



Parking Industry Hiring Guide And Compensation Report



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Chapter 1: The Difference Between Talent Acquisition & Executive Search.



Introduction



This eBook will guide you in the executive hiring process and provide a comprehensive understanding of compensation across various positions within the parking industry. Within this guide we will explore the following subjects:

1. The Difference Between Talent Acquisition And Executive Search / Recruitment
2. Social Media
3. Technology
4. The Candidate Experience
5. The Executive Recruitment Process
6. The First 100 Days
7. Compensation Data

Within the world of talent acquisition and recruitment there are specific times when hiring an employee on your own is more beneficial and cost effective. Letting your in-house talent

acquisition team hire and onboard employees from entry to junior level positions is the best way to leverage this internal function. When it comes to more strategic individual contributor or senior level executive placements at the Director level and above, it is often best to enlist the help of an external executive recruiter for a number of reasons including:

- Broader access to talent in the market
- Specialization
- Building Transparency Through an Objective Process
- Trusted Advisor and Candidate Advocate

Broader Access To Talent In The Market.

An external executive recruiter will have broader access to more talent within the marketplace than your immediate in-house team. In most cases an external executive recruiter or search consultant will have deeper access to passive talent instead of active talent.

Active Talent: Active talent are candidates who are unemployed or are actively looking for roles and applying for jobs. Most of the time this is the type of talent that in-house teams have access to. While active talent expands the talent pool considerably in the recruitment process - active talent isn't always the best fit or the most qualified talent in the marketplace, especially for employers in niche industries such as parking. Active talent pools are useful for filling entry to junior level roles. This is because many skills and cultural norms can be taught or learned at this level, and there is lower risk associated with hiring for these positions. However, finding the best fit talent for strategic roles or at the senior executive level is critical, and this type of talent is often found in passive talent / candidate pools.

Passive Talent: Passive talent are the all-stars in the talent pool. These candidates are gainfully employed and not actively looking or applying for jobs. This type of talent is much harder to identify

