

**The Walker Alliance  
Summary of 2009 Pay Challenges Survey**

<b>Questions</b>	<b>Number</b>	<b>Percent</b>
<b>Survey Response Summary</b>	Total Started Survey:	<b>61</b>
	Total Completed Survey:	<b>61</b> <b>100.00%</b>
Industry Breakout:	Manufacturing	20      32.79%
	Services/Finance	23      37.70%
	Healthcare	12      19.67%

<b>1. Has your company eliminated the merit pay budget for 2009? Choose only one answer.</b>		
	<b>Number</b>	<b>Percent</b>
	answered question	61      100.00%
	skipped question	0      0.00%
Yes		25      40.98%
No (go to Question #3)		28      45.90%
Still Considering		8      13.11%

<b>2. If you answered "Yes" for the last question, which employee groups will not receive merit increases? Choose all that apply.</b>		
	<b>Number</b>	<b>Percent</b>
	answered question	25      40.98%
	skipped question	36      59.02%
All Employees		17      68.00%
Executives & Managers Only		6      24.00%
All Non-management Exempt Employees		6      24.00%
All Non-exempt Employees		3      12.00%
All Hourly Employees		0      0.00%
Comments: (See attached verbatim comments for details)		12 Comments

<b>3. Have you changed the timing of merit increases for 2009?</b>		
	<b>Number</b>	<b>Percent</b>
	answered question	53      86.89%
	skipped question	8      13.11%
Yes (Please Explain)		7      13.21%
No		39      73.58%
Still Considering		7      13.21%
Please explain any changes to timing (see attached explanations).		19 Comments

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**4. Has your company reduced the merit budget pool from the originally budgeted amount? Choose only one answer.**

	<u>Number</u>	<u>Percent</u>
answered question	54	88.52%
skipped question	7	11.48%
Yes	34	62.96%
No (Go to Question #6)	10	18.52%
Still Considering	10	18.52%

**5. If you answered "Yes" to question #4, what average percent increase is the new budget based on? Choose only one answer.**

	<u>Number</u>	<u>Percent</u>
answered question	38	62.30%
skipped question	23	37.70%
1-2%	9	23.68%
2-3%	17	44.74%
3-4%	3	7.89%
More than 4%	0	0.00%
Other (please specify); see attached comments	9	23.68%

**6. Many companies are still seeking creative ideas such as delayed merit increases or unpaid days off to: 1) reduce costs without layoffs, 2) recognize top performance, 3) retain key talent, and 4) make the best use of available pay/recognition dollars. What ideas have you heard, are you considering or have you implemented that you would like to share with other HR colleagues?**

	<u>Number</u>	<u>Percent</u>
answered question	39	63.93%
skipped question	22	36.07%
View attached verbatim comments and ideas	39 Comments	