



# Wage Analytics

## Eye Care Provider

Analyzed client and market wages, recommended adjustments to improve consistency in wages and ensure competitive wages

# Wage Analyses for an Eye Care Provider

## Situation

- Client lacked visibility into the wage distribution for non-clinical roles and DMA (Designated Market Area) standards due to lack of data consistency between their brands and limited access to market data
- Partnered with the client to analyze client and market wages, and recommended wage adjustments to improve consistency in wages and ensure competitive wages

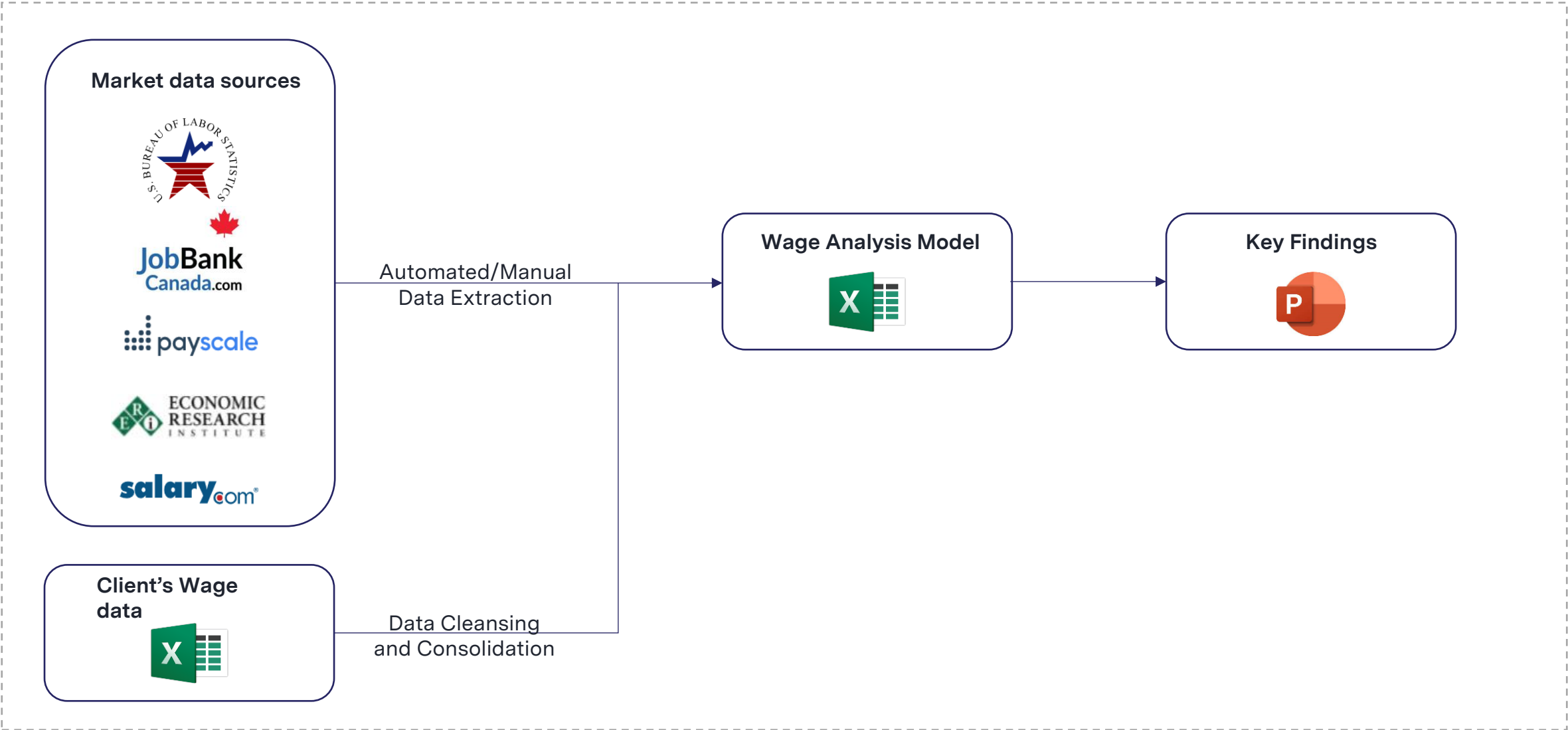
## Accordion Value Add

- Gathered and consolidated market wages for non-clinical roles in healthcare and related industries from multiple publicly available sources
- Analyzed clinic level wages based on multiple factors such as job role, employee tenure, brand and market (DMA, state etc.)