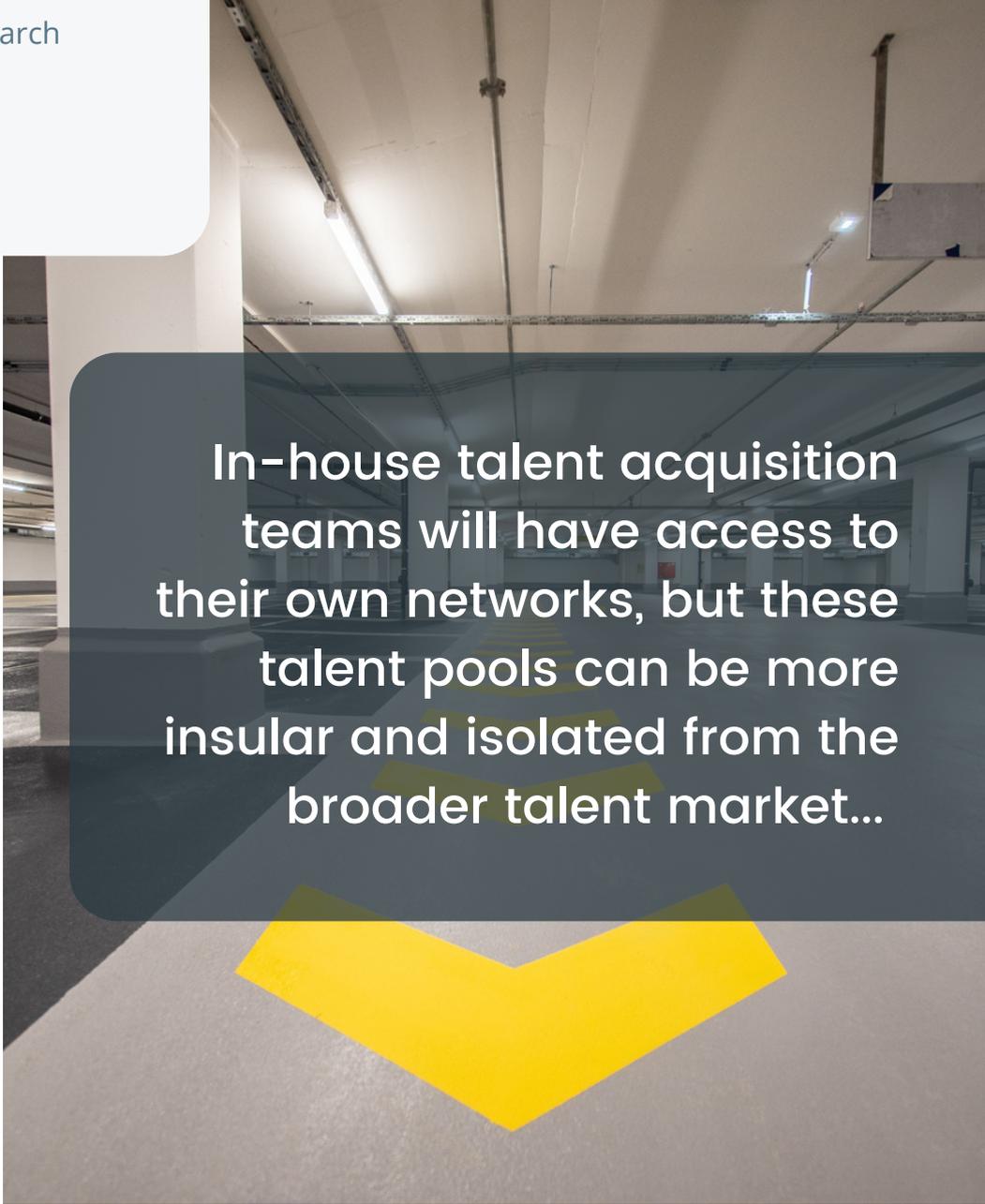


and reach when looking to recruit for a senior level position. This type of talent is highly sought after because they are highly skilled, invested in their team or work and are often higher quality than active talent. Passive talent is the type of talent you should be targeting for hires that are key to your organization's success.. An external executive search consultant will already have relationships built with passive talent in your industry and can easily begin a conversation with them to gauge their interest and availability.

Specialization

Specialization comes from years and years of experience building relationships with industry experts and professionals. Search firms and executive recruiters are able to leverage and deliver these relationships when a company is looking to make a strategic or senior executive level hire. Your in-house talent acquisition team will have access to their own networks, but these talent pools can be more insular and isolated from the broader talent market. In addition to having broader access to talent, a search firm or executive recruiter will typically specialize in a niche industry or sector. A specialized search consultant understands and knows:

- Your business
- Your culture
- The best fit talent
- Leadership styles
- Organizational structure
- Customer or user base
- Where to find the best fit passive talent



In-house talent acquisition teams will have access to their own networks, but these talent pools can be more insular and isolated from the broader talent market...

Building Transparency Through An Objective Process.

When making a strategic or senior executive hire, the hiring process will be much different than that of an entry or junior level role. You will be speaking with and interviewing candidates who have been experts in your industry for 10+ years and their time is valuable. Candidates appreciate transparency and efficiency in the search and recruitment process.

This means interviewers must show up to interviews on-time and prepared, ask the right questions, be considerate of a candidate's time and more. All of these little details can greatly impact a candidate's perception of you and your organization. Sometimes when a candidate is in the interviewing process and working directly with an in-house talent acquisition team recruiter, they may be skeptical of the process.

Working with an external executive search firm or executive recruiter can add more objectivity to the hiring process, since a search firm will have both the candidate and company's best interests at heart. This will create a seemingly more fair process to the candidate, as they are not working directly with the company itself.

Reasons Why A Candidate May Not Trust Working With An In-House Recruiter.



