

# Building bridges with managers while streamlining processes.

Tax Analysts Uses PayScale Crew to Help Eliminate Manual Compensation Work and Focus on Strategy



**Employees**  
200



**Product**  
PayScale Insight & Crew



**Industry**  
Nonprofit/Media



**Region**  
Mid Atlantic

## The Challenge:

Like many agile organizations today, Tax Analysts doesn't fit into any one category. As a nonprofit and a multimedia organization, Tax Analysts competes with large for-profit companies for the same talent, including journalists and tax lawyers. Yet in the past, the nonprofit's lack of a compensation strategy hampered their ability to attract the best and the brightest in these industries, while also creating tremendous administrative work for staff.

According to Colette Brooks, chief human resources officer at Tax Analysts, "In essence, we had a salary structure, but there was no philosophy around how or why we paid what we paid. We paid candidates what we needed to pay them to get them through the door. We were benchmarking our jobs based on nonprofits, as opposed to where we were getting our employees—law firms, accounting firms, and Fortune 200 companies."

Tax Analysts' attempt to ensure people in similar positions were treated fairly led to the compression of salaries, which in turn affected recruiting efforts. "Though our turnover is low, it was challenging to compete for top talent. With our managers, we only shared the range below them. They couldn't see ranges above them. Employees had no idea what it meant to be promoted from a compensation perspective or how to get there."

## Why PayScale

In Brooks' previous positions at large companies, she used enterprise systems designed to manage compensation for thousands of employees. At Tax Analysts, there wasn't the budget for that kind of system—yet the organization still needed to manage compensation strategically. "I had implemented PayScale at another organization," said Brooks. "It is a great option and has much of the same functionality as those enterprise systems, just on a smaller scale."

During implementation, Brooks and her team relied on PayScale to help them create a strong compensation foundation, including matching job descriptions to benchmarked data. "Having that support from PayScale was like a godsend."

Using PayScale Crew, the increase cycle was simplified by software. "I didn't want to have to learn how to use yet another new tool. I already had so much on my plate. But because our previous implementation experience was positive, I trusted PayScale," said Brooks. "Using Crew was amazing. It was the most organized way that we had ever done our increases in the history of the company. And the company has been around since 1970."

## The Results:



### Spent 28% less time on the increase and raise process.

Previously, a reliance on spreadsheets to sort out raises resulted in “a fantastic mess,” with Brooks delivering locked spreadsheets to managers only to have the files unlocked and changed. “Using Crew made a night and day difference between what we once had to do manually with spreadsheets,” said Brooks. “With PayScale Crew, the time it required to complete our increases and raises decreased by 28%.”

PayScale Crew also enabled Tax Analysts to create compensation statements. “We had tried to create statements using Excel spreadsheets and a download from our HRIS system. Now, for the first time—and thank you, Crew—we have compensation statements.”



### Enabled more strategic use of existing resources.

PayScale Crew doesn't just save time; it also saves resources through a more efficient use of people's knowledge and skills. “Unfortunately, I was performing tasks that could be done through automation, which wasn't a very valuable use of my time,” said Brooks. “With Crew, I can focus on strategy. And it's the strategy of compensation that affects the bottom line. This way of thinking is what helped

us better determine whether PayScale's compensation software was worth the nominal investment for the return.”



### Improved HR's credibility with managers.

Managers quickly adapted to Crew after discovering how it would simplify the entire increase process. “They finally understood why we were asking them to learn and use one more tool,” said Brooks. “Because of that, managers are more willing to listen to our recommendations when we ask them to make changes. They know we've done this (implemented Crew) to make their lives easier.”



### Increased the ability to compete for top talent in a competitive market.

The team is relying on PayScale Crew to help them navigate coming challenges in compensation management. “We're a multimedia company and a nonprofit. But we hire tax lawyers, who not only have a JD, but a masters in tax. The question is, how do you pay them for that sophisticated level of knowledge when you're not paying them a flat amount?” said Brooks. “PayScale helps us think more strategically about how we pay people, particularly when we're talking about knowledge workers and variable pay.”

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**Colette Brooks,**  
SPHR, HCS, SHRM-SCP,  
chief human resources officer,  
Tax Analysts

## About PayScale

Cloud software, big data and unique matching 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. Key capabilities include: creating structure, benchmarking, survey management, employee communication, analytics and trend reporting. In 2016, MarketPay became part of PayScale bringing its enterprise leading survey management solution to PayScale's suite of products. Our cloud compensation software is used by more than 5,000 customers including Bloomberg BNA, Verizon, Warby Parker, Dish Network and Signature HealthCARE.