



Employees:  
350



Product:  
Insight



Industry:  
Agriculture



Region:  
Global

## The Challenge:

Managing packing facilities requires not just finding the right talent, but retaining it. Yet due to the pace of their growth, Mission hadn't had the opportunity to formalize its pay or bonus structure.

According to Tracy Malmos, Chief People Officer at Mission Produce, "From a basic perspective, there was no structure behind our compensation. Bonuses were paid out on a discretionary basis, which meant that if you'd been here for years, you didn't know why you received a certain amount, or even why it was higher or lower from one year to the next."

Employees across all departments had grown increasingly unhappy about pay issues, as evidenced by their responses on a recent annual engagement survey. "Compensation was the number one area people were upset about," said Malmos. "They didn't feel like the plan was clear, transparent, or fair. Employees didn't know whether they were being paid their market value. If we did give out a raise in absence of market information, employees were still dissatisfied, even if it was a nice raise."

## Why PayScale

Both employee frustration and feedback from Mission's very active board provided a strong impetus for change. Early in his tenure, Malmos was pulled aside by the chairman of the board. "He told me that formalizing Mission's compensation had to be a priority."

The HR team vetted several vendors prior to implementing PayScale. "We needed a vendor who could really help us and provide support, because this was truly a design from scratch," said Malmos. "We selected PayScale because of the high level of education and touch the company provides, from start to finish."

## Pain Points:

Rapid growth in competitive markets

Address gender pay equity

Empower HR team

## The Results:

### **Prepared for growth with a consistent compensation strategy**

As Mission grew, it became more challenging to get a big picture view of how positions across different functional areas compared. With PayScale, the company can now instantly see outliers and determine if there is underpayment or overpayment among employees in similar positions. “The biggest issue we faced in the last couple of years is we’re not a small group that sits around one table. We started to have employees that you would consider on the same ladder in a given functional area but at different pay scale and bonus level that had become problematic to manage,” said Tim Albers, chief financial officer at Mission. “With PayScale, we’re getting rid of both the inequity that was there and the finger pointing that went along with it.”

### **Increased ability to attract and retain the right talent**

PayScale enables Mission to more effectively recruit and retain talented, skilled employees. “We want to make sure we’re able to attract, grow, and retain the right people. How we compensate them is important. Finding out how to incentivize our employees maximizes our productivity, plain and simple,” said Albers. “With PayScale, we have better balance and validation that we’re in line with the market and we’re compensating employees fairly.”

### **Addressed gender pay inequity**

Mission’s previous lack of a formalized compensation plan made it challenging, if not impossible, to effectively ensure gender pay equity. “With PayScale, we’re now bringing everyone up to the minimum,” said Abarques. “The system has allowed us to address gender pay gaps and make it equitable for all employees.”

### **Developed HR team capacity without hiring new staff**

Most of Mission’s HR employees came from within the company, not from external HR-dedicated positions. “This process was new for team members,” said Malmos. “But through PayScale’s assistance, our team has blossomed and gained a lot of subject matter expertise. Yes, it’s helped the company, but it’s also helped us develop our internal HR talent.”

## About PayScale

Cloud software, crowdsourced data and unique algorithms power the world’s largest real-time database of rich salary profiles giving PayScale the unique ability to provide job seekers and employers alike immediate visibility into the right pay for any position. PayScale’s cloud compensation software is used by more than 3,000 customers including Bloomberg BNA, Cummins, Intercom, Clemson University and Signature HealthCARE.