

human resources organizations, and other online resources (www.salary.com, www.payscale.com).

“The trick is comparing the job description — not the job title,” Baird says. “That’s an important difference.”

Employee of the wage

In addition to standard pay ranges, an employee’s actions and background affect the worth of a position.

And the worst thing a company can do, Baird says, is ask a candidate what they made at their last job.

“Companies ask that so they know the minimum amount they can offer,” he says.

The problem with that comes in the type of employees a company will acquire. And according to Baird, every job has four kinds of occupants.

1. **The apprentice.** (*Employee with little experience who needs guidance.*)
2. **The individual contributor.** (*Leave him alone to do his work, and he’ll be successful.*)
3. **The coach.** (*Experienced employee who does his work and mentors apprentices.*)
4. **The transformational leader.** (*Employee who works beyond the scope of the job to transform the company.*)

“It’s the same job with the same pay range, but all four employees offer a different value to the company,” Baird says. “Which is why it’s dangerous to recruit people at the lowest possible rate. You’re simply managing your people to be average.”

Benefit of the doubt

Benefits are a tricky area for companies — especially small ones — but the trick is offering choices.

“Flexibility is key,” Sisk says. “It will really tie employees to you.”

Such options could include health insurance, dental, vision, 401ks, life insurance or cafeteria plans.

“If an employee has three or four of those things, he’s more likely to stay,” Sisk says.

One trend Sisk encourages is “benefit dollar” programs where

employees are given an allotted sum each paycheck to use as they choose. This not only gives employees control, it’s a more visible benefit.

“If you were to ask an employee what their company spends on them for benefits, they’d have no idea,” Sisk says. “But with benefit dollars, employees know exactly how much their company is investing in them.”

For Baird, benefits are somewhat of a necessary evil.

“In people’s minds, benefits are an entitlement,” he says. “They don’t do anything to make a person work harder at their job. But if you don’t offer them, chances are the employee will go to an employer that does.”

The extra mile

Bonus? Raise? Pat on the back? What is an employer to do?

Sisk suggests systemizing rewards — and explaining them.

“Everyone loves getting money, but if you just drop a check on their desk they won’t really understand it,” he says. “Hand them a check, sit them down and say, ‘I remember when you stayed after hours to finish that project. We appreciate you, and this is the way the company wants to say thank you.’”

One reward Baird warns against is raises for the sake of raises.

“If an employee increases his skills or education, he should be paid more because he is adding value to the company. We call that skill-based pay,” he says. “One horrible thing companies do is give merit increases at the end of every year. They are artificially raising an employee’s position in the salary band simply for showing up to work! We need to pay for company performance.”

A good way to assess performance, Baird says, is with a 360-degree evaluation. This is where an employee is evaluated by himself, his peers, his boss and his customers.

Vacation mention

Want vacation rules? There are none.

“There is no public policy, except to pay out as you committed,” Henderson says. “But even if there aren’t formal rules, there are industry standards.”

PUBLIC KNOWLEDGE

Salaries of local people and positions

EXECUTIVE BOARD WALK

(Annual base salaries — not including other compensation)

Ronald W. Hovsepian, president and CEO of Novell in Provo

\$786,440

Truman Hunt, president and CEO of Nu Skin Enterprises in Provo

\$578,750

Josh James, CEO of Omniture in Orem

\$375,000

Brandon Lewis, president and COO of iMergent in Orem

\$275,000

A SMATTERING OF SALARIES

(Average annual salaries of local positions)

Foreman (crew leader) at Best Vinyl in American Fork

\$42,500

Architect at Curtis Miner Architecture in Orem

\$80,000

Full-time server at Tucanos Brazilian Grill in Provo

\$25,000

Lawyer in Utah Valley

\$73,810

Chemical engineer in Provo/Orem

\$110,890

Police officer in Provo/Orem

\$39,040

Compensation manager in Provo/Orem

\$68,720