

Instructions

2016 Newspaper Industry Compensation Survey

Welcome to Inland's ninth year of placing the data entry form for the Compensation Survey into a spreadsheet. Please read these instructions completely before attempting to enter data.

Important Information

1. The final deadline for the survey is **May 2, 2016**. A late fee will be assessed if turned in **after the earlybird deadline of April 1, 2016** and a non-member surcharge of \$125.00 if not a member of Inland. See the order form for more details.
2. Please complete all the information in all files and return them to Karla Zander via e-mail at: kzander@inlandpress.org

Or Via mail to:
 Karla Zander/NICS
 Inland Press Association
 701 Lee St Suite 925
 Des Plaines, IL 60016

Note: The spreadsheets are formatted to print on a laser printer.

3. If you have questions contact Karla Zander by:
 Phone: (847) 795-0380
 Fax: (847) 795-0385
 E-mail: kzander@inlandpress.org
4. **Remember to keep the disk files or a hard copy for your records. This will be necessary in case there are any questions or clarifications needed regarding your submission.**

The following items are found in this document. It is recommended that this document be printed out and read before proceeding.

- I. Written instructions for completing the form as found in the printed survey form.
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 - B. Definitions
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I. Written instructions for completing the form as found in the printed survey form.

A. Introduction

The 2016 Newspaper Industry Compensation Survey is a service sponsored and directed by Inland Press Association. Inland has engaged Dr. Robert J. Greene of Reward Systems, Inc., Glenview, as a consultant to the survey. Inland Press Association Inc. will compile the study data under the supervision of Dr. Greene.

All data will be received and handled in a manner that will ensure confidentiality. A general report will be made available to all respondents.

The survey is designed to cover the most commonly occurring jobs with relatively standard content (benchmark jobs); it is not intended to include jobs for which there are highly localized labor markets (clerical, hourly and unskilled jobs).

For jobs in highly localized labor markets there are often local wage surveys available, which provide relevant data. The Bureau of Labor Statistics (B.L.S.) of the U.S. Department of Labor published a number of local area surveys and chambers of commerce and local personnel associations also often generate surveys. If you have questions about sources of data on local pay rates you can contact B.L.S., local associations or individual employers.

Customized reports will be made available after the data has been processed. An order form for requesting these reports will be included with the final survey report. There will be a charge for these customized reports and they are subject to certain restraints to ensure confidentiality of the data.

The survey form is designed to serve newspapers of all sizes. Quickly skip over jobs not represented at your newspaper and you will save time.

B. Definitions

Pay Range: *Note that this should be filled in only if you have formally established pay ranges.*

Formally established range (defined by a minimum and a maximum rate of pay), which applies to individual job or job grade. ***Please do not enter weekly or hourly rates. Use an annualized rate of pay.***

Pay Range Minimum:

The lowest rate typically paid incumbents of jobs assigned to the range. Often the Starting rate for new entrants to the job who meet the minimum qualifications required.

Pay Range Maximum:

The highest rate typically paid incumbents of jobs assigned to the range. This level of Pay is typically reserved for those with sustained high levels of performance who have exceptional command of job-related skills.

Pay Range Midpoint:

Rate that is halfway between the range minimum and the range maximum and is typically considered to be the "job rate."

Base Pay:

Annualized rate of pay as of Jan. 1, 2016 (salary, full-time wage, etc.), which is constant for a given period and paid in equal installments. ***Please do not enter weekly or hourly rates. Use an annualized rate of pay.***

Total Direct Pay:

Annualized rate of base pay as of Jan. 1, 2016, plus incentive earnings (bonuses, incentive awards, commissions, cash profit sharing and other cash payments), but not overtime and shift differential, earned in 2015. Please do not enter weekly or hourly rates. ***Use an annualized rate of pay. Total Direct pay must be greater than or equal to Base Pay.***

In the event an individual elects to defer part of base pay or other awards that were available to be taken in cash, these amounts should be included in Base Pay and Total Direct Pay.

Net Newspaper Revenue:

The sum of all paid ROP advertising, paid preprint advertising, paid supplement advertising, paid circulation, other newspaper revenue less agency commissions, cash discounts and adjustments, returns and rebates.

C. Instructions for Single Incumbent Jobs

Please Note: Although we would like all the information below, the minimum amount of information needed for a job to be usable in the survey are, **base pay, total direct pay and number of employees supervised** (directly and indirectly).

Your Title: Supply the title used by your company for the job. Under “Variation,” list the responsibilities of the job in your company that differ from those given in the box to the left of this one. This information will be used to update next year’s job descriptions.