Poor candidate experience in the past



Perceived bias against them favoring an internal candidate



Poor communication



An overly complicated interviewing process

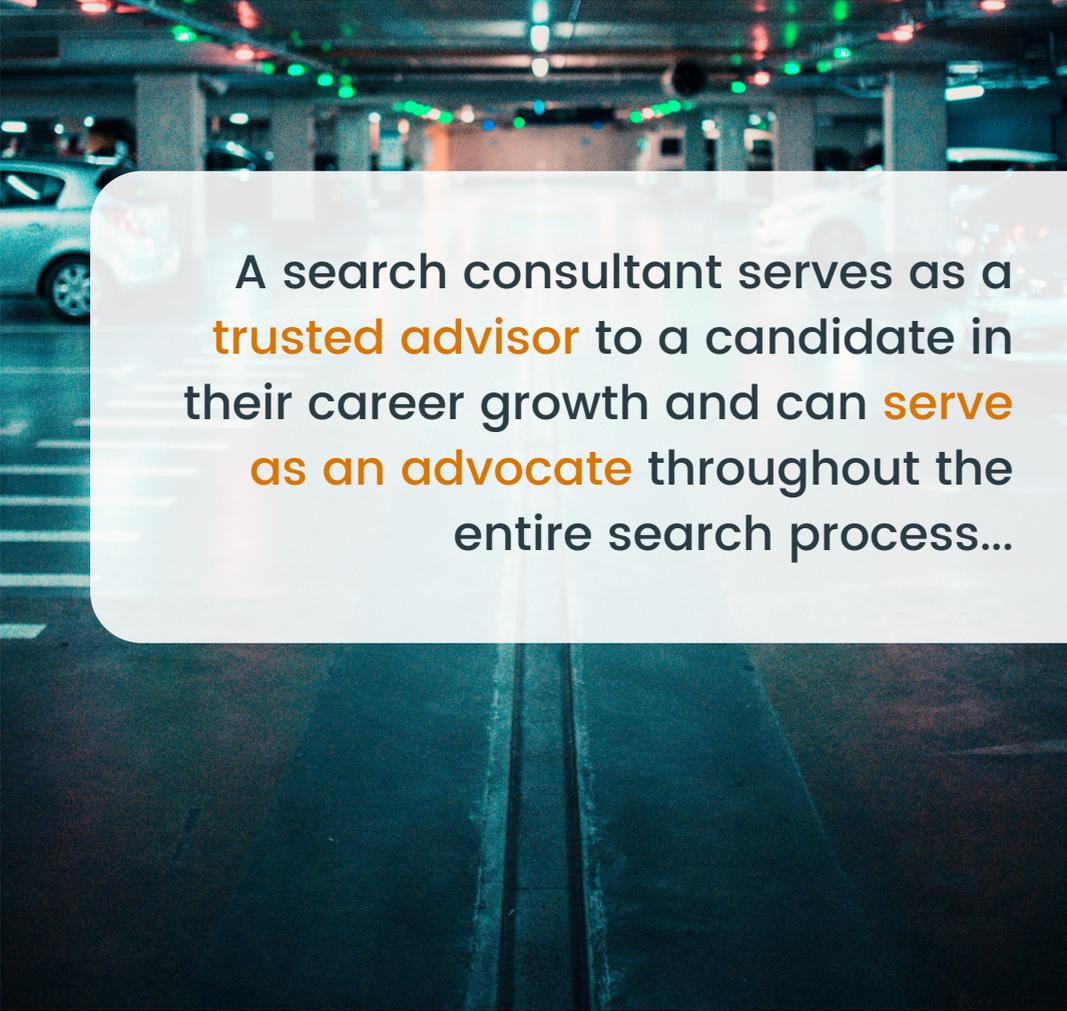


Unfair representation throughout the recruitment cycle

Trusted Advisor & Candidate Advocate

In many cases when hiring for a strategic or senior level executive position it is best to assign one individual point of contact that will remain with the candidate for the entire journey of the hiring cycle. This person must be able to build a strong relationship with the candidate and remain present during the entire process, answer any questions, respond in a timely manner and keep the candidate engaged and updated on their status. Working with higher level senior executive candidates will require a more intensive and high-touch approach.

When companies partner with an executive search firm, the search consultant will manage the search process, and likely has an established relationship with a candidate. A search consultant serves as a trusted advisor to the candidate for their professional career growth and can better serve as an advocate for the candidate throughout the entire search and recruitment process.



A search consultant serves as a **trusted advisor** to a candidate in their career growth and can **serve as an advocate** throughout the entire search process...

When To Use Talent Acquisition Or An Executive Recruiter.

In many cases your in-house talent acquisition and recruitment team can manage many aspects of your recruitment life cycle and process. When it comes to hiring for mission critical roles or at the leadership level, from Director level up to the C-suite, this is where in-house talent acquisition can sometimes fall short. The process for successfully hiring and onboarding a new member of the senior leadership team is a very different process than the traditional staffing process for other roles.

Executive level positions are often not posted to job boards for confidentiality reasons, which eliminates access to active talent. This is where an external executive recruiter or search consultant can outperform an in-house talent acquisition team. The process and strategy for recruiting passive senior level executive talent that is qualified, interested and available is much different than receiving and

screening resumes through inbound job applications. An executive search will require research, building a benchmark profile, conducting outreach, sourcing, assessing candidates and choosing the best candidate based on fit. The research and sourcing part of an executive search is extensive, exhaustive and will require a great deal of outreach to find and engage passive hidden talent.

The Executive Search Process:

- ✓ Build A Benchmark Profile
- ✓ Establish Research Criteria
- ✓ Set Strategy For Sourcing And Outreach
- ✓ Interviewing
- ✓ Assess Candidates
- ✓ Make An Offer



Chapter 2: Social Media.



Finding Executive Talent.

Both in-house talent acquisition teams and external search consultants use social media as a source to find candidates. The most common is LinkedIn which allows for a candidate to showcase their experience, expertise, thought leadership, skills and network.

It is important to check out a candidate's LinkedIn profile prior to speaking with them. This lets a candidate know that you are doing your due diligence to gather the baseline information about them. You have the option to connect with the candidate on LinkedIn as they begin the interviewing process. However, before you click the connect button, there are a few things to keep in mind.

