



---

# Compensation Analysis Executive Summary **ABC Company**

**Prepared by:**

Culture Engineered  
October 2022

CultureEngineered.com  
855.444.2404

---

## The Scope

Commissioned by ABC Company (the client), this report provides comparative analysis of compensation for the position of Office Administrator and Office Manager as well as Superintendent and Foreman in the Construction industry. Because position titles vary for roles similar in function, duties and responsibilities, rather than titles being used to benchmark compensation data specific to each role, primary duties/responsibilities and experience were used. Primary duties and experience used for each role are as follows:

### **Office Administrator:** (Similar titles include Office Assistant III, and Senior Office Assistant)

#### Duties:

Oversee all administrative processes and office functions as well as providing support to customers with questions or concerns. Managing scheduling, payroll. Maintaining employee records (ie, tax forms, completing I9 forms, background checks if applicable, and E-Verify, etc). Onboarding and offboarding employees. Ensuring compliance records related to safety, employment, and licensing, etc). Managing Accounts Payable and Accounts Receivable, and answering customer questions/concerns related to invoices. Answering phones, greeting customers, and responding to customer emails. Working with various technical vendors such as internet providers, software companies (ie billing software, scheduling software, payroll/time-keeping software, email etc), and company website, to ensure operational excellence. Stocking office supplies/inventory and ordering equipment/tools as directed. Scheduling office-related maintenance and repairs.

#### Experience:

High school diploma or equivalent. 3+ years in office administration, 1 year in construction-related office administration required. 1 year minimum experience in AP/AR. Must be capable of multi-tasking with excellent written and verbal communication. Proficient in office-related software (MS suite, Google suite, AP/AR software, payroll system, etc).

---

## **Office Manager:** (Similar titles include Office Operations Manager)

### Duties:

Oversee all administrative processes and office functions as well as providing support to customers with questions or concerns. Managing scheduling, payroll. Maintaining employee records (ie, tax forms, completing I9 forms, background checks if applicable, and E-Verify, etc). Onboarding and offboarding employees. Ensuring compliance records related to safety, employment, and licensing, etc). Managing Accounts Payable and Accounts Receivable, and answering customer questions/concerns related to invoices. Answering phones, greeting customers, and responding to customer emails. Working with various technical vendors such as internet providers, software companies (ie billing software, scheduling software, payroll/time-keeping software, email etc), and company website, to ensure operational excellence. Stocking office supplies/inventory and ordering equipment/tools as directed. Scheduling office-related maintenance and repairs.

### Experience:

High school diploma or equivalent.\* 3+ years in office administration, 1 year in construction-related office administration required. 1 year minimum experience in AP/AR. Must be capable of multi-tasking with excellent written and verbal communication. Proficient in office-related software (MS suite, Google suite, AP/AR software, payroll system, etc).

*\* Some benchmarked positions require Bachelor's degree.*

## **Foreman:** (Similar titles include Construction Foreman, Construction Site Foreman)

### Duties:

Day-to-day supervision of laborers/construction staff, adhering to project deadlines & budget. Assign tasks to workers, ensuring workers have the necessary tools and supplies. Upholding quality and safety standards for jobsites. Communicating any issues or delays to his/her leader. Primarily working outdoors traveling to and from job sites as needed.

### Experience:

High school diploma or equivalent. 5+ years construction experience. 1+ year management experience. Physical requirements include operating heavy equipment and able to lift up to 50 pounds, safely, plus valid driver license and clean driving record.



---

## **Field Superintendent - Construction:**

(Similar titles include Construction Site Superintendent, Project Field Superintendent)

### Duties:

Management of laborers and administrative staff, including hiring, firing, and training. Create bids, manage project timeline and budgets to meet deadlines. Ensure quality standards, and communicate/coordinate with customers, staff, and any/all sub-contractors. Primarily working in the office environment with frequent visits to customers and job sites as needed.

### Experience:

High school diploma or equivalent.\* 10+ years construction experience. Minimum 5 years management experience in the construction industry. 2 years minimum construction project management experience. Physical requirements include sitting and standing for extended periods of time, plus valid driver license and clean driving record.

*\* Some benchmarked positions require Bachelor's degree.*

---

## Compensation Overview

### Understanding compensation terms in your report.

The following salary data reflects survey results as of October 2022. Salary data is displayed as percentiles for each group, organized in base pay, TCC, and target bonus (50th percentile).

Definitions of these terms are as follows:

Base pay - the fixed portion of an employee's compensation, which is paid for the fulfillment of their job's essential functions. Base pay does not include differentials, premiums, overtime, benefits, or any pay elements other than the fixed salary.

Total Cash Compensation (TCC) - the combined value of an employee's base pay and their short-term incentive (STI) pay items, including bonuses, incentives, and commissions.

Percentiles - statistically, percentiles are defined as the measure used to indicate the value below which a given percentage of observations within a group falls. In compensation, percentiles (either to market or within your internal salary ranges) are used to assess the percentage of people paid to a given point within a salary range. The 50th percentile (50th%), also known as the median, is the most widely-used market target for compensation rates. Many organizations use the 50th percentile in the market to drive job offers for new candidates or to create internal salary ranges for their jobs and employees.

Target Bonus % - for positions that have short-term incentive (STI) potential, the target bonus reflects the 50th percentile of Total Cash Compensation (TCC) that can be earned within the role.

