

Profile of: **Michael A. Umphres**  
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## PROFESSIONAL EXPERIENCE:

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

Sample of projects to date include:

- Development of market priced compensation program for 90 employee not-for-profit Health Services organization.
- Developed job descriptions, evaluation process, performance management program, and Broadband base compensation structure for 15-store and 400-store retail corporations.
- Led financial services corporation review of Broadbanding and the development of their consolidated compensation structure.
- Conducted multiple salary and program assessment surveys for multiple corporations.
- Participated in national salary surveys for and led annual development of base compensation structure change recommendations for international high technology and retail corporations.
- 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
  - Private University
  - National Retail Corporation
  - 11 County Private Industry Council
  - Regional operations of Health Care Management firms

**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

**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

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  
AdTEAM Accounts Payable  
Alamosa PCS  
**American HomePatient**  
American Racing  
American Retirement Corp  
Anderson College  
ANZ Banking Group, Ltd.  
ARC  
Belmont University  
BTi  
Care Products, Inc.  
Cedar Chemical  
Centex Construction Company  
Centex Construction Group  
Centex Rodgers, Inc.  
Century II Staffing  
Champion Technologies  
CIAC  
**CitiBank Diner's Club**  
CoLinx, Inc.  
**Community Health Systems, Inc.**  
**Ecolabs, Inc.**  
Family & Children Services  
Forba, Inc.  
Fluor Daniel - Power Systems  
Garden Ridge Pottery  
HealthCare Realty Trust  
HMS  
Impact Centers  
Ingram Distribution Holdings  
Johnson Johnson Crabtree  
Kroger Food Stores  
Lee Company  
**Little Planet**  
Max Arnold & Sons  
MedikMark, Inc.  
Metropolitan Nashville General Hospital

National Renal Alliance  
Noranda Aluminum, Inc  
**Nortel, Inc**  
Northern Telecom Canada Ltd  
Orchid International, Inc.  
Outlook Nashville  
Pen Holdings, Inc.  
Perot Systems Corporation  
Phillips Metals  
Phoenix USA  
PhyCor, Inc.  
  
Greeley Medical Clinic  
South Bend Clinic  
Toledo Clinic, Inc.  
  
Progeny Marketing Innovations  
Propulsys, Inc.  
Renal Care Group  
Renal Advantage, Inc.  
Renex Corporation  
Rochelle Center  
Sabre Defence Industries  
**Sears Home Services Group**  
Specialty Care Services Group  
**Spheris, Inc.**  
SunTrust Banks, Inc.  
Surgis, Inc.  
Symbion, Inc.  
Synaxis Group  
Tennessee Assoc of Business  
Tennessee Lottery Corporation  
Tennessee Telecommunications Association  
Tractor Supply Company  
**TRC InfoTeck**  
Tridon  
Vialog Group Communications  
Vidoe Gaming Technologies, Inc.  
**WiTel Communications, LLC**  
WorkForce Essentials  
World Associates