Before connecting with a Candidate on LinkedIn ask yourself:

Will connecting create challenges in the executive search process?

Can connecting compromise the confidentiality of the search?

Will connecting compromise the integrity of the existing leadership team?

Can connecting compromise the candidate's current job?

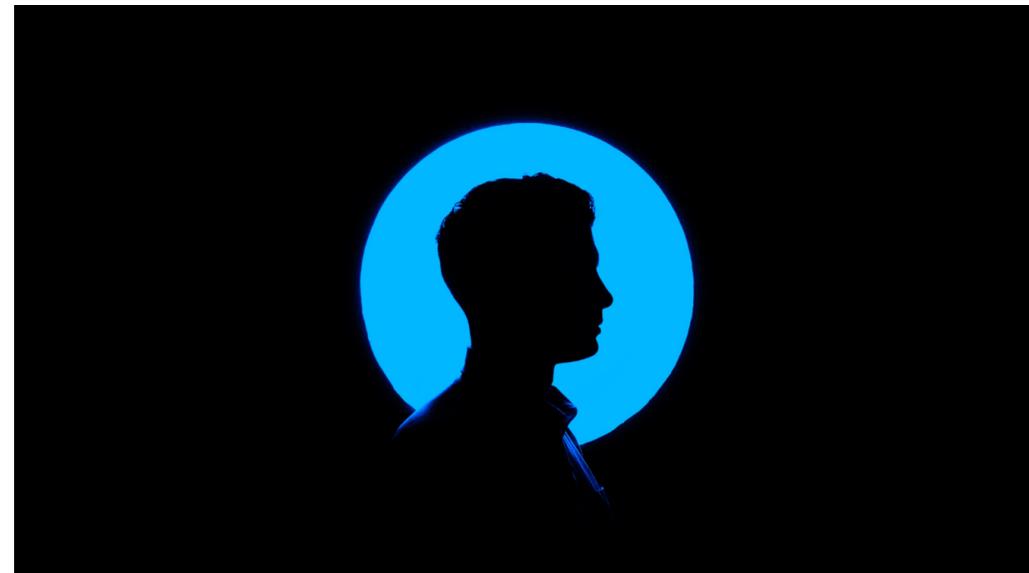
Will you remain connected if they are withdrawn from the process?

How To Mitigate Social Media

Connecting or establishing a public relationship with a candidate in the beginning of the search process may cause more harm than good. Typically, checking out an executive's profile on LinkedIn and social media is enough to let the candidate know that you are interested in them and curious about the value they can bring to the company and position.

The other important role that social media will play in the executive recruitment process, beyond the sourcing stages, is in the final decision making stage of the process. During a background check, some background check companies will include a social media audit in their report. This is important because it will uncover deeper personal values a candidate may hold. In today's climate of social responsibility, diversity, inclusion and equity - it is critical for a company to set the expectation that senior executive leaders uphold the core values and standards of the

company. If something problematic is spotted in a social media check on a candidate - give the candidate an opportunity to refute or explain this behavior. It is important to understand both the context but also the truth in what was published. Basing your final decision on a candidate should not depend entirely on social media - but it should be taken into consideration.





Chapter 3: Technology.



Search Management

Why a company chooses to separate executive talent from the larger talent database.

When hiring strategic or senior level executive talent there are a few things to consider in terms of technology for both your internal processes and engaging with candidates and talent. As we mentioned earlier, posting jobs to job boards isn't an effective way to attract quality talent. As a result, resumes and applications will not be saved in your talent acquisition team's Applicant Tracking System (ATS).

Often, companies will implement a completely separate executive search software when working on strategic or senior level executive searches on their own because a standard ATS was not built for processing, organizing and tracking passive talent in this way. Below are some additional reasons why companies choose to separate these two databases:

Strategic or Executive level talent remains separate

Candidates will not accidentally be sent irrelevant communications, jobs, emails, etc.

