



**Highland Community College Board of Trustees**  
**Board Retreat**  
**June 5, 2019 – 8:30 a.m.**  
**Highland Community College**  
**Student/Conference Center Room H-206**  
**2998 West Pearl City Road, Freeport, Illinois**

**I. CALL TO ORDER/ROLL CALL**

**II. PUBLIC COMMENTS**

**III. OPENING REMARKS**

**IV. ADMINISTRATIVE UPDATES**

- A. Foundation
- B. Branding and Marketing
- C. FY19 and FY20 Budgets
- D. Variable Tuition
- E. Discussion on Future Bond Options
- F. Salary Study Discussion

**V. MAIN MOTION (ACTION)**

- A. Implementation of Salary Range Table, Placement of Positions, and Implementation and Adoption of Salary Study Recommendations (Page 1)

**VI. CLOSED SESSION**

- A. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Specific Employees of the Public Body or Legal Counsel for the Public Body, Including Hearing Testimony on a Complaint Lodged Against an Employee of the Public Body or Against Legal Counsel for the Public Body to Determine its Validity
- B. Collective Negotiating Matters Between the Public Body and its Employees or Their Representatives, or Deliberations Concerning Salary Schedules for One or More Classes of Employees

**VII. ACTION, IF NECESSARY**

- A. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Specific Employees of the Public Body or Legal Counsel for the Public Body, Including Hearing Testimony on a Complaint Lodged Against an Employee of the Public Body or Against Legal Counsel for the Public Body to Determine its Validity
- B. Collective Negotiating Matters Between the Public Body and its Employees or Their Representatives, or Deliberations Concerning Salary Schedules for One or More Classes of Employees

**Mission**

Highland Community College is committed to shaping the future of our communities by providing quality education and learning opportunities through programs and services that encourage the personal and professional growth of the people of northwestern Illinois.

**VIII. BOARD UPDATES**

- A. Board Retreat Dates
- B. Committee Assignments

**IX. OLD BUSINESS**

**X. NEW BUSINESS**

- A. Prevailing Wage Rates

**XI. ADJOURN**

**Mission**

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**AGENDA ITEM #V-A  
JUNE 5, 2019  
HIGHLAND COMMUNITY COLLEGE**

**IMPLEMENTATION OF SALARY RANGE TABLE, PLACEMENT OF POSITIONS,  
AND IMPLEMENTATION AND ADOPTION OF SALARY STUDY  
RECOMMENDATIONS**

**RECOMMENDATION OF THE PRESIDENT:** That the Board of Trustees approves the recommended Permanent Salary Range Table for grant and non-grant administrative, professional and support staff (non-union) positions, as presented in Addendum A; placement of positions on the salary range table, as presented in Addendum B; and implementation of salary study results from Public Sector Personnel Consultants' recommended salary range placement of job classifications for administrative, professional and support staff (non-union), with adjustments effective July 1, 2019. The total amount of the adjustments based on a calculation by the consultant (see Addendum C), will not exceed \$67,016, for FY20, for employees listed in Addendum D (Handout), including the increase for those whose responsibilities were significantly changed as a result of the reduction in force in 2016, but were not changed through the calculation. This amount is within the amount included in the FY20 budget for study adjustments. Support of adjustments for eligible grant employees will be determined following a review of grant funds. Adoption of the annualized salary placement changes set forth in Addendum D (Handout) is recommended, effective July 1, 2019.

**BACKGROUND:** Public Sector Personnel Consultants was hired to conduct the compensation portion of the classification and compensation study conducted by Highland Community College for non-union administrative, professional and support staff. They were to recommend a new salary range table with fewer ranges, conduct a market study, and report on current salaries as compared to the market place. As a part of the classification and compensation study, Public Sector Personnel Consultants recommended a new Salary Range Table with fewer ranges. The current Salary Range Table of 100 ranges (1-100) includes a 50% spread between minimum and maximum salaries for each range level and a 2.5% spread between each salary range. The recommended Salary Range Table includes 46 ranges (Ranges 10-55), includes a 50% spread between minimum and maximum salaries for each position, and a 5% spread between each salary range. Recommended job categories include Administrative (exempt employees Range 33+), Professional (exempt and non-exempt employees Ranges 10-32), and Support Staff (non-exempt employees Ranges 10-32). Administrative employees Range 33 and over will receive vacation accrual of 1.75 days per month (21 days per fiscal year), which is consistent with the administrative range positions from the prior Salary Range Table. This permanent Salary Range Table is used when benchmarking positions through an external market study and is also a tool used for reviewing internal equity of job classifications.