Variation (your job): Indicate the extent to which your job matches the survey description. If it does not match well, the data should not be reported.

Degree to which your job matches description: If the responsibilities match fairly closely, indicate “Fairly close” match with an “X”; if your job has somewhat more responsibility, place an “X” next to “Job more than description”; if your job does not have some of the responsibilities, mark “Job less than description.”

Your job reports to: Fill in the job title of the person at your newspaper who directly supervises the job.

Annual pay range: If you have formally established pay ranges for specific jobs (job grades), enter the minimum, midpoint and maximum in the spaces provided. If you do not have formal ranges established, leave these spaces blank; *only report for full-time employees.* (See Definitions in Introduction.)

Range to be adjusted next: Typically, companies review pay ranges on a regular basis. Using numerals, give month and year in which the pay range information in **Annual pay range** will be adjusted next, thus: *mm/yy*. If you have no formal pay ranges, leave blank.

Annual base pay rate: Enter the base pay for this job as of January 2016; *only report for full-time employees.*

Total direct pay (base pay plus incentives): Enter the total direct pay (base pay rate as of January 2016, plus 2015 incentive earnings); *only report for full-time employees.* (See Definitions in Introduction.)

Incentive plan year ended: If you have incentive programs, enter the date (mm/yy) on which the most recently completed incentive plan year ended (producing the incentive awards reported in this survey).

Cash incentive plan targets (if established): This box is for information regarding the targets set by your company for cash incentive awards. If your company does not have incentive targets, leave this box blank.

If your company has cash incentive plans, fill in the percentage of base pay that your company has set as a normal (target) award for the job in the first space. Put the maximum award for the job reported in the second blank if a maximum has been established.

Number of employees supervised (directly and indirectly): Enter the number of employees that report directly and indirectly to the person holding this job. Include employees who report directly to this job and employees who report to this job through subordinate levels of management.

*If there are part-time employee subordinates, use a full-time equivalent formula: 50 half-time employees equal 25 full-time employees; 40 quarter-time employees equal 10 full-time employees. Use your own definition of full-time employment. **Do not include non-employee carriers, independent contractors, agency personnel, etc.***

D. Instructions for Multiple Incumbent Jobs

Please Note: Although we would like all the information below, the minimum amount of information needed for a job to be usable in the survey is, **base pay low, high, median and average, total direct pay low, high, median and average, number of employees supervised** (directly and indirectly), **union status and number of job incumbents**.

Your Title: Supply the title used by your company for that job. Under “Variation,” list the responsibilities of the job in your company that differ from those given in the box to the left of this one. This information will be used to update next year’s job descriptions.

Variation (your job): Indicate the extent to which your job matches the survey description. *If it does not match well, the data should not be reported.*

Degree to which your job matches description: If the responsibilities match fairly closely, indicate “Fairly close” match with an “X”; if your job has somewhat more responsibility, place an “X” next to “Job more than description”; if your job does not have some of the responsibilities, mark “Job less than description.”

Your job reports to: Fill in the job title of the person at your newspaper who directly supervises the job.

Annual pay range: If you have formally established pay ranges for specific jobs (job grades), enter the minimum, midpoint and maximum in the spaces provided. If you do not have formal ranges established, leave these spaces blank; *only report for full-time employees.* (See Definitions in Introduction.) *Please note, some jobs are now reported hourly. See index for positions.

Range to be adjusted next: Typically, companies review pay ranges on a regular basis. Using numerals, give month and year in which the pay range information in **Annual pay range** will be adjusted next (*mm/yy*). If you have no formal pay ranges, leave this space blank.

Base pay: This column is for base pay as of January 1, 2016; *only report for full-time employees.* Next to “Lowest paid,” enter the lowest base pay rate. Next to “Highest paid,” enter the highest pay rate paid to an employee holding this job. Next to “Middle (median) paid,” enter the median base pay rate being paid.

To find the **median**, list base pay rates from lowest to highest. **If there is an odd number of people**, use the figure in the middle of the list; **if there is an even number of people**, use the average of the two base pay rates in the middle of the list. For example, the median of base pay rates of \$10,000, \$10,000, \$12,000, \$13,000 and \$16,000 is \$12,000. _____

To determine the **average (mean pay)**, add all the base pay rates being paid for the job and divide the sum by the number of people holding that job.

Total direct pay (base pay plus incentives): This column is for total direct pay *of full-time employees only*, i.e., base pay as of January 1, 2016 plus 2015 incentive earnings. (See Definitions in Introduction.) Next to “Lowest paid,” enter the lowest total direct pay for an employee holding this job. Next to “Highest paid,” enter the highest total direct pay for an employee holding this job. Next to “Middle (median) paid,” enter the median total direct pay. _____

To find the **median**, use the same instructions as for base pay above.