- Identified multiple job roles with high variability in wages, less than 30% of hourly wages fall in Median  $\pm$  \$2 range
- Identified multiple segments (job role, tenure and market) where client's median wage is ~20% lower than market median

## Impact

- Proposed wage adjustments positioned the client in the 70th percentile of the market wages
- Analysis facilitated a data-driven dialogue between the client's Talent Development team and brand/regional level stakeholders to investigate the inconsistencies in wages for identified roles

# Methodology & Approach



# Sample Output: Wage Distribution by Role

ILLUSTRATIVE

Slicers are provided to deep dive into brands, regions and clinics

Brand

- Brand 01
- Brand 02
- Brand 03

Region/DMA

- Region 01
- Region 02
- Region 03
- Region 04
- Region 05

Clinic Name

- Clinic 001
- Clinic 002
- Clinic 003
- Clinic 004

Year

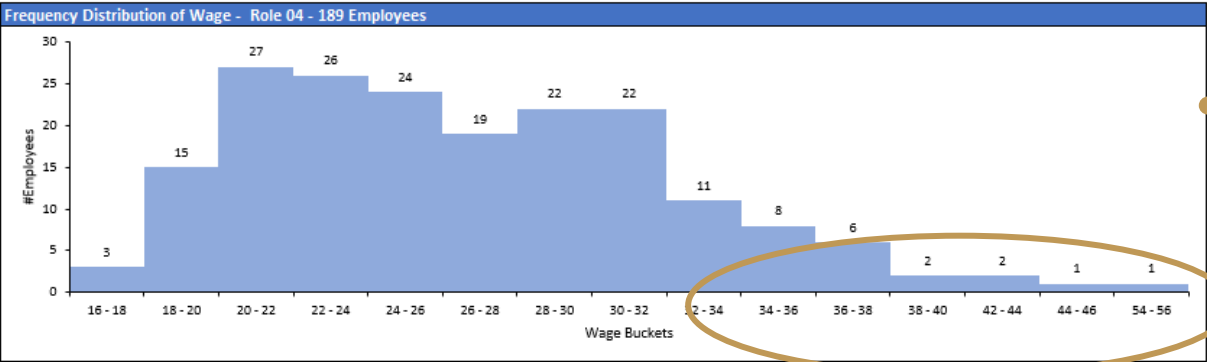
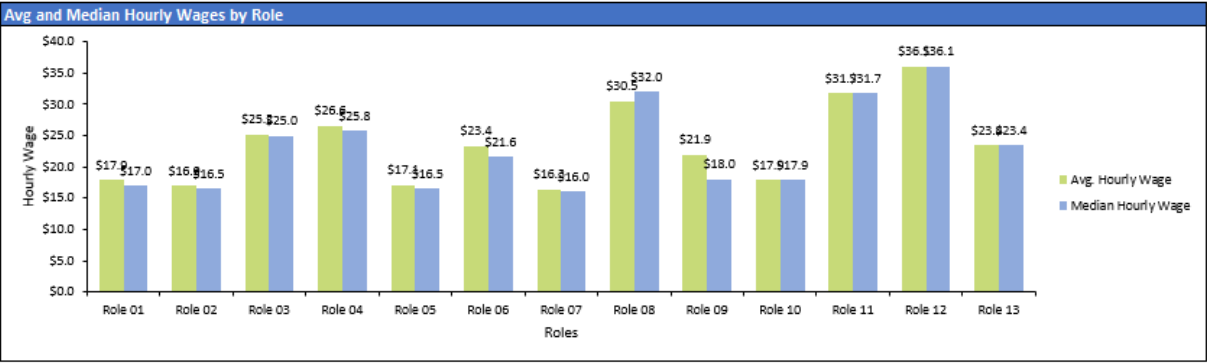
- 1
- 2

