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If any one, or a combination of, the following statistics is met, a benchmark review can be requested to address any concerns around the benchmark: A job requisition is open for longer than 100 days A minimum of 4 qualified candidates reject an offer extended by GitLab, or withdraw from the hiring process, due to a reason of compensation for an open requisition Non qualified candidates who do not move forward in the hiring process, would not count towards this minimum as this would not be a reason of compensation, but more about competency or other qualifying reasons. You can use the calculator to determine the overall Total Rewards Package Offered by GitLab (Cash + Equity + Benefits). Diversity, Inclusion & Belonging - People with the same attributes should earn the same. The following structure is used: Radford Code to be used as job code. Each new job family will be assigned a job code and evaluated through the same process as for existing role. The Department Head would escalate the business case for approval to the EGroup Leader after approval from the Total Rewards and FP&A team. We use a Compensation Calculator because it helps us align compensation to our values: Transparency - The calculator is open to GitLab team members and candidates in the pipeline. Robert Half: For US and Canada, Robert Half has a layer differential information based on each geo area. This rounding practice applies to future compensation changes from July 2020 onwards. Significant data is defined as 10 rows of qualified candidates. If the location of a metropolitan area is higher than the regional minimum, the metropolitan area's location factor is used for the calculation. If you are an internal GitLab team member or external to GitLab: If you prefer to remain anonymous: Rounding Best Practice Previously, our compensation calculator and processes (percentage changes from compensation review, relocations, currency fluctuations, etc.) produced numbers that were exact, sometimes down to the dollar and cents. In reviewing the data set, determine if a new geo area needs to be added to the list. The compensation of executives and anyone on a quota is not set with the calculator. Add in the Radford and Comptryx Job Code. We only use crowd sourced data (Paysa, Payscale, etc) when we no survey data is available. You should be able to calculate your compensation in case you know or made an assumption about your level. Job Grades can also provide an alternative path to finding the current number of options offered without having to fill out the compensation calculator. Internal team members can also use the following spreadsheet by making a copy and adding in your specific information to calculate the GitLab Total Rewards annual amount. Government policy announcements related to a specific business sector. For example, if there is a stock option update, this mapping can act as a reference to update the compensation calculator for the various roles to ensure alignment. If it is not warranted, the Total Rewards team will go back to the hiring manager and PBP to discuss further. Add a comment with the rationale for the adjustment. The Recruitment Declines and Withdrawals template is compiled with at least 10 rows of significant/qualified candidate data, including equity information. Example would be Field Marketing Manager. Reporting a Discrepancy As with all things at GitLab, the compensation calculator is a constant work in progress. Where there is a variable component offered, GitLab runs the benchmark evaluation off of Total Target Case (TTC). Generate a formula to look up the proper survey data from both Radford and Comptryx at the 50th and 75th percentile. Based on a simple formula. The Total Rewards team will use their best judgement in determining the input per location based on our Compensation Principles. Disclaimer The compensation calculator is a tool to assist the Total Rewards team in determining a compensation package for new and existing team members. Calculating Location Factors GitLab will gather and analyze the data for each location factor annually as part of annual compensation review. Similarly, if there is no additional box for Metro Area after selecting a State/Province, this state or province has the same location factor regardless of the city you live in. The Total Rewards team should ensure that the request is not for a role that already exists and has a benchmark. Use the calculator We source some of the information the calculator is based upon, including the San Francisco benchmark and location factors, from 3rd party, non-public sources. Level Factor Level Factor is currently defined as: Junior: 0.8 x ic_ttc Intermediate: 1.0 x ic_ttc Senior: 1.2 x ic_ttc Staff/Manager: 1.0 x manager_ttc Senior Manager: 1.2 x manager_ttc Director: 1.0 x director_ttc Senior Director: 1.0 x seniordirector_ttc The nomenclature can be adjusted for each job family to ensure the appropriate level to select is clear. Please see the following for a full summary of the benchmark review process. The recruitment team member should compile significant data in the Recruitment Declines and Withdrawals Template for a specific job and conclude that a benchmark review is needed due to recruiting challenges related to compensation reasons/expectations. Select your Province or State (if applicable). Evidence of leading indicators of increased compensation, for example: Increased recruiter reachouts to a specific department or role. Results - The Compensation Calculator helps us focus on our outputs rather than spending unnecessary time talking about and negotiating money. People with the same attributes should earn the same. Evaluate any impact to the current team if this benchmark change is done outside of annual compensation review. Based on these variants in comp data we will look at the relevant comp data for each role and use the median for the benchmark. Be able to calculate compensation for most of our offers without involving a compensation specialist. After receiving Department Head approval, the hiring manager should send an email to the Total Rewards team (total-rewards@gitlab.com) and copy the PBP, with the Recruitment Declines and Withdrawals file, along with the business