Project manage your search start to finish

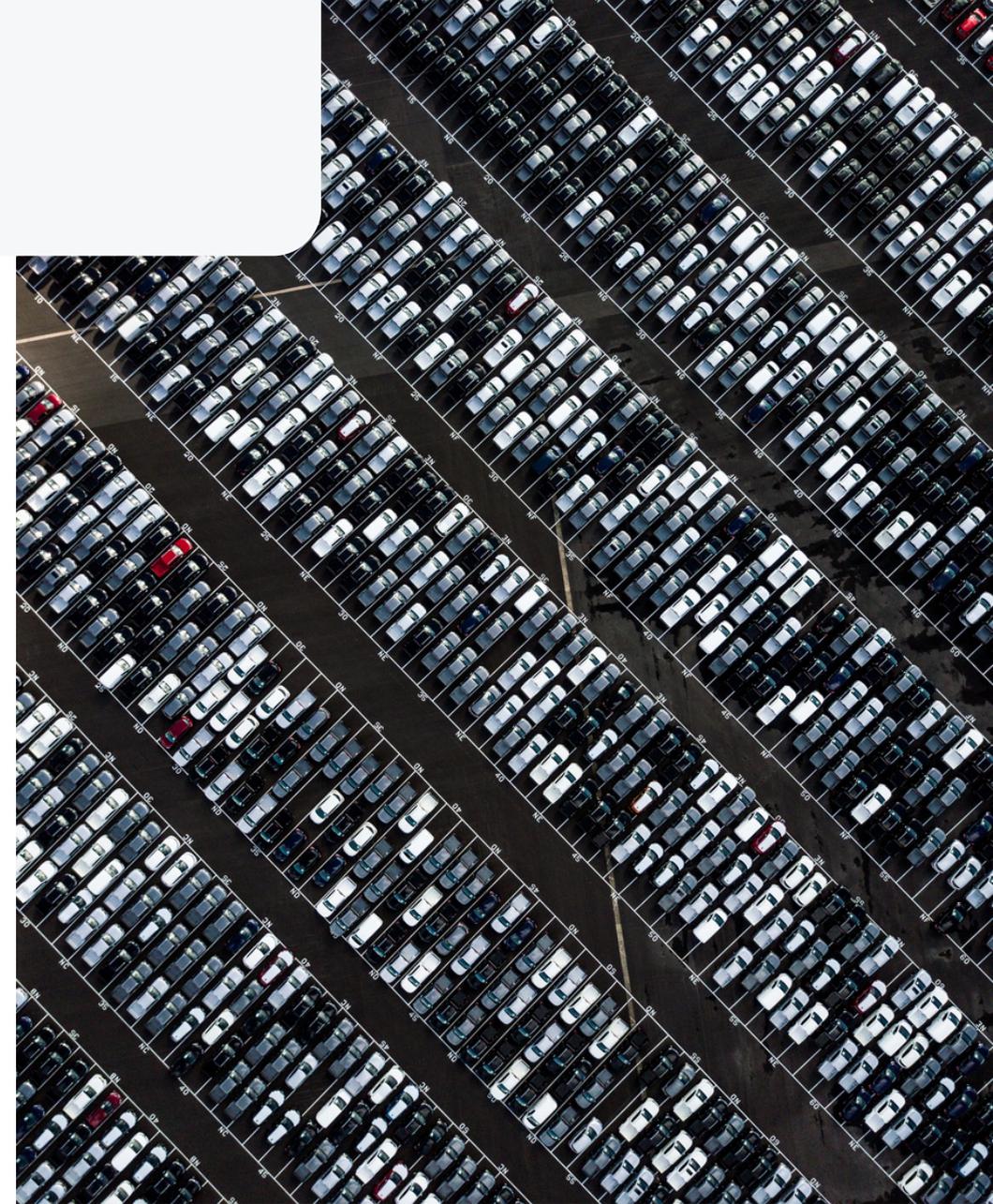
Lower level staffing teams cannot access executive level talent

You are able to build a better 360 degree view of a candidate beyond a resume

Interviewing

In addition to finding and implementing the right operational technology - talent acquisition teams and key stakeholders must be cognizant of their own technology during the interviewing process. For virtual interviews, make sure you have a strong internet connection, can clearly see your face, are not backlit (make sure you do not have a window behind you) and know how to use the technology.

All of these can impact the candidate's experience and will influence the candidate's first impression of you as well as the company. In addition to implementing the right technology for managing the executive search process, you will need to be mindful of how to use technology for attracting passive talent.



Recruitment Marketing

Companies often fall short when it comes to leveraging technology for attracting strategic and executive level talent.

You can leverage website landing pages in your executive search and executive recruitment process as part of your recruitment marketing strategy. These landing pages should focus on articulating your brand, employer value proposition (EVP), benefits, corporate social responsibility (CSR), values, mission and more.

By building out a landing page or a series of landing pages, you can better demonstrate these values and present it in a clear and interactive way to candidates.



Recruitment Marketing is the practice of using **digital marketing channels** such as social media, webpages, videos, etc., to articulate your Employer Value Proposition (EVP) **to attract and educate candidates.**

Recruitment Marketing

When a candidate is initially approached for a role or a phone screen interview, they will look at a company's website to better understand the service, product, offering, team and company values. Recruitment marketing landing pages can serve as talent magnets to attract candidates and support the emotional buy-in to your EVP when candidates are researching your company.

Future talent is interested in working for companies with values that align with their personal values. All of these digital touchpoints and interactions can greatly increase a candidate's experience and help position your company as a more desirable place to work than competitors.