**BOARD ACTION:** \_\_\_\_\_

Public Sector's recommendations for placement of job classifications on the new Salary Range Table were based on market study of national, regional, and/or local employers, and include consideration of internal equity. The consultants utilized the Position Analysis Questionnaires (PAQ) completed by employees, and approved by appropriate supervisors, to conduct a market study of classifications and salaries. Market positions matching Highland's positions at 80% or more when looking at the PAQs, were used as benchmark comparator positions. Benchmarked positions were then placed on a new Permanent Salary Range Table (developed and recommended by Public Sector), to the closest mid-point. These benchmarked positions were then utilized to determine unbenchmarked position placements. Finally, Public Sector looked at internal equity as related to the College's hierarchy. Their recommendation was then presented to the Classification and Compensation Review Group and the President for review and discussion. The current status of responsibilities that have been taken on by other employees as a result of the reduction in force in 2016 were reviewed. Included in the recommendation are increases for individuals who have taken on and will keep the responsibilities in their positions.

The recommended salary for individuals in each job classification is a combination of the minimum of the classification range and the years the individual has been in the position. The recommendation utilizes the consultant's 1.5% in-range target adjustment based on years of service in the position utilizing a 1.5% Range Penetration Model (see Addendum C). In utilizing this model, Public Sector found that the majority of the individuals in job study classifications (grant and non-grant) are compensated within the study recommendations. Utilizing this model, the proposed pay ranges result in the salaries of 15 current employees falling below the proposed range minimum. Public Sector indicated that this is extraordinarily good considering the last formal compensation study was performed over 10 years ago.

ADDENDUM A

HIGHLAND COMMUNITY COLLEGE PERMANENT SALARY RANGE TABLE								
Salary Range	Minimum	Midpoint	Maximum		Salary Range	Minimum	Midpoint	Maximum
10	\$17,503	\$21,879	\$26,255		33	\$53,761	\$67,202	\$80,642
11	\$18,378	\$22,973	\$27,568		34	\$56,450	\$70,562	\$84,674
12	\$19,297	\$24,122	\$28,946		35	\$59,272	\$74,090	\$88,908
13	\$20,262	\$25,328	\$30,393		36	\$62,236	\$77,795	\$93,353
14	\$21,275	\$26,594	\$31,913		37	\$65,347	\$81,684	\$98,021
15	\$22,339	\$27,924	\$33,509		38	\$68,615	\$85,769	\$102,922
16	\$23,456	\$29,320	\$35,184		39	\$72,046	\$90,057	\$108,068
17	\$24,629	\$30,786	\$36,943		40	\$75,648	\$94,560	\$113,472
18	\$25,860	\$32,325	\$38,790		41	\$79,430	\$99,288	\$119,145
19	\$27,153	\$33,942	\$40,730		42	\$83,402	\$104,252	\$125,103
20	\$28,511	\$35,639	\$42,766		43	\$87,572	\$109,465	\$131,358
21	\$29,936	\$37,421	\$44,905		44	\$91,950	\$114,938	\$137,926
22	\$31,433	\$39,292	\$47,150		45	\$96,548	\$120,685	\$144,822
23	\$33,005	\$41,256	\$49,507		46	\$101,375	\$126,719	\$152,063
24	\$34,655	\$43,319	\$51,983		47	\$106,444	\$133,055	\$159,666
25	\$36,388	\$45,485	\$54,582		48	\$111,766	\$139,708	\$167,649
26	\$38,207	\$47,759	\$57,311		49	\$117,355	\$146,693	\$176,032
27	\$40,118	\$50,147	\$60,176		50	\$123,222	\$154,028	\$184,833
28	\$42,124	\$52,654	\$63,185		51	\$129,383	\$161,729	\$194,075
29	\$44,230	\$55,287	\$66,345		52	\$135,853	\$169,816	\$203,779
30	\$46,441	\$58,052	\$69,662		53	\$142,645	\$178,307	\$213,968
31	\$48,763	\$60,954	\$73,145		54	\$149,778	\$187,222	\$224,666
32	\$51,201	\$64,002	\$76,802		55	\$157,266	\$196,583	\$235,900