case, confirmation of Department Head approval, and proposed compensation of adjustment. If not, there are no additional boxes for State/Province and/or Metro Area for the country you select, this country has the same location factor regardless of the city you live in. Benchmark Evaluation for Existing Roles Benchmarks are evaluated annually as part of the Annual Compensation Review process. The Hiring Manager should discuss the results to the Department Head, ensuring approval to move forward with the final recommendation. For example: Backend Engineer = 5163 Senior Backend Engineer = 5164 Distribution Engineer = 5163A Senior Distribution Engineer = 5164A All current job codes can be found by the Total Rewards team in the "Job Codes" google sheet on the Final Job Code Tab. GitLab Job Grades GitLab job grades aid in mapping a role for internal equity with respect to cash and equity. Evaluate the percent change. If there is no job code, GitLab will generate a four digit unique job code starting with "N". As a first iteration GitLab will use the job codes Radford has outlined. Data Gathering ERI: Review the Cost of Market Analysis of each Geo Area to San Francisco at the 100,000, 125,000, and 150,000 salary rate. The Total Rewards team is pinged on the merge request for a compensation review to start the process. Total Rewards will coordinate with FP&A and the department leader to draft a business case to be presented to the egroup leader. Data Analysis For geographical areas: Take the average of all non-metro data to determine the location factor for the geographical area. Applicants will be given credentials and will be able access the calculator themselves as well, during the application process. Normalize this data as a fraction of SF. Geographical Areas The location factor depends on your geographical area. Comptryx: Pull a report from Comptryx with all job families in SF as well as each location available in Comptryx to evaluate the differential to market. Team members can access the calculator at any time with their GitLab credentials. This filters out all areas outside of your country. For hiring managers and recruiters, they simply use the Compensation Calculator for the roles they're hiring for rather than having multiple approval levels and conversations. Propose an updated benchmark taking the maximum of the 50th percentile median or the current benchmark. We reserve the right to change the calculator at any point in time. Location factor Introduction Location Factor is calculated using multiple data sources to conduct a market analysis of compensation rates globally: Economic Research Institute (ERI), Numbeo, Comptryx, Radford, Robert Half, and Dice. Summary of the process: Once data has been collected, the Total Rewards team will review the compensation expectations. This is not a cost of living analysis, but instead a cost of market evaluation compared to San Francisco. The hiring manager/team should include the PBP and Department Head (Director/VP), and other People Group team members as appropriate, in a discussion to obtain initial approval by Department Head for benchmark review to ensure a willingness to make budget trade offs if a benchmark review results in a recommendation for a higher adjustment. We would still want to collect this data as an input for a compensation analysis on candidate expectations. SF Benchmark Introduction SF benchmark is the team member compensation at a compa ratio of 1.0 at or above market for the role in San Francisco, which we determine using various sources of survey data: Radford, Comptryx, AdvancedHR. Each job family and level must have a unique job code. They simply need to enter the individual inputs on the Compensation Calculator and it comes up with a band consistent with the individual's circumstance - where they live, level, currency, etc. Job Grades: Note: This table excludes Enterprise Sales, Commercial Sales, Channel Sales, and Sales Development. For example: ic_ttc: compensation: 100000 percentage_variable: 0 from_base: true manager_ttc: compensation: 140000 percentage_variable: 0 from_base: true director_ttc: compensation: 180000 percentage_variable: 0.15 from_base: true senior_director_ttc: compensation: 220000 percentage_variable: 0.15 from_base: true Note: Where there is no variable component offered (ICs and Managers) GitLab runs the benchmark evaluation off of base salary only. The Total Rewards team will review the email and perform an analysis of the benchmark in question if it is agreed that a review is warranted. Analyze the output based on geo areas to adjust location factors where needed. Grading can be seen in the table below. Engagement Survey Results. Specifically, the GitLab compensation calculator has a 40% spread (+/- 20% from the median). As a natural extension of the Compensation Principles and our commitment to transparency, sharing, efficiency, directness, and boring solutions (see our values) we developed a Compensation Calculator. Grade Management Individual Contributor 15 CEO 14 EVP/CXO 12 VP Fellow 11 Senior Director Senior Distinguished 10 Director Distinguished 9.5 Manager, Product Principal Product Manager 9 Senior Manager Principal Senior Product Manager 8 Manager Staff Product Manager Consultant 7 Senior 6 Intermediate 5 Junior 4 Intern Dual career tracks can be added to each job family (regardless of division) when supported by data. Benchmark Evaluation Benchmark Types Benchmarks are determined based on the following types: Individual Contributor (IC), Manager, Director, Senior Director. The Compensation Calculator reduces unconscious bias or giving higher pay to individuals who can negotiate better. As a result, the full compensation calculator application itself cannot be made completely public. To analyze benchmarks: Use the job code as the unique identifier to match all data. Benchmark Adjustment As stated in competitive rate we want to recruit and retain people who meet our requirements. The information from the calculator should only be shared with those who have access (GitLab team members and candidates). For metro areas, take the maximum of: the average of all data sources rounded to the nearest 0.01 OR the current location factor or geographic area (so as to not reduce location factors). Dice: Using the Results from the Dice Tech Salary Report, take the differential of the geo area to SF. Compensation Benchmarking is the process of using internal job descriptions to match salary survey jobs in order to identify the external survey data for each benchmark positions. It is important to ensure when we discuss compensation we have an idea of the candidate's expectations of total rewards which is inclusive of cash and equity for compensation. On this page, we explain the different factors that make up our Compensation Calculator and its alignment to GitLab's values and Compensation Principles. The results of the calculator are not binding. The Total Rewards team will update the Compensation Calculator and all other appropriate documentation If applicable, team members are notified of a pay adjustment and related information. That it is as close to a competitive rate as possible given the other constraints. The Total Rewards team will summarize and review the results of the benchmark review with the hiring manager and PBP, and propose a recommendation and next steps for the benchmark adjustment, including reaching out to Finance for budgetary impact. New Benchmark Whenever a new role is established, a new benchmark must also be determined. If there is a duplicate Radford code, the job code in BambooHR will have a letter behind to differentiate (A, B, C, etc). Efficient - There's no need to have multiple back-and-forth conversations between team members, managers, recruiters and the Total Rewards team. Reasons why the formula may be adjusted: Not enough number of data points for the output to be statistically relevant Adjusted to align with other metros in geo When analyzing: Focus on where we are having troubles talent acquisition, retaining, or have a smaller population of team members as these can be data we have sourced, we provide information regarding the type of data we use to build the calculator and how that information helps us build as complete and accurate of a calculator as possible. Take the average of all three data points. The adjustment for paying local rates should be the same if you are in the same location. Job Codes To automate the process of pulling survey data from Comptryx and Radford to review benchmarks, GitLab has mapped each job title with a corresponding job code. To review the Compensation Benchmark process please refer to the New Roles Creation. The business case would include: A google sheet with market data, candidate expectations, and impact to the current team. A google doc outlining the problem statement, what the department has already tried, and an overall proposal which clarifies the budgetary impact. Sales/Sales Development: Grade Management Individual Contributor 15 CEO 14 EVP/CXO 12 VP 11 Senior Director 10 Director 9.5 9 Manager (Sales) Senior Manager (Sales) 8 Manager (Demand Generation) Enterprise 7 Mid Market 6 SMB/SDR Lead & Acceleration 5 Analyst/ SDR Customer Success: Grade Management Individual Contributor 15 CEO 14 EVP/CXO 12 VP Fellow 11 Senior Director 10 Director Distinguished 9 Senior Manager Manager Principal Staff 8 7 Senior 6 Intermediate 5 Junior 4 Intern Compa Ratio Compa Ratio is a term used internally in the Total Rewards team to evaluate Pay Equality. To determine geographical areas as it relates to compensation, we looked at what the United Nations outlines globally: Americas/LATAM: US: Central US: Mid Atlantic US: South Atlantic US: Mountain US: New England US: Pacific Canada Central America South America Caribbean EMEA: Eastern Europe United Kingdom Northern Europe Southern Europe Western Europe Middle Africa Northern Africa Eastern Africa Southern Africa Western Africa APAC: Central Asia Eastern Asia Northwestern Asia South-eastern Asia Southern Asia Southwestern Asia New Zealand Australia To determine your area: Select the country you live in. There are a few options for reporting a discrepancy if you find the calculator isn't outputting data that is true to market. After approval from the EGroup Leader, the Department Head and PBP review and prepare adjustments and communications. Benchmarks can also be adjusted as needed throughout the year. Outline whether the role is Base or TTC (Total Target Cash) to pull data accordingly. Collaboration - Allows for team members to review the Compensation Calculator and have the Total Rewards team iterate based on the data and feedback we get from the team. Written correspondence through a contract or letter of adjustment specify all official compensation changes. This means that at the time of hiring, candidates don't have to blindly negotiate compensation. The recruitment team member should discuss challenges and concerns with the hiring team and/or manager and agree that a benchmark review is necessary. If your country is not listed, reach out to total-rewards@domain to gather relevant data. If insufficient non-metro data is available, use all available data and deflate for metros. The Total Rewards team will add an entry for each type listed within the job family. Goals of the Compensation Calculator The goals of the calculator are: Calculate compensation for 200+ regions all over the world. During this review, we will look at survey data and candidate expectations (specifically declines due to compensation) to recommend an adjustment to our SF benchmark and target percentile for the role. Select your Metro Area if you live within a commutable one hour and forty-five minutes of a city listed. A voluntary departure rate of 12% or more by current GitLab team members in any given department due to the reason of compensation. Though they have the same "title" the role, scope and salaries for these roles are very different. Generate a merge request to update the benchmark in the relevant data file and assign to the executive of the group for approval. To make the numbers more digestible, we are implementing a practice to round up compensation in the local currency to the nearest hundredth. Refer to Total Rewards team or the Compensation Calculator to see what the likely impact will be. We will also iterate on location factors as needed throughout the year. Compensation data can fluctuate from very high salary data to very low salary data for roles that have the same or similar job titles.