

Virginia Department of Human Resource Management



COMMISSION ON EMPLOYEE RETIREMENT SECURITY & PENSION REFORM

COMPENSATION WORKING GROUP

**SENATE ROOM B, VIRGINIA GENERAL ASSEMBLY
RICHMOND, VIRGINIA**

OCTOBER 28, 2016

Compensation Reform 2000

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RECOMMENDATIONS AND ACCOMPLISHMENTS

All recommendations of the Reform Commission were implemented except for Funding and Continuation of the Commission

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Implemented	Compensation Reform 2000 Recommendations	
	1	Establish a new pay structure with 9 pay bands which are stepless, replacing the existing 23 pay grades with pay steps
	2	Merge the existing 1,650 classifications into approximately 275 new broader job groupings called “roles”
	3	Support career growth by implementing new job groups called occupational families, career groups and roles
	4	Continue to use the position classification method in determining the minimum and maximum worth of each job in the new plan; Establish new compensable factors, such as complexity of work, results, and accountability, to replace the 7 compensation factors used to determine relative worth of each role
	5	Establish a new salary survey methodology to ensure classified salaries are competitive with appropriate public and private sector markets
	6	Establish a new performance management program with 3 rating levels to replace existing 5 rating levels; Incorporate optional features such as employee upward feedback on supervisor performance, employee-self-assessment, and team/individual supervisory appraisal
	7	Establish new pay practices such as in-range pay adjustments, rewards and recognition programs; Revise existing pay practices such as starting pay, promotion, reallocation and lateral transfer to make system more flexible
	8	Training and Communication of the new plan
	9	DHRM / Agencies Roles and Responsibilities under the new plan
	10	Funding of the new plan
	11	Continuation of the Commission

Pay Bands

Objectives

- Increase organizational flexibility
- Support new culture
- Emphasize career development
- Foster flatter organization
- De-emphasize structure/hierarchy
- Support changes in job/work design

- In 2000, 9 pay bands replaced 23 pay grades with pay steps
- Salary ranges may be adjusted annually as needed

BANDS	RANGE			EMPLOYEES	
	Minimum	SW Maximum	NOVA Maximum	Number	Percent
1	\$15,992	\$38,820	\$50,466	2,084	3.26%
2	\$20,894	\$49,370	\$64,181	7,795	12.19%
3	\$24,969	\$58,146	\$75,590	20,502	32.06%
4	\$32,619	\$74,617	\$97,002	16,980	26.55%
5	\$42,614	\$96,134	\$124,974	12,167	19.02%
6	\$55,672	\$124,244	\$161,517	3,737	5.84%
7	\$72,731	\$160,972	\$193,167	471	0.74%
8	\$95,013	\$208,950	\$250,740	201	0.31%
9	\$124,128	MARKET	MARKET	16	0.03%

Job Structure

Streamlined job structure

- **Occupational Families** –
Moved from 8 to 7
- **Career Groups** –
Moved from 580 to 78
- **Roles** –
Moved from 1,650 to 275



- **Occupational Family** - broad grouping of jobs that share similar vocational characteristics or nature of work
- **Career Group** - subgroup of an Occupational Family that identifies a specific occupational field
- **Role** – broad set of duties and responsibilities that typically describes the different levels and career progression through an occupational fields
- **Position** – group of specific duties and responsibilities assigned to an employee within a role
- **Working Title** – agency specific title describing a position within a role

Career Progression

- **Occupational Family** – Engineering and Technology
- **Career Group** – Information Technology Specialists
- **Roles** – Each role represents a different level of work career progression
- **Career Paths**
 - Each career path requires work –related knowledge, skills, and abilities
 - May exist within a single role
 - May extend to other roles in this career group
 - May extend to roles in other occupationally -related Career Groups

- Dual Track Career Progression for Managers and Practitioners across Roles and Career Groups
- *IT Example*

PAY BAND	PRACTITIONER ROLES	ROLE CODE	MANAGEMENT ROLES	ROLE CODE
4	Information Technology Specialist I	39111		
5	Information Technology Specialist II	39112		
6	Information Technology Specialist III	39113	Information Technology Manager I	39115
7	Information Technology Specialist IV	39114	Information Technology Manager II	39116
8			Information Technology Manager III	39117

Salary Survey Methodology

Goal

- Pay employees fairly and consistently for the jobs they perform
- Sufficient to attract, retain and motivate the workforce

Methodology

- Track the market movement as reported by national consulting companies
- No longer conduct an annual survey

Average Performance Increase

- FY15 Forecast 2.98%
- FY15 Projected State Deviation -24.82%
- FY14 Market movement 2.88%

Average Structure Adjustments

- ✦ FY14 Actual 1.93%
- ✦ FY15 Forecast 1.94%

Occupation	Private Industry Average Salary	Average Virginia Employee Salary	Deviation
Attorney	145,224	80,138	-81.20%
Environmental Engineer	108,012	67,748	-59.40%
Marketing Specialist	84,355	54,018	-56.20%
Generic Engineer Supv	160,631	110,279	-45.70%
Accountant	83,604	60,405	-38.40%
Internal Auditor	83,604	60,405	-38.40%
Systems Analysis Supv	104,677	78,061	-34.10%
Chemist	89,957	67,145	-34.00%
Employee Training Specialist	74,073	58,297	-27.10%
Truck Driver, Light	29,449	23,639	-24.60%
HR Admin Supv	133,300	107,287	-24.20%
Laboratory Aide	52,810	43,330	-21.90%
Data Base Administrator	96,713	83,431	-15.90%
Security Guard, Unarmed	33,823	29,725	-13.80%
Maintenance Electrician	50,575	46,155	-9.60%
Yard Laborer/Janitorial Supv	32,758	30,519	-7.30%
Staff RN	67,698	64,009	-5.80%
Cook	26,865	25,581	-5.00%
Physical Therapist	90,254	88,323	-2.20%
Architect	87,924	86,412	-1.80%
Medical Lab Tech	58,824	58,037	-1.40%
Mail Clerk	28,761	28,582	-0.60%
Secretary	36,417	37,171	2.00%
Social Worker (MSW)	47,716	52,221	8.60%
Cashier	26,304	28,821	8.70%
Average			-21.20%

Performance Management

- 3 Levels
 - Extraordinary Contributor
 - Contributor
 - Below Contributor
- Formula-based salary increases based on rating
- Qualitative or numerical appraisal instrument
- Supervisory appraisal
- Employee self-assessment
- Team/group appraisal

Performance Rating Trends of Classified Employees

	ST FY2016	ST FY2015	ST FY2014
Extraordinary Contributor	13.9%	14.8%	13.7%
Contributor	85.9%	85.0%	86.0%
Below Contributor	0.2%	0.3%	0.3%

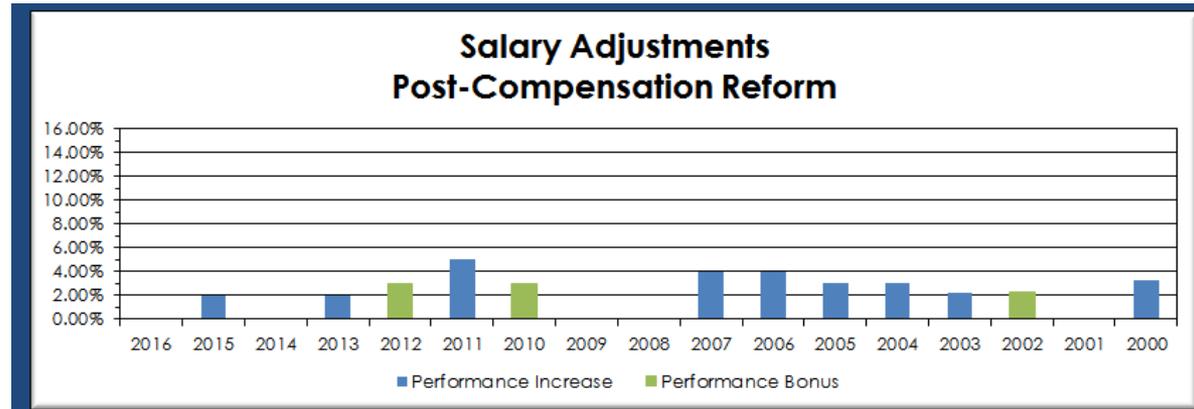


State-Funded Pay Adjustments

Replaced fixed increases from General Assembly

- **Role Adjustment** – maintain a role's market competitiveness
- **Performance-Based Adjustment** – reward employees rated contributor or extraordinary contributor
- **Pay Band Adjustment/Change** – adjust pay bands based on market conditions need to compete for competent labor force

