found on our website.

BENCHMARK COMPENSATION EXECUTIVE SUMMARY

WHAT ABOUT MERIT INCREASES?

2.2

2020 COMPENSATION TRENDS SURVEY

2021 PROJECTED PERCENT INCREASE (WITH ZEROS)

Fig. 6

In the midst of 2020, the Compensation Trends Survey indicated a decreasing confidence in organizations providing a merit increase. As the world waited to understand the impact was of the pandemic, many organizations chose not to provide or provided a less than normal merit increase. Organizations this year are indicating an increased confidence and merit commitment compared to 2020 (Fig. 6 & 7).

"When we collected the compensation trend information in July 2020, nobody knew what was going on. It was too soon to know how COVID-19 was going to continue to impact businesses and the economy. We expect to see more businesses commit to merit increases and higher merit increases this year, given what we understand now about the effect the pandemic has had on our economy. Last summer was completely different from where we are now." —Lisa Bazzoni, Compensation Director

Regardless of the organization, employees are curious whether they will get a merit increase this year. Since some organizations put freezes on their increases at the start of the pandemic, employees will be waiting to see if they will be without a merit increase for two years in a row.

"While the economy looks to be improving, it does not gloss over the difficult year that we've experienced. Some organizations are still recovering and will have to make tough decisions with their merit increases. Some members are focusing on key roles and departments for increases, because they still do not have the resources to provide company-wide increases. COVID-19 has forced organizations to be more strategic with their compensation budgets." —Hilary Hauser Director, Total Rewards & Affirmative Action

Fig. 7

2.5

2021 BENCHMARK COMPENSATION SURVEY

2021 REPORTED AVERAGE PERCENT INCREASE (WITH ZEROS)

YEARLY BASE SALARY INCREASES WITH AND WITHOUT ZEROS

2021 BENCHMARK COMPENSATION SURVEY

	With Zeros				Without Zeros			
	Reported in 2021		Reported in 2020		Reported in 2021		Reported in 2020	
	2021 Reported Current Avg %	2020 Reported Previous Avg %	2020 Reported Current Avg %	2019 Reported Previous Avg %	2021 Reported Current Avg %	2020 Reported Previous Avg %	2020 Reported Current Avg %	2019 Reported Previous Avg %
Overall Base Salary % Increase	2.5	2.6	2.9	3.1	2.9	3.0	3.1	3.3

2020 COMPENSATION TRENDS SURVEY

	With Zeros				Without Zeros			
	Reported in 2021		Reported in 2020		Reported in 2021		Reported in 2020	
	2021 Projected	2020 Average % Increase	2020 Projected % Increase	2019 Average % Increase	2021 Projected	2020 Average % Increase	2020 Projected % Increase	2019 Average % Increase
Executive	2.1	2.3	2.8	3.2	3.0	3.4	3.5	4.1
Managerial, Supervisory & Professional	2.2	2.5	3.0	3.2	2.9	3.1	3.2	3.4
Office, Technical & Service	2.2	2.5	2.9	3.1	2.8	3.1	3.1	3.3
Production & Maintenance (Union)	2.4	2.4	2.6	2.8	2.9	2.8	2.8	2.9
Production & Maintenance (Nonunion)	2.2	2.6	3.0	3.3	2.8	3.2	3.2	3.4
All Employees	2.2	2.5	2.9	3.1	2.9	3.2	3.2	3.5

BENCHMARK COMPENSATION EXECUTIVE SUMMARY

MORE TO **TOTAL REWARDS**

More organizations appear to be committing to giving increases this year, but each organization will determine if that is the best option for them. Regardless of whether an organization plans to provide pay increases or not, transparency of that decision and reasons why can be helpful in equipping managers to have pay conversations with employees to help them understand their total reward package better.

Consistent communication and education of a company's total reward package helps provide clarity and understanding for all employees. One way to provide the consistent message is through a Total Compensation Statement for each employee. Total Compensation Statements can provide accrued PTO, flex time, stock options, 401(k) contributions, incentive pay, and any other benefits an organization might provide employees. They can give employees a more comprehensive view of how an organization values them from a financial perspective. Having these details laid out can help employees see the total investment for their talent, even if merit increases are lower than normal or not possible right now. For more information on Total Compensation Statements, visit our [website](#).

TO BE OR NOT BE **TRANSPARENT**

Providing employees with a Total Compensation Statement can open up a dialogue for managers to explain the organization's compensation philosophy and plan. Transparency of the compensation plan allows employees to understand the value they are receiving from the organization in comparison to alternatives that may exist. For top talent retention, this transparency might help in that employee's evaluation of their commitment. In addition to providing transparency through a Total Compensation Statement, it is important that all managers of staff understand the organization's compensation plan. Failure to

have consistent messages among the management level will cause confusion, mistrust, and dissatisfaction with the information being presented. Managers must be provided training on the compensation plan to help equip them for the necessary and transparent conversations with their staff.

CULTURE IS A PART OF **TOTAL REWARDS**

As mentioned earlier, total rewards is more than pay and benefits. It helps employees evaluate their commitment to an organization, helps determine their level of engagement, and aids them in valuing and comparing other external job opportunities. Part of the total reward evaluation, as it is can drive positive employee commitment. Workplace flexibility, dress code, company values, collaboration, and environment all have an effect on the satisfaction and engagement of staff and should be recognized as a part of the total rewards package that an employee receives.



There are other ways that an organization can effect employee commitment other than merit increases and compensation. Compensation strategy and planning is one component to attracting and keeping talent. Low turnover can be achieved if employees understand and have an appreciation for their full total rewards package."

