

Professional Qualifications of:

Michael A. Umphres

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Brentwood, TN 37027

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PROFESSIONAL EXPERIENCE:

Compensation Advantage Brentwood, TN 1994 - Present
Principal of Employee Compensation Consulting Firm.

Sample of projects to date include:

- Incentive plans for professional services organization,
- Sales incentive plans for specialty sales organizations of privately held corporation,
- Executive compensation assessment for international non-profit.
- Market price water utility district jobs using market data and regional utility district salary structures.
- Development of market priced compensation program for 90 employee not-for-profit Health Services organization.
- Developed sales and business bonus programs for multi-location professional services organization.
- Developed sales incentive program 100 plus retail store organization.
- Developed sales incentive program for software development company.
- Developed performance management program for international engineering services firm.
- Completed market analysis and developed Broadband compensation structure salary ranges for:
 - US Division of International Natural Resources Corporation
 - Legal services corporation
 - Private University (2)
 - National Retail Corporation (3)
 - 11 County Private Industry Council
 - Regional Professional Services firm (3)
 - Regional operations of Health Care Management firms (3)

Right Management Brentwood, TN 1996 – 2010
Adjunct
Presentation of transition workshops across Tennessee

Northern Telecom, Inc. Nashville, TN 1989 - 1994

Senior Advisor Global Sales Compensation 1993 - 1994

Provide consultative services to local HR & Line Management in development of:

- Base Salary Ranges using local market data
- Skill Based Pay Programs
- Sales Incentive Programs
- Application of Broadbanding pay programs within Sales organization

Senior Mgr. US Compensation 1989 - 1992
Manage base compensation programs in US.

- Administer Executive Bonus Program; Developed administrative process to simplify workflow
- Administer Salary Planning process; Provided strategic input to development of automated planning system
- Market assessment of base pay programs; Increased number of positions matched to surveys
- Task force Leader responsible for development and implementation of new compensation programs supporting Broadbanded compensation Structure

Professional Qualifications of: **Michael A. Umphres** (continued)

Citicorp Diners Club Chicago, IL 1987 - 1989

Director Compensation and Benefits

Head of Compensation and Benefits unit for autonomous division of 1330 employees.

- Restructure Sales Incentive Plans for US Sales Force
- Develop framework for use of motivational/variable compensation programs
- Develop and Implement Service Award and EAP Programs
- Increase HR service levels while reducing staff by 20%

Baxter Travenol Laboratories, Inc. Deerfield, IL 1978 - 1987

Director Compensation and Benefits 1986 - 1987

Parenterals Division (8,000 employees)

- Development of new flex benefit program for post-merger company
- Implemented Hay Position Evaluation across all exempt positions

Manager Compensation and Benefits 1983 - 1986

Round Lake, IL, Engineering & Pilot Mfg. Center

- Develop, implement and administer Technical Career Ladder
- Develop and implement Compensation Guide for Managers
- Re-design Benefit claim processes, reducing processing time and cost

Section Manager Corporate Compensation Administration 1982 - 1983

Deerfield, IL, Headquarters

- Re-Engineer corporate merit review process and systems
- Project managed implementation of Position Analysis Questionnaire (PAQ) evaluation process in two domestic and six mfg. locations in Puerto Rico
- Led Joint Venture with other Manufacturing companies to establish Puerto Rico Exempt Salary Survey

Compensation Analyst, Corporate Compensation 1980 - 1982

Deerfield, IL, Headquarters

Senior Recruiter, Development Engineering 1978 - 1980

Round Lake, IL, Engineering & Pilot Mfg. Center

Rust-o-Leum Corporation Evanston, IL 1975 - 1978

Personnel Assistant

A.C. Nielsen Company Fond du Lac, WI 1972 - 1975

Production/Personnel Supervisor

Education:

WorldatWork Certified, CCP - 1982, 1987, 1991, 1997, 2001, 2005, & 2009

B.S. San Diego State University - Botany

A.A. Palomar Junior College - Business

Client List
Compensation Advantage
Mike Umphres
Principal
615-370-3280

Abt Associates Inc	Little Planet
AdTEAM Accounts Payable	MedikMark, Inc.
Alamosa PCS	MedSolutions
American HomePatient	Metropolitan Nashville General Hospital
American Racing	National Renal Alliance
American Retirement Corp	Noranda Aluminum, Inc
Anderson College	Nortel, Inc
ANZ Banking Group, Ltd.	Northern Telecom Canada Ltd
ARC	Orchid International, Inc.
Barge Waggoner, Sumner, & Cannon	Outlook Nashville
Belmont University	Pen Holdings, Inc.
Bridgestone Industrial Products	Perot Systems Corporation
BTi	Phillips Metals
Care Products, Inc.	Phoenix USA
Cedar Chemical	PhyCor, Inc.
Centex Construction Company	Progeny Marketing Innovations
Centex Construction Group	Propulsys, Inc.
Centex Rodgers, Inc.	Renal Care Group
Century II Staffing	Renal Advantage, Inc.
Champion Technologies	Renex Corporation
CIAC	Rochelle Center
CoLinx, Inc.	Sabre Defence
Community Health Systems, Inc.	SCSG
CounselonCall	Sears Home Services Group
Ecolabs, Inc.	Spheris, Inc.
Family & Children Services	SunTrust Banks, Inc.
Fluor Daniel - Power Systems	Surgis, Inc.
Forba Dental Management	Symbion, Inc.
Garden Ridge Pottery	Synaxis Group
Gresham Smith Partners	Tennessee Assoc of Business
HealthCare Realty Trust	Tennessee Lottery Corporation
Hendersonville Utility District	Tennessee Telecommunications Association
HMS	Tractor Supply Company
Impact Centers	Tridon
Ingram Distribution Holdings	Vialog Group Communications
Ingram Entertainment, Inc.	WilTel Communications, LLC
Johnson Johnson Crabtree	WorkForce Essentials
Kroger Food Stores	World Associates
Lee Company	

Lead Consultant on Nashville Area Compensation Survey 1999 through current