- State-funded base pay increases have been awarded only 3 times since 2007



- Special salary actions have been taken to address compression as well as high turnover roles

2016 – 3% performance increase cancelled

2015 - Base salary increase to reduce salary compression for employees hired on or before 8/10/10

- \$65 per year up to 30 years of continuous service
- \$80 per year up to 30 years of continuous service for sworn officers in VSP
- \$1,000 base salary increase for employees in Security Officer I and III roles
- Additional 2% base increase for employees in 14 designated high turnover roles

2013 - Base salary increase to reduce salary compression for employees hired on or before 8/10/10

- \$65 per year up to 30 years of continuous service
- \$70 per year up to 30 years of continuous service for sworn officers in VSP

2011 – Only employees in VRS Plan 1 received 5% increase to offset required 5% VRS contribution

2010 – Bonus not performance related

2007 – Agencies allocated 0.5% of salaries to support internal pay practices

2005 - \$50 per year of service base salary increase to reduce salary compression for employees hired on or before 11/25/00

2002 – Employees could elect 2.25% bonus or 10 days of leave, or a combination of bonus and leave

Agency-Driven Pay Adjustments

• Base pay

- Starting pay
- Promotion
- Voluntary transfer
- Voluntary demotion
- Temporary pay
- Role change
- In-band adjustment
- Competitive offer
- Reassignment with pay band
- Disciplinary/performance related

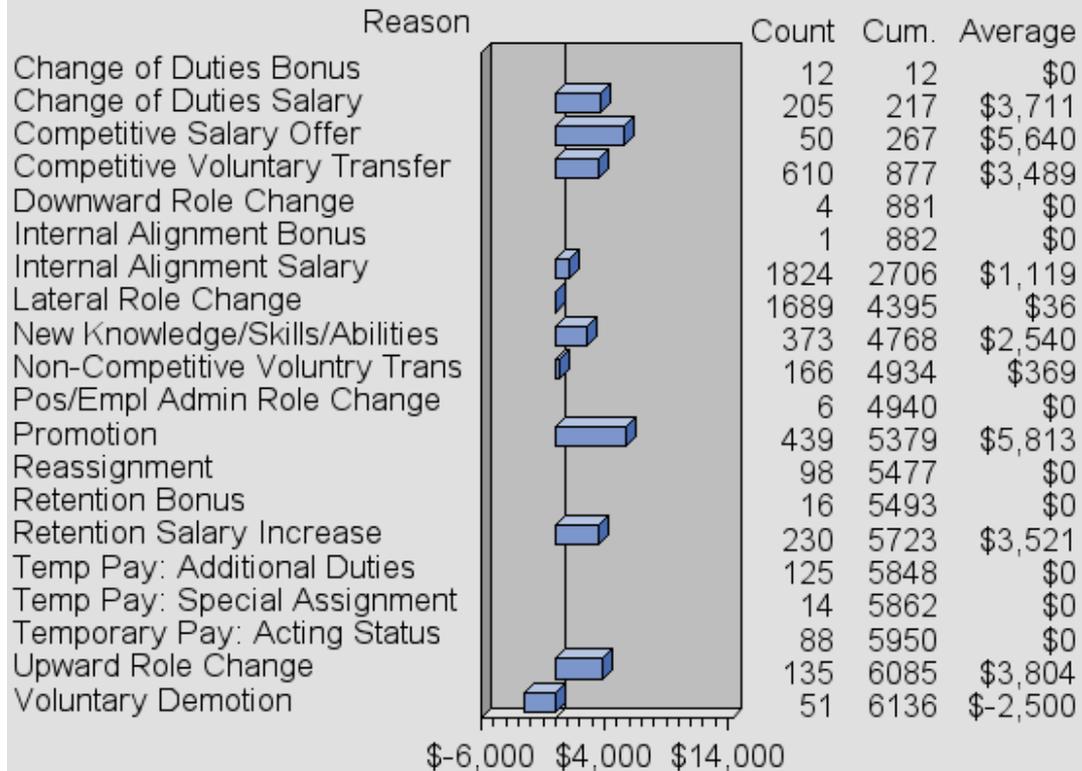
• Bonus pay

- In-band bonus
- Employee recognition
- Service recognition award
- Employee suggestion

• Exceptional Recruitment & Retention Options

- Sign-on bonus
- Retention bonus
- Referral Bonus
- Project-based incentives
- Compensatory leave
- Annual leave

Statewide PAY PRACTICES Average Change in Salary



Average Change In Salary

Fiscal Year 2017 YTD as of September 30, 2016
(Classified Employees Only)

Pay for Performance

- Annual statewide performance increases set by General Assembly and the Governor
- An underlying principal to the state's performance management philosophy is to administer financial rewards based on distinctions in performance

- Current policy allows each agency to make an election on the distribution of the performance increase
 - Agency as a whole, or
 - Designated sub-agency
- Performance evaluation formula
 - **Non-Contributors** receive NO increase
 - **Contributors** receive at least 80% of statewide increase

Example: If the Statewide Average Salary Adjustment is 3%, the increase for Contributors can equal any percentage from 2.4% (0.8 x 3.0%) to 3.0% (100% of 3.0%)

- **Extraordinary Contributors** receive no more than 250% of statewide increase

Example: If the Statewide Average Salary Adjustment is 3%, the increase for Extraordinary Contributors can equal any percentage from 3.0% (100% of 3.0%) to 7.5% (2.5 x 3.0%)

- Although it is state policy, it has never been funded and the pay for performance as envisioned by the 2000 Compensation Reform Commission has never been implemented

State Employee Funding

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Less than half of state employees are funded with General Funds

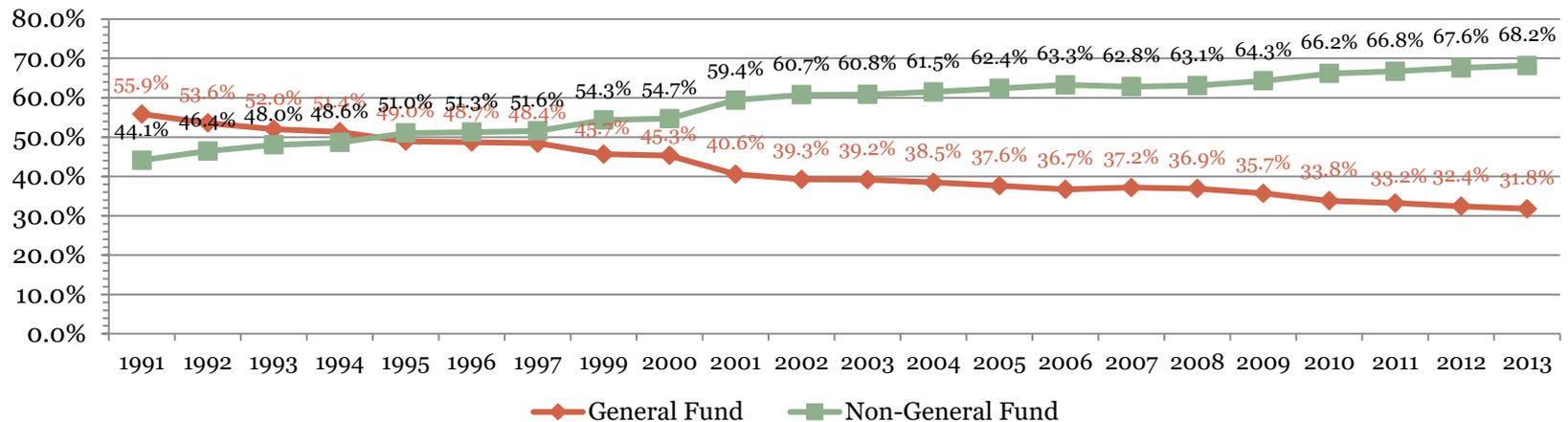
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- 125,197 state employees as of June 30, 2016
- 47% are paid with general funds
- 53% are paid with nongeneral funds