Chapter 4: The Candidate Experience.





What Is It?

The candidate experience is the series of interactions that a candidate has with your company throughout the entire recruiting lifecycle. These interactions include any communications that a candidate receives from your brand, software, and/or employees. Every interaction between your brand and a candidate should be purposeful, positive and progressive.

With talent becoming incredibly scarce, having a great candidate experience can greatly impact whether a candidate chooses to work for you or a competitor. The candidate experience is similar to the customer or user experience in that it should be positive, effortless, intuitive and efficient. Attracting top talent is the first challenge, but keeping this talent engaged is critical. Here are a few ways to assure that your wider talent acquisition team can deliver a high-touch candidate experience.





10 Ways To Assure Your Talent Acquisition Team Is Delivering A High-Touch Candidate Experience

- ✓ Remain truthful in all communications (do not lead a candidate on)
- ✓ Avoid rescheduling or cancelling interviews or meetings
- ✓ Remove a candidate from all irrelevant email lists or promotional communications
- ✓ Communicate effectively and clearly
- ✓ Keep a candidate updated on their status
- ✓ Remain professional and positive
- ✓ During a virtual interview, turn on camera
- ✓ Be mindful of a candidate's time and be respectful
- ✓ Prepare a well-written and thoughtful rejection letter.
- ✓ Flag a candidate as off-limits if they are currently in the interviewing process, so other team members do not contact the same candidate for different positions.



Streamlining The Candidate Experience.

Every touchpoint and communication, both in-person and digital, that a candidate has with a company is part of the candidate experience.

This is why it is critical to assure that your team is aligned with these best practices. To improve your candidate experience examine your recruitment lifecycle and each step a candidate takes in this process.

Audit and examine your recruitment lifecycle and process for areas of bottlenecks where candidates often withdraw from the process, ways in which timelines can be shortened and any other areas for improvement.

Auditing The Candidate Experience

- Can some steps be combined?
- Are some steps redundant?
- Do you need to collect certain data and information upfront or can it wait?
- Is your recruitment process adhering to privacy and data compliance regulations?
- Would a panel interview be more efficient than a series of one-on-one interviews?
- How long is the entire hiring lifecycle start to finish?
- Does your digital candidate experience provide the same positive feeling as your in-person experience, or is there a disconnect?
- Are there too many individual contact points for a candidate?



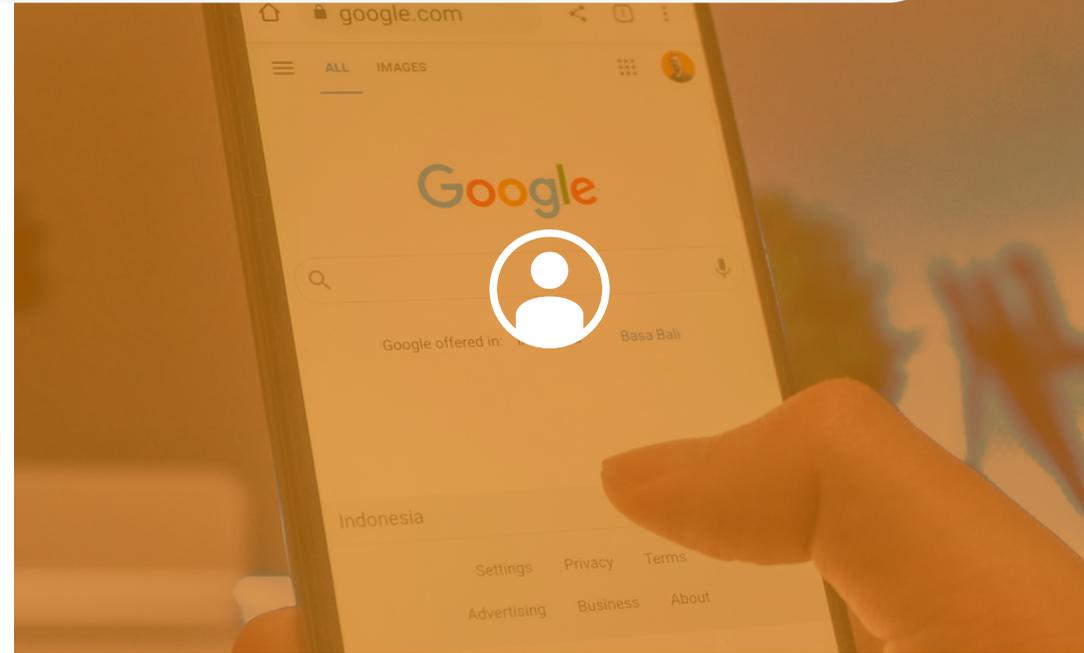
Chapter 5: The Executive Search And Executive Recruitment Process



Step 1: Building A Benchmark Profile & Research Criteria.