Role

- Role 03
- Role 04
- Role 05
- Role 06
- Role 07
- Role 08

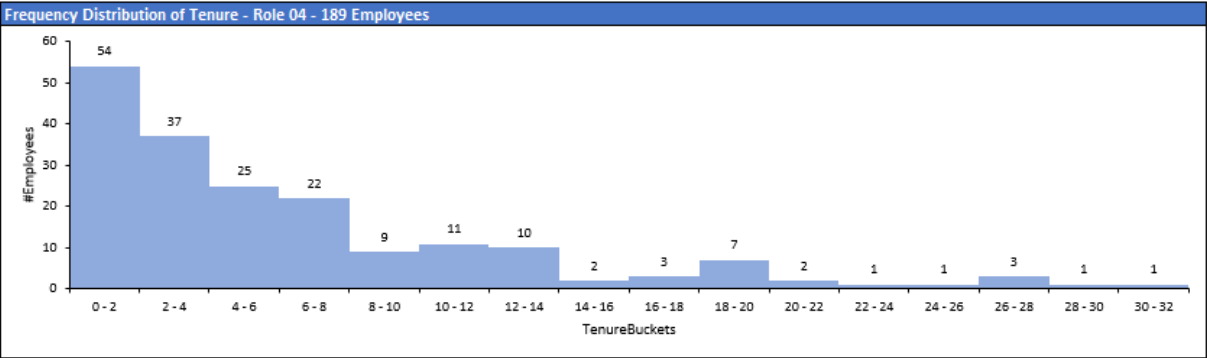
Tenure Group

- 0-4 years
- 4-8 years
- 8+ years



Provides visibility into wage consistency for specific selection of slicers

Flexibility to view details of outliers and facilitate further investigate



# Sample Output: Client Vs. Market Wage Comparison

ILLUSTRATIVE

Client vs. Market Wage by Brand and Role

Wages were compared at multiple levels such as brand-role and market-role.

Slicers are provided to deep dive into regions, clinics and tenure.