Employees as of June 30, 2016	Number Employees General Fund	Number Employees Non General Fund	TOTAL Employees	Percent Employees General Fund	Percent Employees Non General Fund
Salaried	37,847.08	41,735.15	79,582.23	48%	52%
Wage	7,910.52	5,637.11	13,547.63	58%	42%
Salaried Faculty	6,233.21	6,233.21	12,466.42	50%	50%
Wage Adjunct	<u>6,204.04</u>	<u>1,860.75</u>	<u>8,064.79</u>	77%	23%
TOTAL	59,008.52	66,188.52	125,197.04	47%	53%

Over two thirds of the Executive Branch salaries are paid with NGFs, a trend of majority NGF which began in 1995 and increased steadily each year

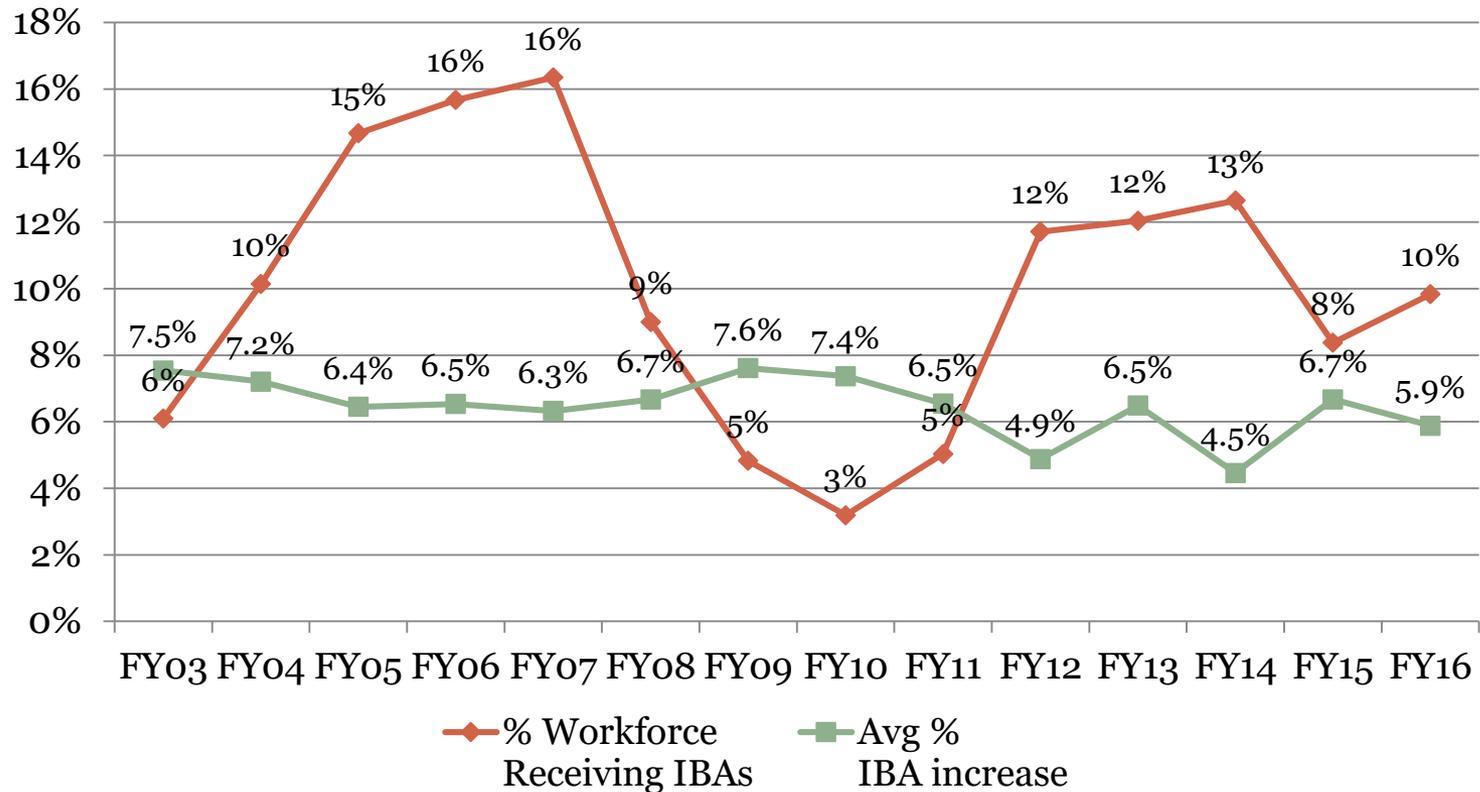
Executive Branch Salaries General Funds and Nongeneral Funds Percentage of Total Funds as of June 30th



Agencies are using the In-Band Adjustment pay practice and agency funds to address internal alignment, retention, new knowledge, skills and abilities, and change of duties.

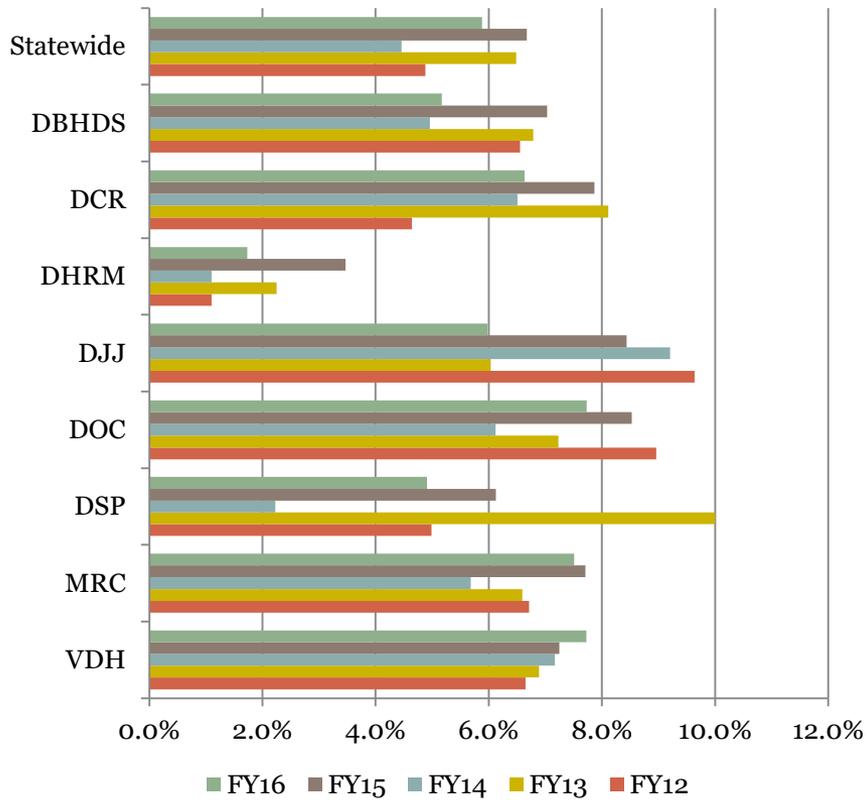
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In-Band Adjustment Trend