---

### Important Considerations:

- Data represents participating organizations and incumbents using the leading Salary.com CompAnalyst tool which covers general population of roles and industries. As result, a more data was available for three of the four roles (Office Manager, Office Administrator, and Foreman) whereas Superintendent data sets meeting geographic & company size criteria were limited.
- In this category, the geographic data for the Southwest region could not be modified to exclude California. This factor results in a significantly higher range for the region.
- Total Cash Compensation and salary figures represent solely monetary rewards. Figures do not reflect total rewards - monetary rewards combined with benefits, professional development, or fringe benefits (ie, company vehicle).

## Office Administrator / Office Manager

### Office Administrator

Salary data collected below is listed by location and based on the following listed criteria. It reflects salary survey data of more than 300 companies and 9,999+ incumbents.

- Industry = Construction
- Company Size (revenue) = <\$5M / Company Size (headcount) = <25 employees

Location	Company Size	Base Percentile (000s)				TCC Percentile (000s)				Bonus Target %
		10th	50th	75th	Avg	25th	50th	75th	Avg	50th
US	<\$5M revenue	34.5	43.0	48.5	43.7	39.3	44.1	49.9	44.8	5.0
	<25 FTEs	34.7	43.2	48.8	44.0	39.6	44.4	50.3	45.1	5.0
State (AZ)	<\$5M revenue	31.0	38.6	43.6	39.3	35.4	39.7	44.9	40.3	5.0
	<25 FTEs	31.2	38.9	43.9	39.5	35.6	39.9	45.2	40.6	5.0
Region (SW)	<\$5M revenue	38.9	48.5	54.7	49.3	44.4	49.8	56.4	50.6	5.0
	<25 FTEs	39.2	48.8	55.1	49.6	44.7	50.1	56.8	50.9	5.0

### Office Manager

Salary data collected below is listed by location and based on the following listed criteria. It reflects salary survey data of more than 175 companies and 1,100+ incumbents.

- Industry = Construction
- Company Size (revenue) = <\$5M / Company Size (headcount) = <25 employees

Location	Company Size	Base Percentile (000s)				TCC Percentile (000s)				Bonus Target %
		10th	50th	75th	Avg	25th	50th	75th	Avg	50th
US	<\$5M revenue	53.1	69.4	79.2	70.6	63.2	72.6	84.1	74.4	11.5
	<25 FTEs	51.3	67.0	76.4	68.2	61.0	70.0	81.1	71.8	11.5
State (AZ)	<\$5M revenue	52.7	68.8	78.6	70.1	62.7	72.0	83.4	73.8	11.5
	<25 FTEs	50.9	66.4	75.8	67.6	60.5	69.5	80.5	71.2	11.5
Region (SW)	<\$5M revenue	55.8	72.8	83.1	74.1	66.3	76.1	88.2	78.1	11.5
	<25 FTEs	53.8	70.3	80.2	71.5	64.0	73.5	85.1	75.3	11.5

## Foreman / Superintendent

### Construction Foreman

Salary data collected below is listed by location and based on the following listed criteria. It reflects salary survey data of more than 30 companies and 1500 incumbents.

- Industry = Construction
- Company Size (revenue) = <\$5M / Company Size (headcount) = <25 employees

Location	Company Size	Base Percentile (000s)				TCC Percentile (000s)				Bonus Target %
		10th	50th	75th	Avg	25th	50th	75th	Avg	50th
US	<\$5M revenue	63.4	80.3	89.3	80.1	73.1	81.4	91.7	81.8	15.0
	<25 FTEs	62.6	79.2	88.1	79.1	72.2	80.3	90.5	80.7	15.0
State (AZ)	<\$5M revenue	62.9	79.6	88.6	79.5	72.5	80.8	91.0	81.1	15.0
	<25 FTEs	62.1	78.6	87.4	78.5	71.6	79.7	89.8	80.1	15.0
Region (SW)	<\$5M revenue	66.6	84.2	93.7	84.1	76.7	85.4	96.3	85.8	15.0
	<25 FTEs	65.7	83.1	92.5	83.0	75.7	84.3	95.0	84.7	15.0

### Construction Superintendent

Salary data collected below is listed by location and based on the following listed criteria. It reflects salary survey data of more than 5 companies and 150 incumbents.

- Industry = Construction
- Company Size (revenue) = <\$5M / Company Size (headcount) = <25 employees

Location	Company Size	Base Percentile (000s)				TCC Percentile (000s)				Bonus Target %
		10th	50th	75th	Avg	25th	50th	75th	Avg	50th
US	<\$5M revenue	48.8	106.8	119.2	100.1	74.3	111.4	128.1	104.0	N/A
	<25 FTEs	47.4	103.9	116.0	97.4	72.3	108.4	124.6	101.2	N/A
State (AZ)	<\$5M revenue	48.4	106.0	118.3	99.4	73.7	110.5	127.1	103.2	N/A
	<25 FTEs	47.1	103.1	115.1	96.7	71.7	107.5	123.7	100.4	N/A
Region (SW)	<\$5M revenue	51.0	111.8	124.8	104.8	77.8	116.6	134.1	108.9	N/A
	<25 FTEs	49.7	108.8	121.4	102.0	75.7	113.4	130.5	105.9	N/A