To determine the **average (mean)**, use the same instructions as for base pay above.

Cash incentive plan targets (if established): This box is for information about the targets set by your company for cash incentive awards.

If your company does not have incentive plans covering this job, leave this box blank. If your company has cash incentive plans with established targets, fill in the percentage of base pay that your company has set as a normal (target) award for the job in the first space. Put the maximum award in the second blank if a maximum has been established.

Cash incentive plan year ended (if established): Enter the date (*mm/yy*) the most recently completed incentive plan year ended (producing the incentive awards reported in this survey).

Average number of employees supervised (directly and indirectly): Note: Not all multiple incumbent jobs have this field, for example, reporters do not typically supervise other employees, therefore, there is no Average number of employees supervised filed. Enter the average number of employees that report directly and indirectly to the person(s) holding this job. For example, your newspaper has two assistant managing editors supervising a staff of 30 people. The average number of employees supervised is 30/2 or 15 people.

If there are part-time employee subordinates, use a full-time equivalent formula: 50 half-time employees equal 25 full-time employees; 40 quarter-time employees equal 10 full-time employees. Use your own definition of fulltime employment. Do not include non-employee carriers, independent contractors, etc.

Indicate whether this job is **union or nonunion**.

Determine how many incumbents in the job are being reported and enter that figure for “Number of job incumbents.”

E. Sales Positions

Please note that these three jobs are reported in a different format.

Only **total direct pay** is reported for these jobs and should consist of base pay, commissions, bonuses, incentive awards, cash profit sharing and other payments. Do not include automobile allowances, expense reimbursements or memberships.

Please indicate the components of total direct pay as reported.

Check **only one** of the four blocks to indicate the fundamental composition of total direct pay. If you check the last block, also indicate which of the three listed options applies.

Please note: For the sales jobs to be usable in the survey, **only one box to the right (total direct pay consists of must be checked and subsequent lines completed** (i.e. average draw amount or average base pay amount), total direct pay low, high, median and average must be filled in.

II. Special instructions for filling out the form in spreadsheet format

Note: If you are filling out the form for more than one newspaper, make copies of the files for each newspaper.

There are four spreadsheet files:

2016NICS1BASIC.xls- The file has the cover page information, the basic information about your newspaper page, the web site information page and a special survey of direct compensation programs.

2016NICSSingle.xls - contains all the single incumbent jobs

2016NICSMultiple.xls - contains all the multiple incumbent jobs

2016NICS4Sales.xls - contains all the sales jobs

CAUTION, PLEASE NOTE: Each spreadsheet contains cells colored in green and yellow.

The areas shaded in green are the areas that you type directly into the cell.

The yellow cells are calculated fields. ***If you type directly into the yellow cells you will destroy the formula.*** These cells have been password protected to prevent the formulas from being destroyed. If you feel like you need to use one of these cells, you must contact Karla Zander for instructions.

Monochrome Monitors: If you have a monochrome monitor, you probably won't be able to detect the difference in the cell shading. The calculated (Yellow) cells will have the following already in them: 0 (zero), #NUM! or #DIV/0!

A. Basic

Questionnaire: Fill in this page completely. The areas shaded in green are the areas that you place your responses in. In the Fees section, type in the appropriate amount. If you would like to order additional reports type the number of copies you want for each. The total will automatically be calculated. If you want to use a credit card for payment, fill in the requested information. Do not forget to apply your discounts and or late fees if applicable.

Basic Information: Fill in the page with your responses. This form must be completed **entirely** in order for your responses to be used.

Web Site Information: If this information is available, fill in the form.

Benefits Mini Survey: Read the instructions at the top of the page and fill in the information that is appropriate for your newspaper.

B. Single Incumbent jobs

The **Your Title, Variation (your job and Degree to which your job matches description** are text boxes. Double click on the box and type in your responses. For the **Degree to which your job matches description**, double click on the line which you want to mark and type an X.

Annual pay range: If you have established pay ranges you need only fill in the minimum and the maximum. The midpoint will be calculated. Keep in mind that if you type in the midpoint, it will destroy the formula.

Range to be adjusted next: Type in the date when the range will be adjusted next in mm/yy format, for example 12/14.

Base and total direct pay: Type in the base and total direct pays in the cells.

Cash incentive plan targets (if established: Type in the number, if applicable.

Cash incentive plan year ended(mm/yy: Type in the date when the incentive plan ended in mm/yy format, for example 12/15.