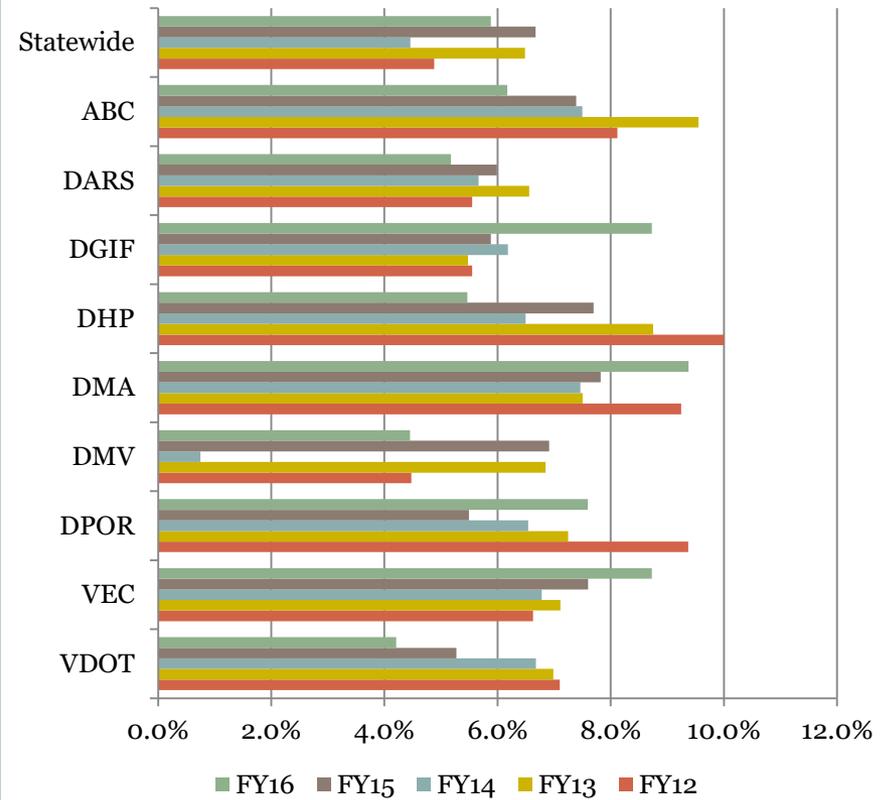


Many GF and NGF agencies used the In-Band Adjustment pay practice to increase base salary for some employees

GF agencies Average In-Band Adjustment Increase

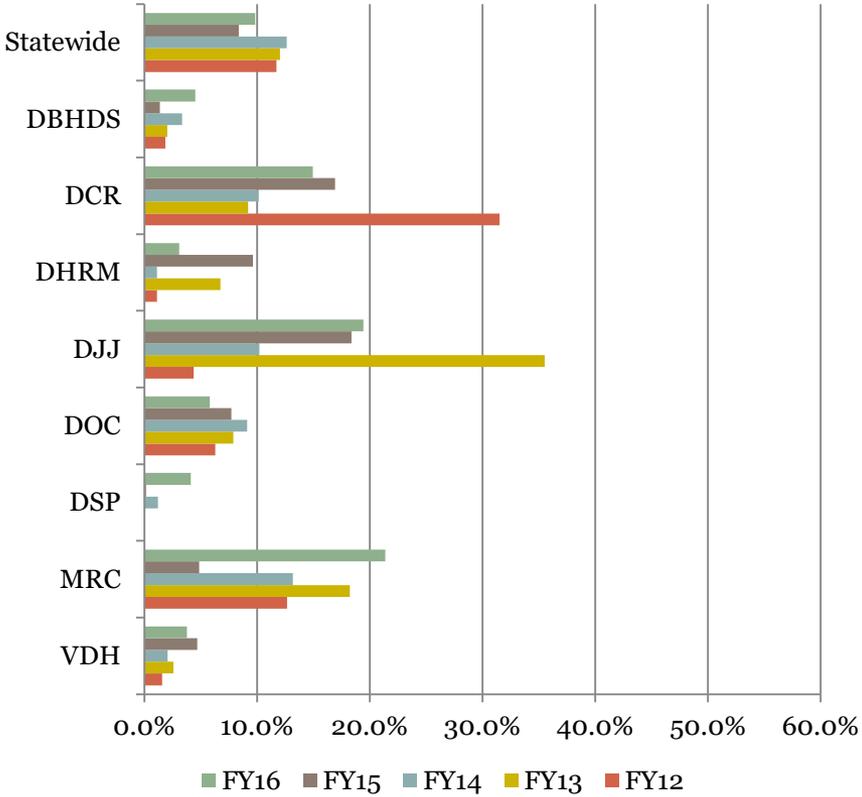


NGF Agencies Average In-Band Adjustment Increase

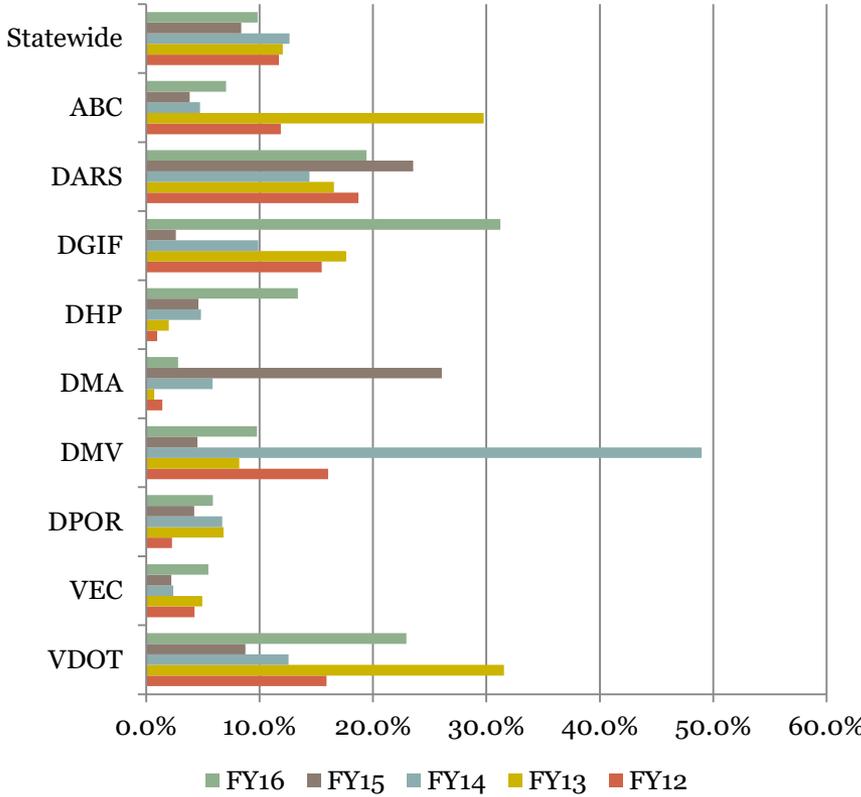


On average, more NGF agency employees receive In-Band Adjustment increases than GF agency employees

GF Agencies % Workforce Receiving In-Band Adjustment



NGF Agencies % Workforce Receiving In-Band Adjustment



Total Compensation

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Total Compensation Statement Online

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Employment and Compensation Information Online

2014

Instructions Agency, Role and Position Personal Salary, Performance, and Status Total Compensation Statement Emergency Contact

Total Compensation for:

ID:

The Total Compensation display provides an estimate of the value of your compensation package based on information currently available in the DHRM data warehouse. This information does not constitute a contract, nor is it an invitation to contract. Nothing on this web page is intended to create or imply any contract rights.

