Are your wages and salaries still competitive? The 2016-2017 Gallagher Flynn Salary Survey is accepting data – Half price this summer!

With the labor market so tight, do you know if your wages and salaries are still competitive? In a national survey, 34% of HR Managers thought that their organization’s salary structure was not competitive. Don’t be one of that group; be sure with the Gallagher Flynn Salary Survey, which is now accepting data. Simply go to www.galagherflynnsalarysurvey.com and follow the directions for entering your data.

Many companies depend on the Gallagher Flynn Salary Survey to provide accurate local wage and salary data. The survey includes:

- Data specific to Vermont and New Hampshire on 150+ jobs
- Several new marketing positions this year
- The most current compensation data you can find
- 24/7 access (but only to survey participants)
- The only data you will find on expected pay increases by local companies in 2017
- All of the data for a very low price, and that is cut in half for this summer.

Get your data into the survey by August 31 so that you will have the most current local wage and salary information available to you in September.

Please call or email Frank Sadowski with any questions, fsadowski@gfc.com or 802-651-7216.

In a recent SHRM survey that had about 650 responses, we saw the following:

**Structuring Time Off**

- Companies that use PTO Banks: 43%
- Companies that use traditional separate vacation, sick, and personal days: 52%
- Companies that have a “take the time you need” policy, make up some of the rest (< 5%).

**Paid Parental Leave**

- Companies that offer only unpaid leave as mandated by FMLA: 82%
- Companies that offer paid leave: 18%

Among those who offer paid parental leave:

- 54% offer less than 6 weeks
- 16% offer 6 weeks
- 16% offer 12 weeks

44% of those who provide paid parental leave require a tenure of 12 months or more before an employee can use the benefit.
What’s the Purpose of Business?

What is the purpose of business? Milton Friedman and others have argued that the only purpose of business is to maximize shareholder value. That’s the predominant view in most larger companies, though there is quite a range of interpretations about what that means in practice, often depending on how short-term or long-term the leadership’s outlook is.

In response to the perceived shortcomings of Friedman’s theories as practiced, the idea of “corporate social responsibility” (CSR) emerged. Arguing that business needs to take responsibility for the impact of its actions, CSR broadens the company’s purpose to focus on the “triple bottom line” of “people, profits, and planet.” The legal framework of B corporations is meant to support companies that want to focus on this broader set of goals.

Some companies have taken this concept further, adding a “larger” purpose or social mission to their triple bottom line. Seventh Generation’s mission statement is an example: “To inspire a consumer revolution that nurtures the health of the next seven generations.” The Conscious Capitalism movement argues that to be a great company, a business must have a larger “purpose beyond profit” to help create meaning for its employees.

Recently, I came across a view of the purpose of business that rejects Friedman’s view of business from a very different perspective. Why Business Matters to God (And What Still Needs to Be Fixed) by Jeff Van Duzer, the dean of the School of Business and Economics at Seattle Pacific University, explores the purpose of business from a Protestant Christian perspective. Duzer argues that while companies must make a profit to exist, that is not an appropriate purpose. For him, the purpose of business is: (1) to provide the community with goods and services that will enable it (the community) to flourish; and (2) to provide opportunities for meaningful work that will allow their employees to express their creativity.

He then adds an interesting caveat: given the reality that any singular purpose can be taken too far, these purposes are constrained by one concept: sustainability. For employees, Duzer argues that sustainability must mean at least the following: that they be treated as having intrinsic value and are not just seen as a means of production; that their privacy be protected; that their working conditions are not dangerous or demeaning; that they have the opportunity to rest in the rhythm of the week (so 24/7 availability is not demanded); and that employees are paid a living wage. “It is not sustainable for a business to use up all of the productive capacity of a person and not give him or her an amount sufficient to live on in return.” Suppliers, customers, and community need to be treated in a sustainable way as well.

Many of these ideas overlap with CSR and Corporate Consciousness approaches to business purpose, but I find the clarity about flourishing communities and creative employees to be refreshing. There is no need to argue about which approach is better, however. The important questions include these: What is the purpose of your business? What are you trying to accomplish? These alternative formulations of business purpose tell us we have choices about our business goals and practices.

- Frank Sadowski