HILARY HAUSER DIRECTOR, TOTAL REWARDS & AFFIRMATIVE ACTION

BENCHMARK COMPENSATION CONCLUSION

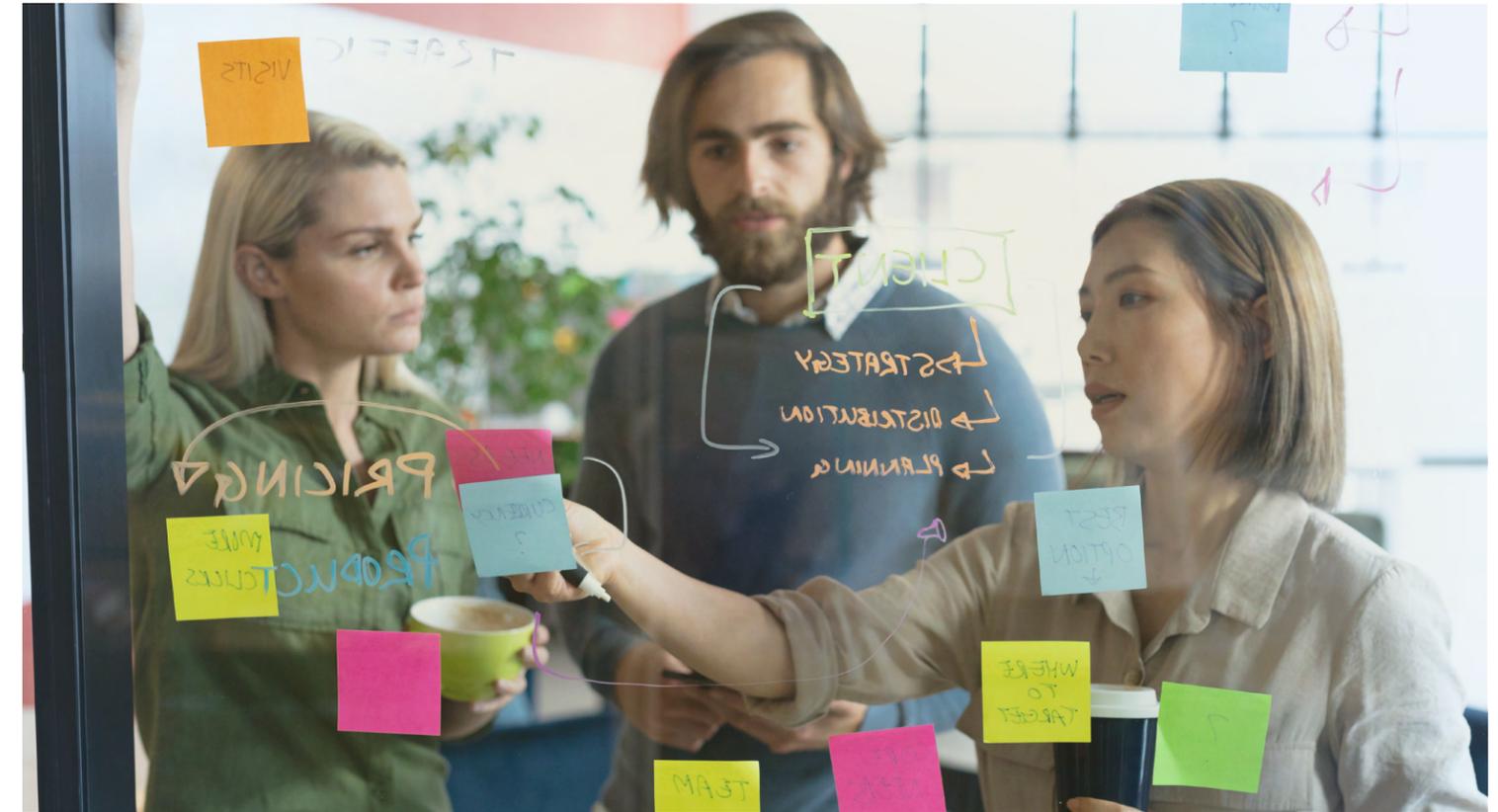
PROACTIVE—NOT JUST **ACTIVE**

After the unprecedented year filled a constant cycle of adjusting and readjusting, employers look to help their employees pivot towards the end of the pandemic.

Recruitment has become slightly easier, as the prevalence of the digital workplace grows each day. Since turnover is a natural part of business, organizations have continued to evaluate and innovate different ways to attract employees that are essential to their business. From the recruiting process, through the onboarding experience, and while they are employed, employers must provide employee recognition. A lack of recognition for accomplishments can undoubtedly lead to disengagement for an employee. Hard work should be rewarded, though it does not have to be rewarded only through merit and pay increases.

Total rewards encompasses more than just base pay, but that is not always clear to the employee. Making sure that resources are available to employees to help them recognize their total investment to the organization is invaluable. A Total Compensation Statement can serve as a tool to educate employees on the rewards they receive and make them feel valued by the organization. It provides clarity and an understanding of total rewards.

Each business has different goals, values, and culture that can play into how they handle their pay transparency, but there is one thing every organization has: employees. There is no right or wrong answer on how to communicate total rewards to employees. However, if an employee has taken everything in account and believes they have an offer for a better opportunity elsewhere, chances are they are going to leave. It is up to the employer to take action early and ensure they put in the time and effort to prevent top talent from leaving. Incorporating the knowledge learned through the pandemic can help set up an organization for success.



“We have yet to see the full effects and changes that the pandemic has caused, however, there is more optimism with our results that things are getting better.” —Zach Day, Director, Surveys, Custom Research, & Analytics



RELY ON **US**

Have questions on the data? Contact the Survey Department at 800.488.4845 ext. 3508 or email us at surveys@mranet.org.

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