Section 1: Cash Compensation

State Salary:	\$36,931.00
Annualized Salary:	\$0.00
Non-State Supplement:	\$0.00
Special Pay:	\$0.00
Temporary Pay:	\$0.00
Military Supplement:	\$0.00

Total Cash Compensation: \$36,931.00

Section 2: Funded Benefits

	Annual Dollar Amount	Percent of Total Cash Compensation
Retirement Contribution:	\$9,535.58	25.82 %
Retirement Plan:		
Health Insurance Premium:	\$11,376.00	30.80 %
Plan:	COVA Care + Expanded Dental + Vision & Hearing	
Coverage:	Dual/Spouse	
Medicare Tax:	\$535.50	1.45 %
Social Security Tax:	\$2,289.72	6.20 %
Group Life Insurance:	\$439.48	1.19 %
Group Life Benefit Amount:	\$74,000.00	
VSDP and Long-Term Disability:	\$243.74	0.66 %
Retiree Health Insurance Credit Premium:	\$387.78	1.05 %
Total Funded Benefits:	\$24,807.80	67.17 %

Total Cash Compensation and Funded Benefits: \$61,738.80

Note: Amounts reported for Funded Benefits represent the cost to your agency and not necessarily the value of the benefits to you as an individual employee. For the Hybrid Retirement Plan, there is a 1% match on the employee's first 1%, plus 0.25% match for each additional 0.50% up to a maximum 3.5% employer contribution. The Unknown Retirement category includes ORP participants. Temporary pay, when present, is not included in the percent calculations for Retirement Contribution, Health Benefits Premium, Group Life Insurance, or Retiree Health Insurance Credit Premium. Additional cost of Unemployment Compensation, Workers' Compensation, and the IRS Section 401(A) Cash Match program are excluded.

Section 3: Paid Leave

	Annual Dollar Amount	Percent of Total Cash Compensation
Annual Leave:	\$1,704.51	4.62 % 12.00 days per year
Sick Leave:	\$1,136.34	3.08 % 8.00 days per year
Family/Personal Leave:	\$568.17	1.54 % 4.00 days per year
School Assistance and Volunteer Service Leave:	\$284.08	0.77 % 2.00 days per year
Holidays:	\$1,704.51	4.62 % 12.00 days per year
Total Paid Leave:	\$5,397.61	14.62 %

Total Compensation: \$67,136.41

Note: The leave programs listed are those available to classified employees. If you are a faculty, appointed, or otherwise non-classified employee, then your leave benefits may be different. The cost of leave benefits is built into your salary. The number of days listed is the number that is allotted to, or accrued by, you each year, adjusted when your work time percent is less than 100 or months worked are less than 12. For employees working less than 12 months, the number of holidays listed is adjusted, with the assumption that holidays missed are proportionate to time not worked. You may qualify for other leave, including Compensatory, Overtime, Educational, Civil, Military, Emergency/Disaster, Public Health Emergency Leave, and Leave to Donate Bone Marrow or Organs. The Governor may approve additional holidays.

Compensation Policies of Other States

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**NATIONAL COMPENSATION ASSOCIATION OF
STATE GOVERNMENTS (NCASG)
SURVEY RESULTS**

Compensation philosophy varies among NCASG states for keeping pay competitive with market

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	COMPENSATION PHILOSOPHY – 27 agencies reporting	# States
1	Funding issues drive the decision	23
2	Dependent on recruitment/retention issues	19
3	Varies by job title, market and recruitment/retention issues	18
4	Flexibility in hiring employees above the minimum	17
5	Employee pay adjusted with range structures	17
6	Employee pay adjusted independently of range structures	14
7	Move to be comparable to peer states	7
8	Keep ranges within 0, 5, 10, 15% of market	6
9	Different philosophies for different occupational pay structures	5
10	Move maximums more often than minimums	4
11	Pay employee between midpoint and maximum for performance, competencies, rewards	3
12	Increases granted by adjusting annual steps	1

The basis for actual salary adjustments and when they are awarded varies among the states

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	BASIS FOR ACTUAL SALARY ADJUSTMENT – 27 states reporting	# STATES
1	Cost-of-living adjustment	13
2	Adjusted at the beginning of a fiscal year	12
3	Performance	11
4	Individual occupation adjustment	11
5	Step increase	10
6	Adjusted at anniversary date	8
7	Relativity to market rate	7
8	Union negotiation	7
9	Longevity	4

Merit increases are typically given annually and based on performance criteria

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Merit Pay Increases	FY 16-17	FY 15-16	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11	FY 09-10	FY 08-09	FY 07-08	FY 06-07
Mean of all	1.74%	2.57%	2.29%	2.64%	1.25%	0.00%	0.00%	0.80%	1.58%	2.97%	2.65%
Mean of only those giving an adjustment	3.05%	2.57%	2.67%	3.08%	3.75%	0.00%	0.00%	4.00%	2.63%	2.97%	3.31%
Median of all	2.14%	2.50%	2.50%	2.50%	0.00%	0.00%	0.00%	0.00%	1.40%	3.00%	2.75%
Median of only those giving an adjustment	3.00%	2.50%	2.75%	3.00%	3.75%	0.00%	0.00%	4.00%	2.50%	3.00%	3.38%

Fair Labor Standards Act (FLSA)

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FLSA - Overtime Rule - Highlights

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- Raises the **salary threshold** indicating eligibility from \$455/week (\$23,660 per year) to \$913/week (\$47,476 per year)
- Increases the total annual compensation requirement needed to exempt **highly compensated employees** from \$100,000 to \$134,004
- Automatically **updates** the salary threshold every three years, based on wage growth over time, increasing predictability
- **Strengthens overtime protections** for salaried workers already entitled to overtime
- Provides **greater clarity** for workers and employers
- Does NOT make any changes to the **duties test** for executive, administrative and professional employees
- Becomes **effective on December 1, 2016**

FLSA Changes – Impact on State

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ISSUE	NUMBER
• New salary threshold to be exempt	\$47,476
• New total annual compensation needed to exempt highly compensated employees	\$134,004
• Number of positions/employees currently exempt but make less than current salary threshold	2,380
• Annual salary difference between current salary and new salary threshold	\$1 to \$4,313
• Cost of pay increases made solely to maintain exempt status for impacted employees	\$4.8 Million

FLSA – Implementation Recommendations

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Options

1. Reduce or **eliminate overtime**
 2. **Pay time and a half** for overtime work
 3. Provide **overtime leave**
 4. **Increase salary** to the new threshold
 5. **Combination** of options
- One size does not fit all
 - Combination of approaches may maximize cost avoidance and minimize impact on critical services

FLSA Benefits & Challenges

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Option 1 – Limit employees to 40 hours a week

Benefits

- Least costly option

Challenges

- May not be possible for all affected employees or in all cases
- May result in some services being reduced or eliminated
- May require hiring wage employees to assist with workload

FLSA - Benefits & Challenges

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Option 2 – Pay time and a half for overtime work

Benefits

- Does not require raising salaries
- May be the simplest for employees who rarely work overtime

Challenges

- Increases payroll cost for newly nonexempt employees who work overtime
- May create situations where employees with substantially the same duties and responsibilities are classified differently based solely on their salary
- May create morale issues when some otherwise similarly situated employees receive overtime pay while others do not

FLSA - Benefits & Challenges

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Option 3 – Provide overtime leave

Benefits

- Defers or eliminates overtime payroll costs
- Does not require salary increases

Challenges

- Requires agreement or policy providing overtime leave that has been communicated to employees before they work overtime hours
- Requires tracking overtime leave balances indefinitely
- Incurs the future cost of payment if the employee separates or transfers from the agency
- May result in significant time away from work if employees use their overtime leave of up to 240 hours

FLSA - Benefits & Challenges

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Option 4 – Increase salary to the new salary threshold to maintain exempt status

Benefits

- Maintains employee's overtime exempt status
- May be cost effective for those employees who often work overtime hours and whose salaries are in close proximity to the new salary threshold for exemption