Midpoint %  
5.00%

Range Spread  
50.00%

Job categories:

- Administrative (Exempt employees Range 33+)
- Professional (Exempt & non-exempt employees Range 10-32)
- Support Staff (Non-exempt employees Range 10-32)

All Range 33+ receive 21 days vacation per fiscal year unless noted otherwise in contract (ex. President's contract)

## Addendum B

DRAFT PROPOSED

**Highland Community College**  
**Updated Salary Ranges Per Job Class - (Job Class Order)**

Page 1 of 4

Class Code	Occupational Job Families and Job Classes	Addendum B Recommended			
		Salary Range	Minimum	Midpoint	Maximum
<b>1100</b>	<b>Clerical and Office Support Group</b>				
1105	Communications Operator	13	\$20,262	\$25,328	\$30,393
1109	Administrative Assistant	20	\$28,511	\$35,639	\$42,766
1110	Office Coordinator	21	\$29,936	\$37,421	\$44,905
1112	Executive Assistant- Non-Exempt	24	\$34,655	\$43,319	\$51,983
1113	Executive Assistant (Board)	26	\$38,207	\$47,759	\$57,311
<b>2000</b>	<b>General Administrative Series</b>				
<b>2100</b>	<b>Facilities Group</b>				
2109	Facilities and Safety Assistant	21	\$29,936	\$37,421	\$44,905
<b>2200</b>	<b>Human Resources Group</b>				
2209	Human Resources Specialist	24	\$34,655	\$43,319	\$51,983
2210	HRIS Administrator/Human Resources Generalist	27	\$40,118	\$50,147	\$60,176
<b>2300</b>	<b>Information Technology Group</b>				
2303	ITS Support Specialist	22	\$31,433	\$39,292	\$47,150
2305	ITS Support Specialist, Media Systems	24	\$34,655	\$43,319	\$51,983
2308	ITS Support Specialist, Lead	24	\$34,655	\$43,319	\$51,983
2311	Institutional Research Data Reporting Analyst	26	\$38,207	\$47,759	\$57,311
2316	Administrative Applications Administrator	31	\$48,763	\$60,954	\$73,145
2317	Network Administrator	31	\$48,763	\$60,954	\$73,145
2319	Database Administrator/Systems Administrator	32	\$51,201	\$64,002	\$76,802
<b>2400</b>	<b>Marketing &amp; Community Relations Group</b>				
2410	Communications Specialist	21	\$29,936	\$37,421	\$44,905
2412	Digital Media and Creative Specialist	24	\$34,655	\$43,319	\$51,983
<b>2500</b>	<b>Library and Learning Media Group</b>				
2508	Academic Technology Resources Assistant	16	\$23,456	\$29,320	\$35,184
2509	Coordinator, Academic Technology Resources	26	\$38,207	\$47,759	\$57,311
2511	Library Specialist	18	\$25,860	\$32,325	\$38,790
<b>3000</b>	<b>Financial and Accounting Series</b>				
<b>3100</b>	<b>Financial Aid Group</b>				
3102	Financial Aid Assistant	17	\$24,629	\$30,786	\$36,943
3105	Financial Aid Specialist I	22	\$31,433	\$39,292	\$47,150
3109	Financial Aid Specialist II	24	\$34,655	\$43,319	\$51,983
<b>3200</b>	<b>Accounting Group</b>				
3204	Student Accounts Specialist I	16	\$23,456	\$29,320	\$35,184
3205	Student Accounts Specialist II	19	\$27,153	\$33,942	\$40,730
3211	Payroll Specialist	22	\$31,433	\$39,292	\$47,150
3215	Coordinator, Accounting	22	\$31,433	\$39,292	\$47,150
3220	Manager, Accounting	28	\$42,124	\$52,654	\$63,185