| Category           | Year-2 Clinics | Year-2 Employees | Year-2 Wage Range Low-High | Market Wage Range      | Year-2 Median Hourly Wage | Market Median | % Employees below Market Low | % Employees below Market Median |
|--------------------|----------------|------------------|----------------------------|------------------------|---------------------------|---------------|------------------------------|---------------------------------|
| <b>Brand 01</b>    | <b>158</b>     | <b>1,211</b>     | <b>\$15.0 - \$27.2</b>     | <b>\$11.1 - \$42.3</b> | <b>\$18.4</b>             | <b>\$17.3</b> | <b>1%</b>                    | <b>19%</b>                      |
| Role 01            | 141            | 589              | \$15.0 - \$23.1            | \$11.1 - \$24.5        | \$17.5                    | \$15.8        | 0%                           | 13%                             |
| Role 02            | 99             | 280              | \$14.2 - \$20.0            | \$11.1 - \$25.0        | \$16.5                    | \$15.7        | 0%                           | 29%                             |
| Role 03            | 68             | 136              | \$20.0 - \$29.8            | \$13.9 - \$34.6        | \$24.5                    | \$21.9        | 1%                           | 21%                             |
| Role 04            | 124            | 138              | \$20.0 - \$35.0            | \$12.0 - \$37.0        | \$25.5                    | \$20.2        | 0%                           | 5%                              |
| Role 06            | 38             | 47               | \$17.4 - \$35.0            | \$14.9 - \$42.3        | \$22.5                    | \$24.4        | 11%                          | 60%                             |
| Role 07            | 13             | 20               | \$15.0 - \$19.6            | \$12.0 - \$24.0        | \$16.0                    | \$15.8        | 0%                           | 50%                             |
| Role 10            | 1              | 1                | \$17.9 - \$17.9            | \$15.4 - \$26.9        | \$17.9                    | \$19.7        | 0%                           | 100%                            |
| <b>Brand 02</b>    | <b>51</b>      | <b>289</b>       | <b>\$14.0 - \$28.8</b>     | <b>\$12.0 - \$33.7</b> | <b>\$17.9</b>             | <b>\$17.1</b> | <b>3%</b>                    | <b>28%</b>                      |
| Role 01            | 48             | 163              | \$13.6 - \$20.2            | \$12.0 - \$23.6        | \$15.9                    | \$15.3        | 1%                           | 34%                             |
| Role 02            | 6              | 8                | \$13.9 - \$18.0            | \$12.5 - \$24.5        | \$15.4                    | \$15.3        | 0%                           | 25%                             |
| Role 03            | 29             | 52               | \$20.0 - \$30.9            | \$14.4 - \$33.7        | \$25.6                    | \$21.1        | 0%                           | 17%                             |
| Role 04            | 41             | 50               | \$19.9 - \$31.7            | \$12.5 - \$33.2        | \$26.0                    | \$18.3        | 0%                           | 6%                              |
| Role 06            | 4              | 10               | \$14.3 - \$24.1            | \$15.9 - \$31.7        | \$16.1                    | \$22.1        | 60%                          | 80%                             |
| Role 07            | 3              | 6                | \$13.6 - \$15.5            | \$12.5 - \$19.2        | \$15.0                    | \$15.0        | 0%                           | 33%                             |
| <b>Brand 03</b>    | <b>24</b>      | <b>128</b>       | <b>\$15.0 - \$32.0</b>     | <b>\$12.0 - \$41.8</b> | <b>\$19.1</b>             | <b>\$18.9</b> | <b>4%</b>                    | <b>30%</b>                      |
| Role 01            | 23             | 64               | \$14.2 - \$20.2            | \$12.0 - \$22.6        | \$16.0                    | \$15.6        | 8%                           | 42%                             |
| Role 03            | 21             | 44               | \$21.3 - \$33.5            | \$13.9 - \$33.2        | \$26.3                    | \$21.6        | 0%                           | 9%                              |
| Role 07            | 6              | 7                | \$15.3 - \$18.8            | \$13.0 - \$22.6        | \$17.0                    | \$16.6        | 0%                           | 57%                             |
| Role 08            | 10             | 13               | \$25.4 - \$34.8            | \$17.8 - \$41.8        | \$32.0                    | \$27.3        | 0%                           | 31%                             |
| <b>Brand 04</b>    | <b>21</b>      | <b>60</b>        | <b>\$16.0 - \$28.0</b>     | <b>\$11.5 - \$33.7</b> | <b>\$19.8</b>             | <b>\$18.4</b> | <b>0%</b>                    | <b>17%</b>                      |
| Role 01            | 18             | 32               | \$15.6 - \$20.0            | \$11.5 - \$23.6        | \$18.0                    | \$16.2        | 0%                           | 28%                             |
| Role 03            | 18             | 26               | \$22.0 - \$29.0            | \$14.4 - \$33.7        | \$26.8                    | \$21.4        | 0%                           | 4%                              |
| Role 04            | 1              | 1                | \$19.2 - \$19.2            | \$13.9 - \$24.0        | \$19.2                    | \$17.8        | 0%                           | 0%                              |
| Role 07            | 1              | 1                | \$18.0 - \$18.0            | \$11.5 - \$17.3        | \$18.0                    | \$13.9        | 0%                           | 0%                              |
| <b>Grand Total</b> | <b>254</b>     | <b>1,688</b>     | <b>\$14.7 - \$28.0</b>     | <b>\$11.1 - \$42.3</b> | <b>\$18.4</b>             | <b>\$17.4</b> | <b>1%</b>                    | <b>21%</b>                      |