Challenges

- Employee's salary must be within 10% of the new salary level prior to the increase
- In some cases, increases cannot be supported based on salary alignment within organizational units or occupations
- Exceptional processing will be required where increases for employees exceed 10% during the current fiscal year due to previously granted increases
- There is a long term budget impact
- Costs may be higher than overtime payments if employees work limited overtime hours
- May create morale issues for employees whose pay is not increased because their salary already meet the new salary threshold

FLSA - Overtime Rule Communication

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- DHRM requested each agency to identify potential overtime liability
- DHRM partnered with the Office of the Attorney General to train HR officers
- FLSA was a topic at the HR Summit held last fall
- DHRM HR Consultants are available to answer questions
- Link to DOL Fact Sheet:
<https://www.dol.gov/whd/overtime/final2016/>

Appendix

Workforce Succession Trends

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THE CHANGING NATURE OF WORK

**PRESENTED TO THE
WORKFORCE WORKING GROUP**

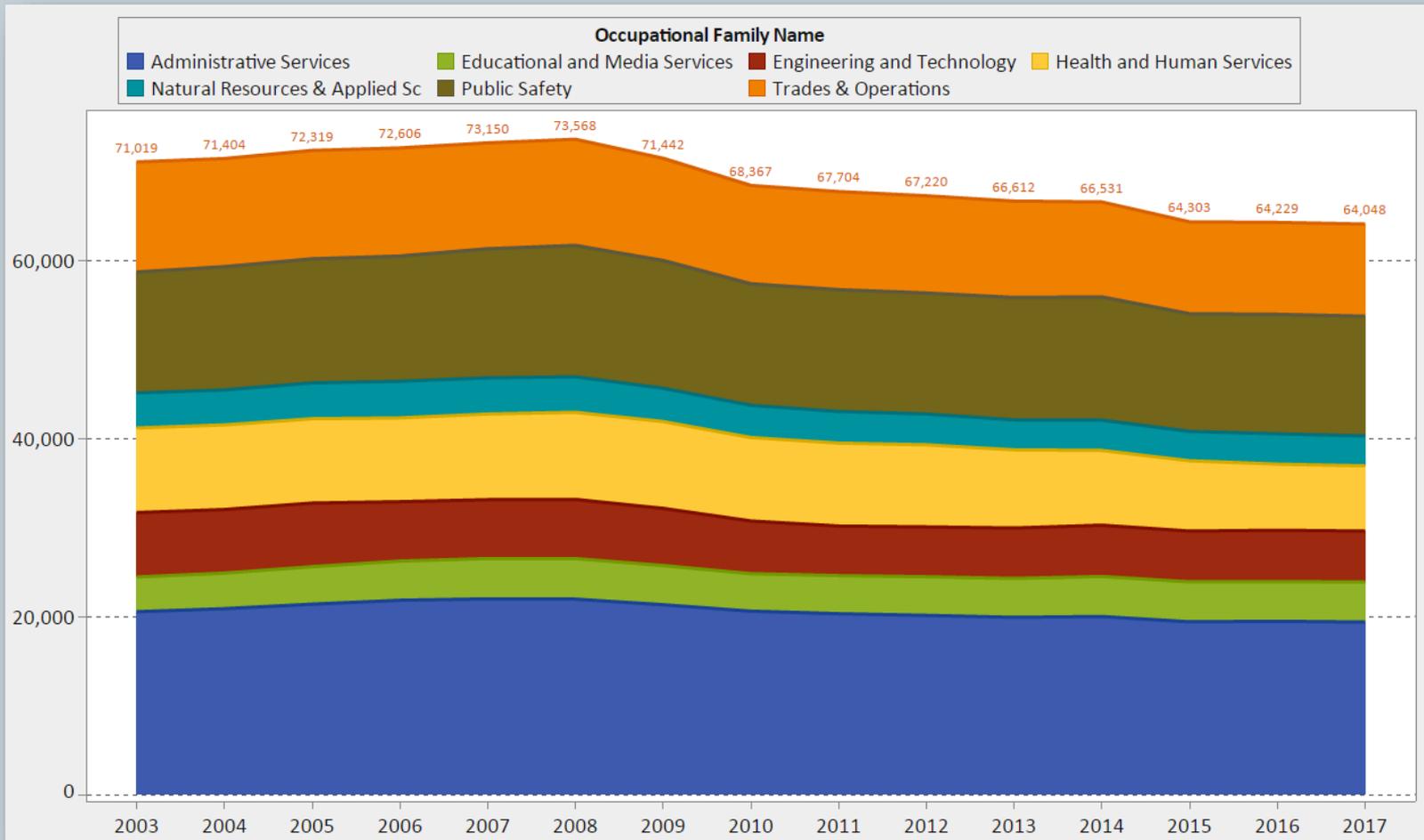
State Government Workforce Succession Trends

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Measure	FY 16 State	FY 15 State	FY 14 State	FY 14-16 Industry	Industry Source
Turnover Rate	14.1%	13.15%	11.1%	6-10%	World@Work Benchmark All industries
Time to Fill Vacancies	72 days	72 days	88 days	25 days	BLS – All Industries
Employment Offer Acceptance Rate	88.8%	88.8%	88.8%	80%	Society for Human Resource Management
Average Tenure Rate	11.8 years	12 years	12 years	7.8 Years	BLS – Public Employers Industry Norm
Eligibility for Flex Work Schedule	~50%	~50%	~50%	27.5%	BLS – Industry Norm Across All Industries
Average Employee Age	46.6 years	47 years	47 years	42.4 years	BLS – National Average All Occupations All Industries
Percentage Eligible to Retire	11.7%	12.1%	11.6%	13%	US Census Social Security Benchmark of 65
Average Age at Retirement	62.1 years	62.5 years	61.5 years	62 years	BLS – Gallup Report All Industries
Non-Cash Compensation (Benefits)	44.0%	44.5%	48.4%	36%	BLS – Employer Costs – State & Local Government
Internal/External Hiring Rate	41.4%/58.6%	32.5%/67.8%	40.3%/59.7%	65%/35%	Pricewaterhouse Coopers LLP

Before we look forward, a brief look back...

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Key Change Drivers of the Future Workforce

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1. Technology & Automation
2. Service Delivery Evolution
3. Generational Change Dynamics
4. Turnover Dynamics