Number of employees supervised (directly and indirectly: Type in the number of employees supervised.

C. Multiple Incumbent Jobs

The **Your Title, Variation (your job and Degree to which your job matches description** are text boxes. Double click on the box and type in your responses. For the **Degree to which your job matches description**, double click on the line which you want to mark and type an X.

Annual pay range: If you have established pay ranges you need only fill in the minimum and the maximum. The midpoint will be calculated. *Keep in mind that if you type in the midpoint, it will destroy the formula.*

Range to be adjusted next: Type in the date when the range will be adjusted next in mm/yy format, for example 12/15.

Base and total direct pay: Each position has a separate sheet for data entry. Choose the position you want to enter, and find the sheet (tabs at the bottom of the main spreadsheet) with the corresponding job code. For instance, you want to enter data for 2144E Assistant Managing Editor. Go to the position on the main spreadsheet, find the tab (at the bottom of the main spreadsheet) labeled 2144E and click on it. You will now see a new sheet with the job code and title. Beginning in column A, cell 4, going down, begin entering the base pays for the position. In column B cell 4 begin entering the total direct pays for the position. (You may be able to import these numbers from files generated by your HRIS system. If you do, make sure no stray characters are input into the fields, especially in the last field.)

The spreadsheet will accept up to 497 employees.

As you enter the data, the spreadsheet will automatically calculate the Low, High, Median, and Mean (Average) for the position. It will also automatically count the number of incumbents, i.e., you enter data for two Assistant Managing Editors, the program will count that there are two people in that position. The Low, High, Median, Mean for base and total direct pay and number of incumbents will automatically be placed in the job position on the main spreadsheet. *Keep in mind that if you enter data for the base pay, total direct and number of incumbents on the main spreadsheet you will destroy the formulas.*

Return to the main spreadsheet.

Cash incentive plan targets (if established: Type in the number, if applicable.

Cash incentive plan year ended (mm/yy): Type in the date when the incentive plan ended in mm/yy format, for example 12/15.

Average number of employees supervised (directly and indirectly) per incumbent: Type in the average number of employees supervised. For instance, you have two Assistant Managing Editors who supervise 30 employees. The average number of employees supervised is 15. (We realize in the real world one AME may supervise 10 employees and the other may supervise 20. However, to reach this average figure, total the number of employees supervised for this position and divide by the number of incumbents.)

Note: All multiple incumbent jobs will have the field for number of employees supervised. Please complete even if the answer is zero.

D. Sales Jobs

Total direct pay: (Note that these positions use Total Direct Pay only.) Each position has a separate sheet for data entry. Choose the position you want to enter, and find the sheet with the corresponding job code. For instance, you want to enter data for 1404K Retail Advertising Outside Sales Representative. Go to the position on the main spreadsheet, find the sheet labeled 1404K and click on it. You will now see a new sheet with the job code and title. Beginning in column A, cell 4, going down, begin entering the total direct pays for the position. As you enter the data, the spreadsheet will automatically calculate the Low, High, Median, and Mean (Average) for the position. It will also automatically count the number of incumbents, i.e., you enter data for five representatives, the program will count that there are five people in that position. The Low, High, Median, Mean for total direct pay and number of incumbents will automatically be placed in the job position on the main spreadsheet. *Keep in mind that if you enter data for the base pay, total direct and number of incumbents on the main spreadsheet you will destroy the formulas.*

Return to the main spreadsheet.

Total direct pay consists of: Choose one of the four categories, **All base salary (salary), All commission (no draw), All commission with draw of, or Base pay of** by placing an X in the field in front of the categories. You may have different sales people on different plans. Choose the category that the majority of the reps fall into. If you choose **All commission with draw of** also fill in the dollar amount. Draw may vary from rep to rep. If so, try to average the draw.

If you choose **All base pay of**, fill in the average base pay amount, then mark with an X whether the job has commissions, bonuses or both. Once again, you may have different sales people on different plans. Choose the category that the majority of the reps fall into.

If Commission/Bonus is paid: This is a text box containing the following questions. As you type in your answers the questions below will move down the form.

Describe how computed (formula): Mark the appropriate box.

How frequently paid? Mark the appropriate box.

Is there a maximum? This is a Yes/No question.

If yes, give amount\$: If you say yes to the above question, fill in amount.

Can Commission/Bonus be deferred? This is a Yes/No question.

If yes, what are the rules? Write in a short description of the rules.

Average annual commission represents what percent of average annual direct pay: Fill in the percentage.

Average annual bonus represents what percent of average annual direct pay: Fill in the percentage.