DRAFT PROPOSED

**Highland Community College**  
**Updated Salary Ranges Per Job Class - (Job Class Order)**

Page 2 of 4

Class Code	Occupational Job Families and Job Classes	Recommended			
		Salary Range	Minimum	Midpoint	Maximum
<b>4000</b>	<b>Student Support Services Series</b>				
<b>4100</b>	<b>Academic Advising Group</b>				
4106	Student Advisor	24	\$34,655	\$43,319	\$51,983
4107	Student Advisor [Transfer]	26	\$38,207	\$47,759	\$57,311
4109	Coordinator, Career Services	28	\$42,124	\$52,654	\$63,185
<b>4200</b>	<b>Admissions Group</b>				
4206	Student Information Specialist	18	\$25,860	\$32,325	\$38,790
4215	Outreach, Dual Credit and Pathways Coordinator	26	\$38,207	\$47,759	\$57,311
<b>4300</b>	<b>Athletic and Arts Group</b>				
4310	Coordinator, Women's Athletics	23	\$33,005	\$41,256	\$49,507
4312	Fine Arts Technical Coordinator	23	\$33,005	\$41,256	\$49,507
<b>4400</b>	<b>Bookstore Group</b>				
4405	Bookstore Assistant	12	\$19,297	\$24,122	\$28,946
4419	Bookstore Manager	26	\$38,207	\$47,759	\$57,311
<b>4500</b>	<b>Cafeteria Group</b>				
4505	Cafeteria Cashier	11	\$18,378	\$22,973	\$27,568
4506	Cafeteria Assistant	11	\$18,378	\$22,973	\$27,568
4508	Cafeteria Assistant Manager	17	\$24,629	\$30,786	\$36,943
4510	Cafeteria Manager	21	\$29,936	\$37,421	\$44,905
<b>4700</b>	<b>Learning Services Group</b>				
4705	Testing and Career Services Specialist	19	\$27,153	\$33,942	\$40,730
4708	Coordinator, Testing Center	24	\$34,655	\$43,319	\$51,983
4710	Coordinator, Learning Services	27	\$40,118	\$50,147	\$60,176
4714	Manager, Math Achievement Center	29	\$44,230	\$55,287	\$66,345
<b>4800</b>	<b>Student Support Services Group</b>				
4813	Student Retention Specialist	20	\$28,511	\$35,639	\$42,766
4814	Coordinator, Disability Services	27	\$40,118	\$50,147	\$60,176
<b>5000</b>	<b><u>Community and Partnership Series</u></b>				
<b>5100</b>	<b>Servant Leadership</b>				
5110	Coordinator, High School Servant Leadership Program	25	\$36,388	\$45,485	\$54,582
<b>5300</b>	<b>Business Institute &amp; Conference Center Group</b>				
5310	Coordinator, Conference Center and Business Institute	23	\$33,005	\$41,256	\$49,507
5312	Coordinator, Business Training	26	\$38,207	\$47,759	\$57,311
<b>5400</b>	<b>Lifelong Learning</b>				
5405	Lifelong Learning Specialist	21	\$29,936	\$37,421	\$44,905
5410	Coordinator, Lifelong Learning Program	26	\$38,207	\$47,759	\$57,311