Technology & Automation

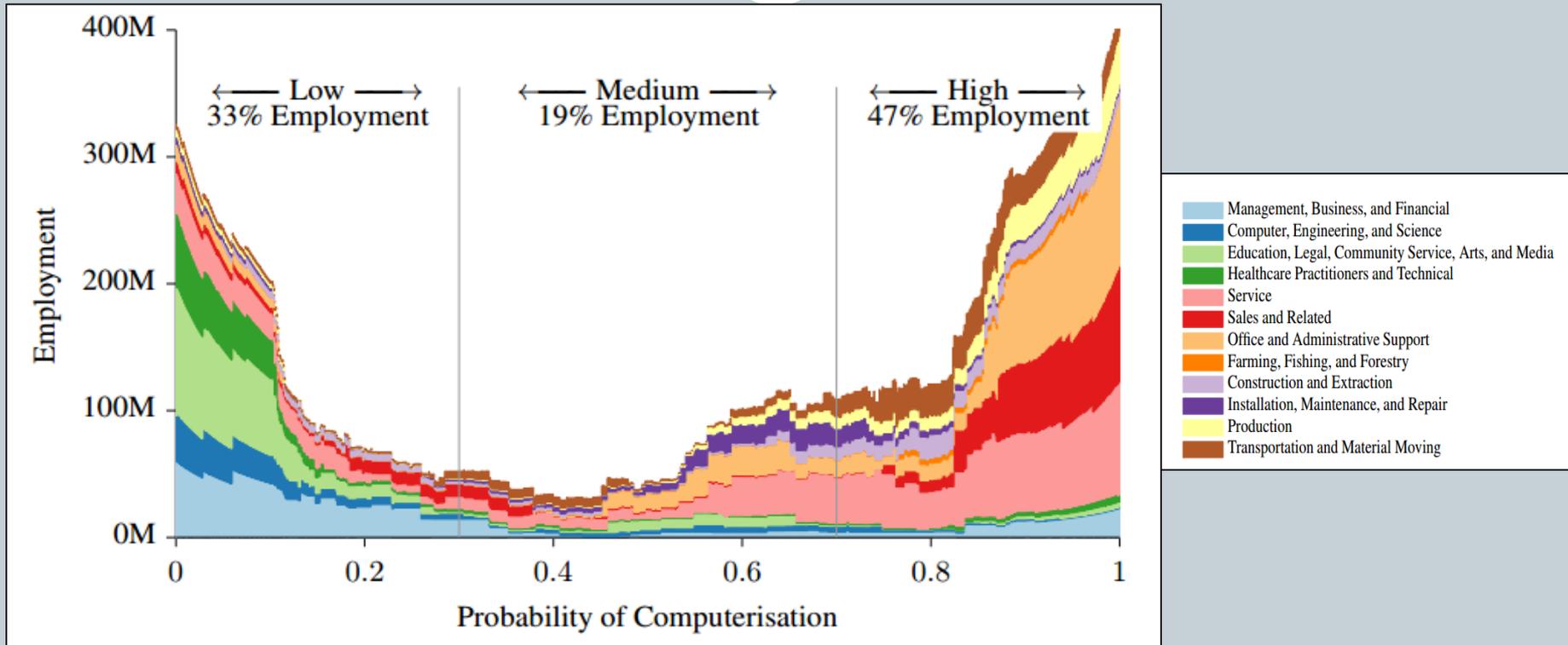
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- Current studies indicate 5% of jobs are at **risk of automation** in next 5 years
- The **more rote the tasks, the more susceptible a job** is to being replaced by technology or automation
- However, upfront and ongoing **capital investments** required to implement



Projected impact of automation by BLS occupational categories

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Commonwealth Employees Possible High Impact:

- Management,
- Business and Financial
- Direct Service
- Customer Service
- Related Office & Administrative Support
- Construction,
- Maintenance
- Transportation

Service Delivery Evolution at DMV

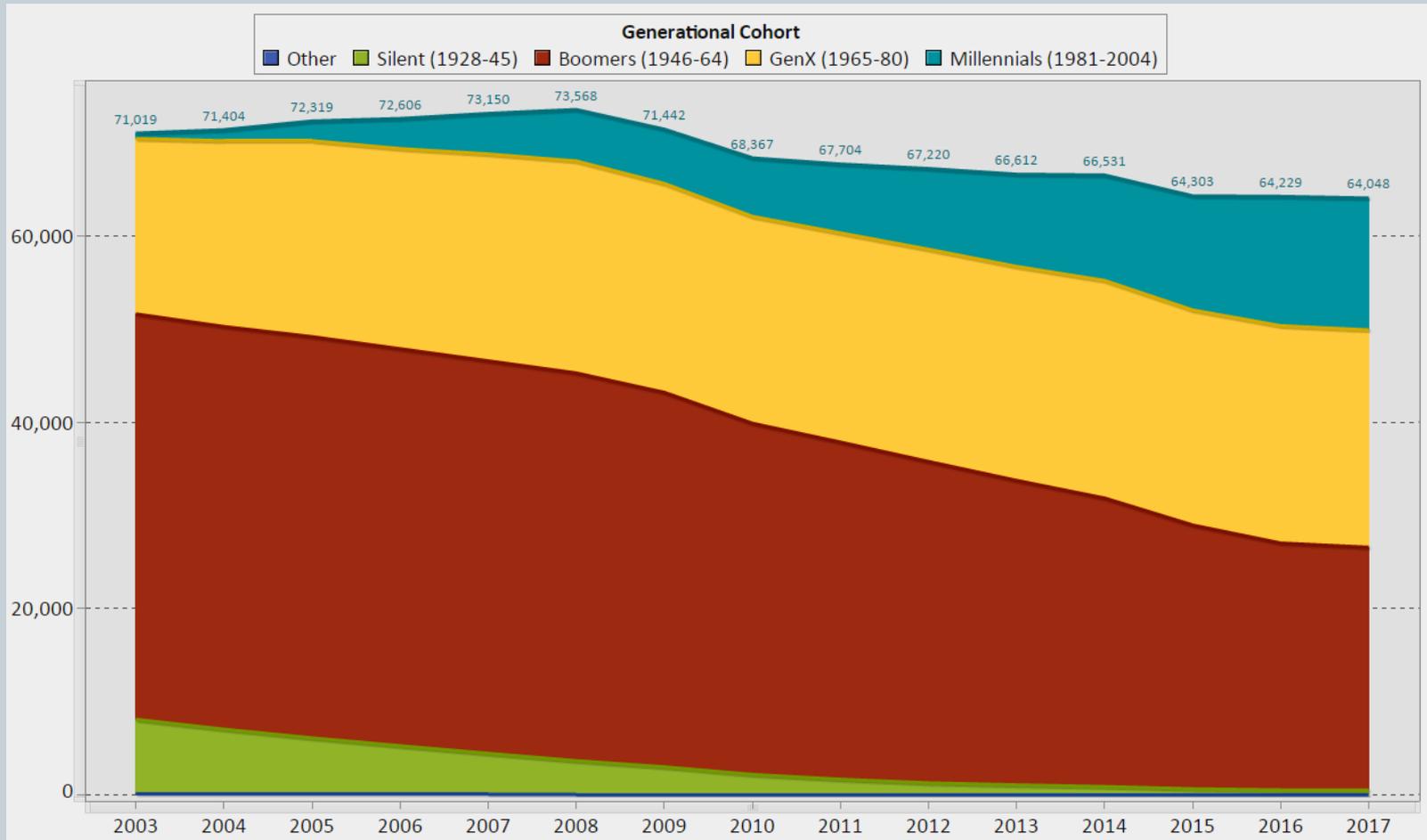
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More Complex & Broad Skills

Generational Cohort Shifts in the Classified Workforce

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Generational dynamics are changing work expectations dramatically

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- Competitive base pay
- Job security
- Mission driven, meaningful work
- App savvy
- Mobile work ready
- Ongoing feedback and mentoring
- Training & development
- Wellness and work/life balance



Shift from training to capability development

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- Develop a blend of formal, informal learning, and “just in time” micro-learning resources
- Develop social learning capacity
- Ongoing mentoring and coaching
- Gamification to support motivation and engagement



Wellness

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- 2016 is 30th anniversary for the state employee wellness program, CommonHealth
- 32% participation rate
- Focus on well being



30th Anniversary of CommonHealth

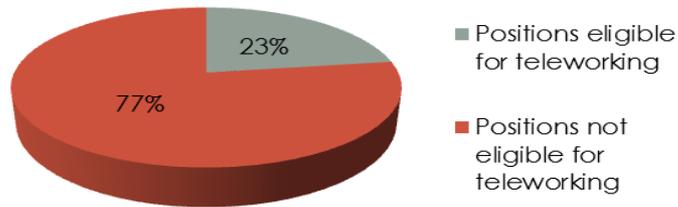
Since 1986 the Commonwealth of Virginia has offered CommonHealth to promote wellness at work. More than 500 state agency locations have active CommonHealth programs that show how wellness works for the workplace.

Contact us at Wellness@dhrm.virginia.gov to get your location involved.