The first step when hiring strategic or senior level talent is to build a strategy through the benchmark profile and research criteria. This step will form the foundation of your executive search process and will help define your strategy for where you will look for passive talent. Within the benchmark profile you will need to identify the necessary skills, competencies, expertise and leadership style.

The benchmark profile will serve as the “ideal candidate” for which you will measure all other candidates against. Your research criteria will include other attributes such as location, past work experience, certifications, educational degrees, etc. You will use this list and this profile as a guide when finding and searching for talent. Creating a fully realized benchmark profile and research criteria is critical.



If you are looking for candidates without a fully formed benchmark profile, this can hurt you in the long run and result in restarting your search, because the due diligence was never done in the beginning. Once you have conducted your research, all of the candidates that closely match the benchmark profile and research criteria will then be added to a long list.

Step 2: Assessing Candidates.

Once you have exhausted all of your resources and channels for finding the best talent, and have a finalized list of all of these candidates, it is time to rank order and prioritize. You should be able to identify the strongest candidates on your list based upon how well they match the benchmark profile and research criteria. This will be your starting point for which you begin the interview and assessment process.

The assessment step begins with initial screening interviews and calls, where the recruiter will ask a series of questions and begin to form an impression of the candidate. The assessment process carries through the next few steps as more and more stakeholders interview candidates. The purpose of assessing a candidate is to gather a better understanding of their work styles, leadership style, personality, cultural fit, background, communication styles, etc.



These begin to form the foundation for how the candidate will fit into the company culture, the leadership team and interact with any direct reports. For any candidates that did not make it through to the next round of interviews, that had a screening call or interview, you will need to deliver the news that their application has been withdrawn from the process.



Step 3: Interviewing.

After you have begun the assessment step, and screened the top candidates, you should have a remaining list of a handful of candidates. These are the candidates that most closely match the benchmark profile, passed the initial assessment and screening, are qualified, interested and available and may be a potentially good fit. These candidates will have several rounds of interviews with other internal stakeholders. At this point, the baseline questions have already been asked of the candidate in the initial screening process, and in-depth interviews should be tailored to speak to the specific skills or experiences a candidate possesses and how they can apply these to the role.

Ask for concrete examples or situations a candidate has faced in the past and how they mitigated these. Ask questions of how they may choose to do things differently, or what vision they have for the company, department or product. Ask questions that probe deeper into the function of the role and how the candidate will interact with other stakeholders across the organization.





Step 3: Interviewing.

Once several finalists are selected to move forward, be sure to build a complete 360 degree view of these candidates. The best way to accomplish this is to hold interviews with every tier of management that the candidate will directly interact with. This may include:

- Board members
- C-level executives
- Peers at the same management level
- Direct reports

Having a fuller understanding of the candidate from each of these interviews, will help formalize and finalize the assessment step and paint a more complete picture of the candidate to gauge fit. After all interviews have been conducted and assessment completed a final decision will need to be made to extend an offer. If any candidates in this step have been withdrawn from the process you will need to make them aware that they will not be moving forward.



A 360 Interview will help you paint a clearer picture of a candidate and inform your final assessment.

Step 4: Decision Making.

After the finalist candidates have made it through several rounds of interviews, it is time to make a decision on which candidate is the best. This may come down to the top two or three finalist candidates. Rank order these top candidates again and identify which one is the leader in terms of skills, experience, qualification and fit.

Fit makes up a large part of whether a candidate will be successful in a role. In some cases, a candidate can have the most relevant skills and experience, but not possess the right personality or communication styles to properly assimilate into the company culture.

The right candidate will always be the best fit candidate. Skills can be learned and taught, however cultural fit and leadership style will be hard to teach or change in an individual. It is better to choose the candidate that will fit with your culture and team, rather than making a decision based solely upon other factors such as educational pedigree or past work experience.



The **right candidate** will always be the **best fit** candidate...

Step 5: Making An Offer.

Once the final candidate is selected an offer must be made. The offer letter usually includes details regarding salary, conditions, benefits, start date, PTO, equity, responsibilities, etc. Part of the offer process will be a negotiation, but if you make a fair and competitive offer, typically there is not much negotiation.

If you are hiring a candidate that is already gainfully employed they will need to notify their current employer of the new offer they have accepted. Some companies require 2 weeks notice while others require a much longer offboarding period, keep this in mind when choosing a start date.

You may also have to navigate and manage a counteroffer by a candidate's current employer. Counteroffers rarely work and are an attempt to keep a candidate from leaving. The one thing to consider when dealing with counteroffers is to ask a candidate what, if anything, has changed or will change in their current role if they accept a counteroffer?