DRAFT PROPOSED

**Highland Community College**  
**Updated Salary Ranges Per Job Class - (Job Class Order)**

Page 3 of 4

Class Code	Occupational Job Families and Job Classes	Recommended			
		Salary Range	Minimum	Midpoint	Maximum
<b>5500</b>	<b>International Preservation Studies Center</b>				
5510	Director, International Preservation Studies Center	27	\$40,118	\$50,147	\$60,176
<b>6000</b>	<b><u>Administrative Series</u></b>				
<b>6100</b>	<b>Academic Group</b>				
6110	Director, Athletics & Physical Education	33	\$53,761	\$67,202	\$80,642
6112	Associate Dean, Natural Science and Math	37	\$65,347	\$81,684	\$98,021
6126	Associate Dean, Nursing and Allied Health	37	\$65,347	\$81,684	\$98,021
6130	Dean, Humanities, Social Sciences and Fine Arts	39	\$72,046	\$90,057	\$108,068
<b>6200</b>	<b>Administrator Group</b>				
6210	Director, Enrollment and Records	33	\$53,761	\$67,202	\$80,642
6215	Director, Financial Aid	35	\$59,272	\$74,090	\$88,908
6220	Director, Institutional Research	34	\$56,450	\$70,562	\$84,674
6226	Director, Information Technology Services	37	\$65,347	\$81,684	\$98,021
6230	Director, Facilities and Safety	36	\$62,236	\$77,795	\$93,353
6240	Director, Learning and Transitional Education Services	36	\$62,236	\$77,795	\$93,353
6245	Director, Marketing and Community Relations	36	\$62,236	\$77,795	\$93,353
<b>6300</b>	<b>Executive Group</b>				
6310	Associate VP, Human Resources	37	\$65,347	\$81,684	\$98,021
6315	VP, Business, Technology & Community Programs	42	\$83,402	\$104,252	\$125,103
6325	VP, Administrative Services	45	\$96,548	\$120,685	\$144,822
6330	VP, Student Development and Support Services	45	\$96,548	\$120,685	\$144,822
6335	Executive Vice President	47	\$106,444	\$133,055	\$159,666
<b>8000</b>	<b><u>Academic Series</u></b>				
<b>8100</b>	<b>Health, Natural Science and Mathematics Group</b>				
8103	Natural Science Lab Assistant	21	\$29,936	\$37,421	\$44,905
8105	Coordinator, Nursing and Allied Health	29	\$44,230	\$55,287	\$66,345
<b>8200</b>	<b>Business and Technology Group</b>				
8205	Coordinator, Early Childhood Education	30	\$46,441	\$58,052	\$69,662
	<b>GRANT POSITIONS</b>				
<b>1000</b>	<b><u>Clerical and Office Series</u></b>				
<b>1100</b>	<b>Clerical and Office Support Group</b>				
1109	Administrative Assistant	20	\$28,511	\$35,639	\$42,766
<b>3000</b>	<b><u>Financial and Accounting Series</u></b>				
<b>3200</b>	<b>Accounting Group</b>				
3210	Fiscal/Data Analyst, Adult Education	22	\$31,433	\$39,292	\$47,150



DRAFT PROPOSED

**Highland Community College**  
**Updated Salary Ranges Per Job Class - (Job Class Order)**

Page 4 of 4

Class Code	Occupational Job Families and Job Classes	Recommended			
		Salary Range	Minimum	Midpoint	Maximum
<b>4000</b>	<b><u>Student Support Services Series</u></b>				
<b>4100</b>	<b>Academic Advising Group</b>				
4106	Student Advisor	24	\$34,655	\$43,319	\$51,983
<b>4900</b>	<b>Upward Bound</b>				
4930	Coordinator, Upward Bound	25	\$36,388	\$45,485	\$54,582
<b>5000</b>	<b><u>Community and Partnership Series</u></b>				
<b>5100</b>	<b>Adult Education Group</b>				
5110	Coordinator, Literacy and ESL Programs	22	\$31,433	\$39,292	\$47,150
5112	Coordinator, Instructional Services	25	\$36,388	\$45,485	\$54,582
5118	Director, Retired Senior Volunteer Program (RSVP)	28	\$42,124	\$52,654	\$63,185
<b>5600</b>	<b>Workforce Pathways</b>				
5605	Workforce Pathways Specialist	20	\$28,511	\$35,639	\$42,766
<b>6000</b>	<b><u>Administrative Series</u></b>				
<b>6200</b>	<b>Administrator Group</b>				
6255	Director, Adult Education Programs	33	\$53,761	\$67,202	\$80,642
6260	Director, Student Support TRiO Services	33	\$53,761	\$67,202	\$80,642

# COMPENSATION STUDY

Proposed FY 2019 Plan for  
Highland Community College



**(888) 522-7772**

[www.pspc.us](http://www.pspc.us)

## 1. EXECUTIVE SUMMARY

It is with pleasure that we present this summary describing the findings and recommendations from the FY 2018-19 Compensation Study for Highland Community College. Custodial/Maintenance positions were also studied but not included in this summary.