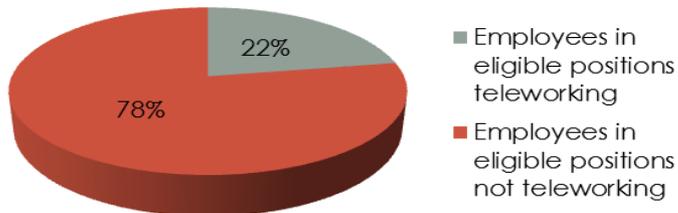
Work / life balance is becoming more important in the recruitment process

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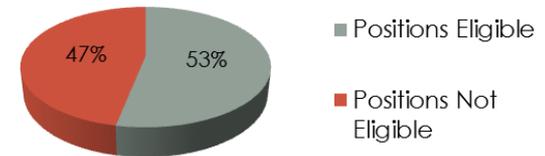
Telework - Eligibility



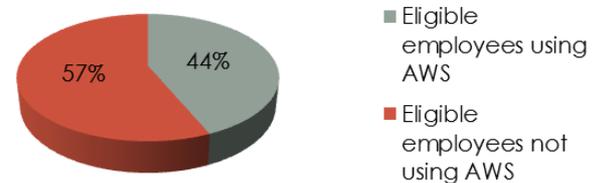
Telework - Usage



Alternate Work Schedule Eligibility



Alternate Work Schedule Usage



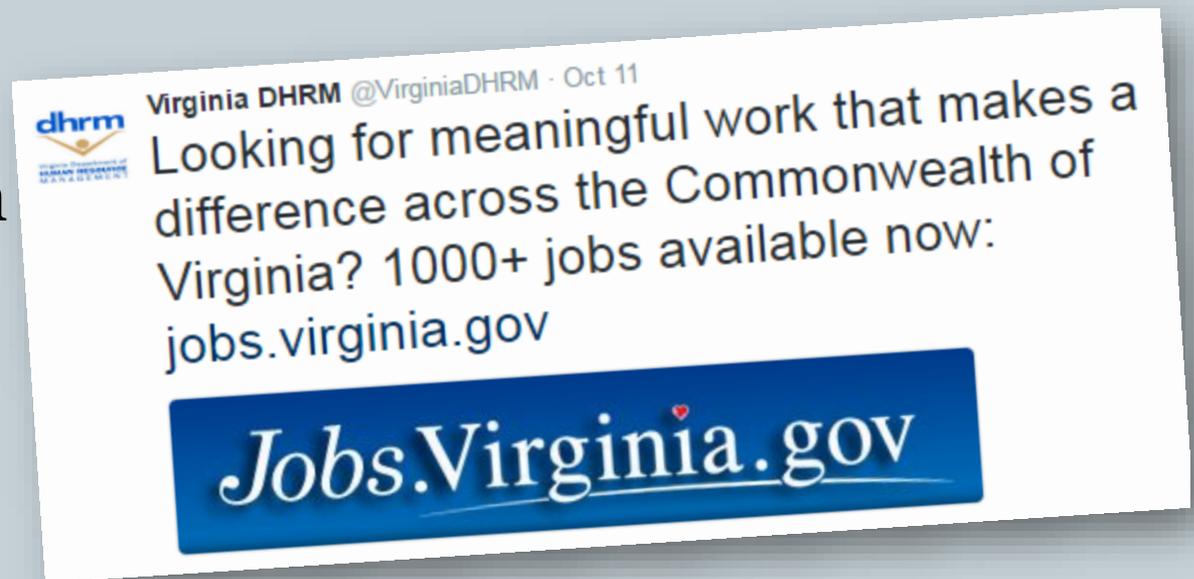
ANNUAL LEAVE

- Average annual leave earned 115.3 hours
- Average annual leave used 96.7 hours
- Average annual leave lost 3.3 hours

Building a strong employment brand for the new workforce

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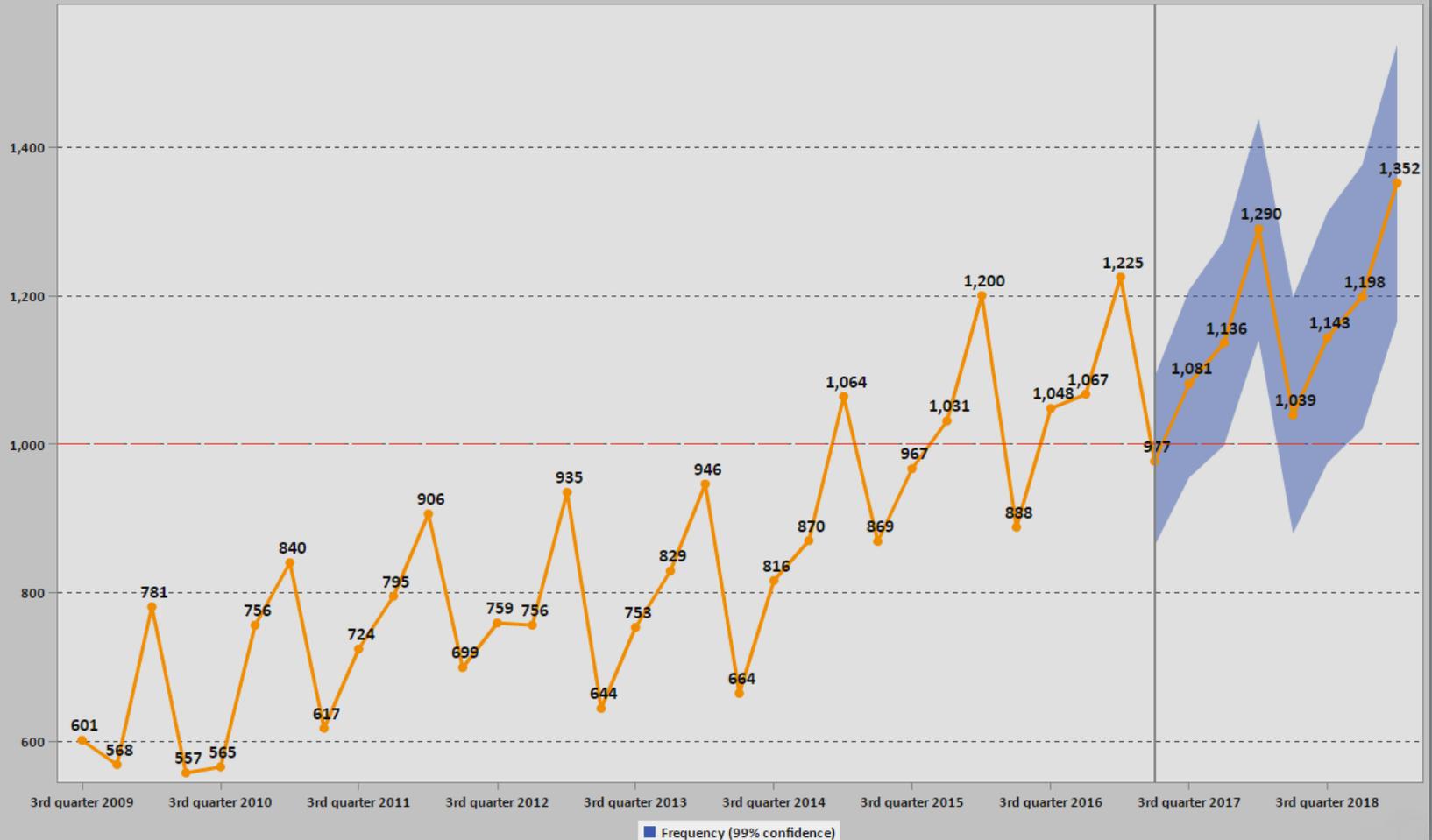
- Stress our strengths: work is mission focused and meaningful
- Address negative perceptions about government work
- “Post and Pray” is not an effective strategy



Turnover Dynamics

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Classified Workforce Resign: During Probation, Better Job, Dissatisfied, & Other (With Forecast)



Workforce Trends Focus

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- **Technology & automation** are driving change in work
 - Current technology
- **Service delivery evolution** is changing job profiles and skills profiles
 - Performance management system
 - Training and development
- **Generational and turnover** change dynamics are accelerating and we need to adapt
 - Total rewards
 - Commonwealth brand
 - Exit survey
 - Employee engagement survey