

FY19 WB Pay Range FAQs

In our continued progress to integrate Whistler Blackcomb with our Vail Resorts compensation structure, we recently created new pay ranges for all WB jobs and functions. All job codes were assigned a new pay range which can be viewed in the Compensation Analysis Tool (CAT). Below are some questions/answers about this change.

Q *What is a pay range?*

A A pay range is a span between the minimum and maximum base salary we want to pay for a specific job or group of jobs within a function.

Q *Why did we create new pay ranges?*

A Last year we integrated WB job titles and grades with Vail Resorts but did not make adjustments to the pay ranges or the year end compensation process. This year, we have worked to update the pay ranges to align with market as well as update the process in which increases are granted.

Q *How did you determine the pay range for the job?*

A We reviewed market data and aligned the midpoints of the ranges to the market data, or in comparison to other similar jobs if market data was not available. For jobs where there is not sufficient market data we evaluate similar jobs to determine an appropriate pay range.

Q *Does this mean employees are not eligible for step increases?*

A In an effort to reward performance and potential, employees are now eligible to receive a merit increase each fall rather than a step increase. The merit increase will be based on their prior year performance rating providing opportunity to invest more in our high performing, high potential employees.

Q *Why are the ranges different between functions?*

A Market data for each function varies and therefore each may have different pay ranges. In addition, the level of skill or experience required to move from one level to the next may require different pay ranges.

Q *Is the new minimum of the range equal to the start rate?*

A Not necessarily. Ranges are broad and encompass many jobs, whereas start rates are determined for specific hourly jobs. Start rates will never be below the minimum of the range but may be higher than the minimum. Start rates will be finalized in late September.

Q *Do I need to bring everyone below the minimum up to that amount?*

A No. You should strategically invest compensation dollars based upon your talent evaluations. Focus on high performing, high potential employees in critical roles or with retention concerns. You should work within your budget and ensure alignment with your manager/director when making market adjustments. If there are increases that you believe should be made for an entire population in a certain job, those should be discussed in the Spring as part of the initiative process.

Q *Do I need to hire new employees at the minimum of the range?*

A It is best practice to hire within the pay range. However, you should review the employees' skills and experience and make compensation decisions based on their independent situation. In addition, if you believe you need to make compensation changes for others in the job based on the shift in market, please consult with your HR business partner and finance to ensure budget alignment.

Q *What if the incumbents in a job are below minimum but I need to hire a new employee; where should I hire them?*

A It is acceptable to hire a new employee above the pay rate of existing employees based on current market trends. Long-term, identify existing high performing employees and develop a plan to bring them closer to the market. Please consult with your HR business partner during this process.

Q *What do I do if an employee is over the maximum of the range?*

A If an employee is over the maximum of their pay range, ensure they are in the appropriate job code for their job duties and relative experience. If you need assistance making this determination, please reach out to your local HR business partner. If the employee is in the appropriate job, this may show that their pay is at the top end of the market for their job. Help the employee understand that their pay is at the high end of the range and that they will not be eligible to receive a merit increase this year. Use this opportunity to discuss with the employee the importance of development and taking on additional responsibilities to increase their earning potential.

Q *Will we give merit increases to employees over the maximum of the range (redlined)?*

A If an employee is redlined they will not be eligible to receive a merit or cost of living increase.

Q *If I have specific questions or scenarios I want to discuss, who should I contact?*

A Please connect with your local HR business partner to discuss concerns or questions.