### A. SUMMARY OF FINDINGS

1. The College's current salary ranges are competitive (within 5% of prevailing rates or better) for 60% of the benchmark market sample job classifications (page 2).
2. The College's current salary ranges are not competitive (-5% of more below prevailing rates) for 40% of the benchmark market sample job classifications (page 2).
3. At the time of the study, 72 positions were included. Market data was available for 52 jobs.
4. Updated salary range placements have been proposed where appropriate using the available market data and our interpretation of the College's hierarchy and internal equity.
5. Initial adoption of the proposed pay ranges results in the salaries of 12 employees (16% of non-grant funded positions) falling below the proposed range minimum by a base total cost of \$11,800 (.3% of payroll). This is extraordinarily good considering the last formal compensation study was performed over 10 years ago. Additional costing is also modeled to place employees within the new pay ranges (page 4). The Board may wish to consider implementation recommendation models by the College's Chief Financial Officer as well.
6. Current actual salaries for some employees are slightly low compared to employee tenure; just 23 employees have reached range midpoint ("midpoint=market average") within the proposed plan. Average "range penetration" is 8% below midpoint in spite of an average of 7+ years of service.
7. Additional, ongoing salary adjustments are appropriate to ensure employees are paid competitively.

### B. SUMMARY OF RECOMMENDATIONS

1. Adopt the new salary table and range placements for all positions.
2. Bring the salaries of any employees below Minimum up to the new Minimum (page 4).
3. Provide additional in-range adjustments for employees that are low in their range for the number of years they have been in position (page 4).

## 2. EXTERNAL COMPARISONS

The following paragraphs and tables describe the market data collected and used for pay plan development.

### A. SURVEY COMPARATORS (MODELS VARIED FOR VARIOUS JOB GROUPS)

We obtained salary plan and job description details from the following employers for comparison:

<u>Colleges and Universities</u>		<u>Additional Employers and Published Surveys</u>
Black Hawk Technical College	Lake Land	Bureau of Labor Statistics - Rockford
Carl Sandburg	Lewis and Clark	CUPA - Admin / Professional in Higher Ed
Danville Area Community College	Logan	Economic Research Institute - Rockford
Freeport School District #145	McHenry	
Illinois Eastern	Northeast Iowa	City of Freeport
Illinois Valley Community College	Rend Lake	
John Wood	Rock Valley	
Kankakee	Sauk Valley	
Kaskaskia	Shawnee	
Kishwaukee	Spoon River	

\* Data from the private sector for the Rockford area was also included wherever job matches exist.

### B. SURVEY METHODOLOGY

We utilized the standard "structure-to-structure" method to compare the College's salary structures to the prevailing rates. The College's salary structures and the prevailing rates are represented by their Midpoints, which are the amounts employers pay for sustained competent job performance.

The Midpoint is the most objective, occupation-specific and consistent component of salary structures among employers, as the varying widths of salary ranges are too great to utilize Minimum or Maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers. When individual salary plans were comprised of steps, the beginning and ending steps were added and the sum divided by two (2) to calculate a true midpoint.

Job comparisons were made by comparing job descriptions for "like" positions to questionnaires completed by Highland employees.

### C. SUMMARY OF SURVEY FINDINGS – PAY RANGE VALUES

The following table summarizes the College's variance to market; the College's current plan is competitive for 60% of the survey sample, and behind market -5% or more for 40% of the sample.

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>	<u>Average Variance</u>	<u>Range of Variance</u>
Below	21	40%	- 11.3%	- 24.33% / - 5.20%
Comparable	27	52%	- 1.29%	- 4.81% / + 4.31%
Above	4	8%	+ 9.10%	+ 5.77% / + 14.84%

### 3. PROPOSED PAY TABLE

A listing of the suggested pay ranges for each classification can be found in the Appendix. The table below is the proposed pay scale table for all positions.