Most often the frustrations or motivations why a candidate is considering a career move will not change, and they will just be paid a higher salary.

Around three months after accepting a counteroffer, the excitement of a salary increase will have diminished and all the problems and complications of the job will resurface. Counteroffers rarely work and their current employer now knows that they are disengaged.

The First 100 Days.

Onboarding begins the day that the offer letter is signed. Prior to the candidate starting, there should be constant and regular communication between the new hire and their direct manager or leadership counterparts. This will keep a candidate engaged prior to their start date, and mitigates the risk that the candidate may accept another offer.

After the first 100 days of onboarding a new candidate, you will know whether hiring this candidate was the right decision. Typically it takes around 3 months for a candidate to become fully enmeshed in the culture, work, projects, teams, etc., and become comfortable with their new responsibilities. Check-in with the newly appointed candidate around the 100 day mark and gather feedback from other stakeholders within the organization. These check-ins will help troubleshoot any challenges or issues that the candidate may be facing internally or externally. Discuss performance and any potential issues or obstacles and create a plan for moving forward.



Typically, it takes around **3 months** for a candidate to become fully enmeshed **in the culture, work, projects** and team and **become comfortable** with their new responsibilities



Chapter 6: Parking Industry Compensation Analysis.





Parking Industry Compensation Analysis.

In every organization, people are considered to be the most valued asset. Parking professionals are more in-demand and more valuable today than ever before.

These parking professional salary estimates are provided to assist hiring managers in assessing the competitiveness of their salaries.

Parking professional salaries vary according to different factors, including geographic location, industry vertical, job function and responsibilities, experience tenure, track record of success, among others.

This salary guide presents the US national pay information for the most in-demand and prevalent parking industry positions today.

Factors that influence salary:

Location

Industry Vertical

Job Function

Responsibilities

Experience Tenure

Track Record of Success



Parking Operators.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Account Manager	\$54,000	\$72,000	\$100,000
Area Manager	\$59,000	\$75,000	\$97,000
Regional Operations Management – Director & VP	\$94,000	\$137,000	\$220,000
Business Analyst	\$49,000	\$60,000	\$81,000
HR Generalist	\$50,000	\$60,000	\$76,000
Marketing Manager	\$50,000	\$77,000	\$105,000



Smart Parking.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Sales Development Representative	\$57,500	\$59,000	\$61,500
Territory Sales Manager - National or Regional	\$117,000	\$168,000	\$258,000
Sales Management - Director or Vice President	\$154,000	\$222,000	\$333,000
Marketing Manager	\$73,000	\$56,000	\$79,000
Client Support / Customer Service Manager	\$43,000	\$56,000	\$79,000
Product Specialist	\$54,000	\$75,000	\$97,000



Smart Parking.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Product Manager	\$126,000	\$141,000	\$156,000
Project Manager	\$86,000	\$92,000	\$100,000
Business Analyst	\$51,000	\$59,000	\$70,000
Data Scientist	\$76,000	\$101,000	\$136,000
Software Engineer	\$108,000	\$115,000	\$121,000



Consulting & Design Firms.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Project Engineer	\$68,000	\$89,000	\$108,000
Project Manager	\$121,000	\$125,000	\$130,000
Executive Management	\$215,000	\$220,000	\$224,000
HR Manager	\$99,000	\$104,000	\$109,000



Airports.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Manager	\$61,000	\$94,000	\$128,000
Director	\$103,000	\$138,000	\$232,000



Universities & Colleges.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Manager	\$76,000	\$97,000	\$129,000
Director	\$94,000	\$131,000	\$170,000



Municipalities.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Manager	\$73,000	\$91,000	\$116,000
Director	\$93,000	\$123,000	\$158,000



Hospitals.

Position Title	Low End Total Compensation	Average Total Compensation	High End Total Compensation
Manager	\$86,000	\$108,000	\$125,000
Director	\$113,000	\$142,000	\$182,000



About Laney Solutions

Founded in 2014, Laney Solutions is the leading parking industry recruitment firm specializing in middle and senior management, experienced sales professionals and executive level placements. Driven by client and candidate satisfaction, we target and locate quality candidates who possess very specific skills, experience, education, training and more – to match our client’s exact requirements.

From marketing and sales to operations and product development, we have an extensive network of top talent in the parking, mobility, transportation and smart cities space. We are able to deliver exceptional candidates that your in-house or current traditional recruitment firm hasn’t been able to because Laney Solutions is different. After all, helping our clients hire great talent isn’t just a key part of our business. No, it IS our business. And because this is what we do, and only what we do, we invest heavily in technology, tools, resources and efforts to bring that game-changing talent to our clients.

Laney Solutions is a member of Sanford Rose Associates.



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