Salary Range	Minimum	Midpoint	Maximum		Salary Range	Minimum	Midpoint	Maximum
10	\$17,503	\$21,879	\$26,255		33	\$53,761	\$67,202	\$80,642
11	\$18,378	\$22,973	\$27,568		34	\$56,450	\$70,562	\$84,674
12	\$19,297	\$24,122	\$28,946		35	\$59,272	\$74,090	\$88,908
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27	\$40,118	\$50,147	\$60,176		50	\$123,222	\$154,028	\$184,833
28	\$42,124	\$52,654	\$63,185		51	\$129,383	\$161,729	\$194,075
29	\$44,230	\$55,287	\$66,345		52	\$135,853	\$169,816	\$203,779
30	\$46,441	\$58,052	\$69,662		53	\$142,645	\$178,307	\$213,968
31	\$48,763	\$60,954	\$73,145		54	\$149,778	\$187,222	\$224,666
32	\$51,201	\$64,002	\$76,802		55	\$157,266	\$196,583	\$235,900

Midpoint %
5.00%

Range Spread
50.00%

#### 4. SALARY ADMINISTRATION

Following are key salary plan implementation and maintenance procedures.

##### A. FUNDING INITIAL IMPLEMENTATION AND ANNUAL UPDATES

We recommend the College's salary plan be established with approval of the proposed pay range placements, and subsequent plan updates made on the basis of the external prevailing rates.

##### *First Phase of Implementation – Illustration for Discussion*

- Employees who fall below new minimum will be moved to the new minimum for the pay range

##### **In Range “Target” Approach (slows employees down at Midpoint and beyond)**

Provide in-range adjustments for any employee not meeting a certain per year pace:

2% per year:

1.5% per year:

Time in Job	Target % of Midpoint	Time in Job	Target % of Midpoint
0-.99 (yrs)	0.8	0-.99 (yrs)	0.8
1-1.99	0.82	1-1.99	0.815
2-2.99	0.84	2-2.99	0.83
3-3.99	0.86	3-3.99	0.845
4-4.99	0.88	4-4.99	0.86
5-5.99	0.9	5-5.99	0.875
6-6.99	0.92	6-6.99	0.89
7-7.99	0.94	7-7.99	0.905
8-8.99	0.96	8-8.99	0.92
9-9.99	.98	9-9.99	0.935
10-10.99	1.00	10-10.99	.95
11-11.99	1.01	11-11.99	.965
12-12.99	1.02	12-12.99	.98
13-13.99	1.03	13+ years	.995
14-14.99	1.04	Estimated Cost: \$63,000	
15-15.99	1.05		
16-16.99	1.06		
17-17.99	1.07		
18-18.99	1.08		
19-19.99	1.09		
20+	1.1		
Estimated Cost: \$120,000			

**“Quartile” Approach (Slightly better for longer tenured employees)**

Move employees to at least the specific quartile as indicated:

Time in Job	Quartile	Acceptable % of Midpoint
0-4.99 years	1st Quartile	.80-.89
5-9.99 years	2nd Quartile	.90-.99
10-14.99 years	3rd Quartile	1.0-1.09
15+ years	4th Quartile	1.1-1.2

Estimated Cost: \$95,000

**B. REGULAR PLAN UPDATE STEPS**

1. Secure re-affirmation of the College's compensation philosophy.
2. Obtain latest pay data from approved comparator employers (suggest every 3 years).
3. Compute the prevailing rate of the market for each of the benchmark job classes.
4. Re-assign job classes to the salary ranges whose Midpoints most closely match prevailing rates of the market.
5. Utilize professional judgment in job class re-assignment to prevent internal inequities and relationships not supported by relative job complexity.
6. Identify employees whose current salary is less than their job's new Minimum.
7. Compute the total amount of dollars, and percentage of current payroll, required to bring all employees below on to a new pay range or to allow for a salary increase.
8. Provide information to the College Board for budgeting purposes.
9. Provide individual salary increases on the adopted date.