

# Staff Salary Structure History and Overview

All-Staff Meeting

April 24, 2013

# Origin of the Current Salary Structure

- Project initiated October, 2007
- Completed May, 2008
- Implemented July 1, 2008 with commencement of FY2009
- Directed by Patti d'Amaddio of Employers Association of the NorthEast (EANE)
- Involved participation of all staff employees

## OBJECTIVES for Creation of Salary Structure

- To clearly, accurately and completely define the essential functions, educational, professional and physical requirements of each staff position in consistent format.
- To implement the use of a formal, validated position evaluation methodology that will ensure our plan design has established internal equity.
- To develop a base pay compensation plan that is understandable, equitable and competitive within the labor market in which we compete for talent.
- To design a compensation plan that is fiscally sound and achievable for the College.

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# PROCESS for Creating Salary Structure

# 1. Develop Position Descriptions

- Position descriptions developed for each staff position
- Each staff member contributed input, completing questionnaire regarding essential functions, and required skills and experience
- Questionnaires reviewed by supervisors
- Job descriptions drafted by Patti d'Amaddio
- Job descriptions reviewed by supervisor and staff members



## 2. Evaluate Each Position

- Evaluated using National Position Evaluation Plan (NPEP) point-factor evaluation tool
- Developed by American Management Association
- Easy to understand, validated and reliable

## FACTORS IN NATIONAL POSITION EVALUATION PLAN

- Level of Education Required
- Years of Experience Required
- Degree of Complexity of Duties
- Degree of Impact of Error on Organization
- Degree of Supervision Received
- Degree and Nature of Contact with Others (Internal & External)
- Access to Confidential & Proprietary Information
- Mental & Visual Demand
- Working Conditions/Hazards
- Character of Supervision Provided to Others
- Scope of Supervision (Number Supervised)

### 3. Develop Salary Grades and Ranges

- Results of position evaluation (i.e., number of points) determined salary grades for positions
- Salary ranges (Minimum, Midpoint, Maximum) for each grade established on basis of external market salary data



## EXAMPLES OF SOURCES OF SALARY DATA

- College and University Professional Association for Human Resources (CUPA-HR) Administrators in Higher Education Salary Survey
- CUPA-HR Mid-Level Administrative Salary Survey
- Higher Education Information for Technology Services Annual Salary Report
- American Association of Fundraising Professionals Salary Survey
- Survey of Vermont Academic Librarians Salaries and Benefits by Vermont Library Association
- Watson Wyatt Not-for-Profit Salary Survey
- Salary Survey of the Southern New England Employers Association

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# The Staff Salary Structure

# The Grades

- Grades in NPEP: 1 – 18
- Grades used in Marlboro Staff Salary Structure: 1 – 15
- Point value for Grades: Grade 1  $\leq$  100 points; 30 additional points for each successive Grade
- Salary Range for each Grade: Midpoint Value  $\pm$ 18%

# Separate Scales

- Non-Exempt Staff  
Grades: 1 – 10  
Salary Progression between Grades: 8.5%
- Non-Exempt Trades Staff  
Grades: 1 – 11  
Salary Progression between Grades: 7.8%
- Exempt Staff  
Grades: 7 – 15  
Salary Progression between Grades: 9.0%

# Current Salary Structure and Values

Grade	Exempt			Non-exempt			Non-exempt Trades		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
15	\$61,247	\$72,271	\$85,280						
14	56,190	66,304	78,239						
13	51,550	60,829	71,779						
12	47,294	55,807	65,852						
11	43,389	51,199	60,415						
10	39,806	46,971	55,426	\$39,160	\$46,208	\$54,526	\$46,090	\$54,386	\$64,175
9	36,520	43,093	50,850	36,092	42,588	50,254	42,759	50,455	59,537
8	33,504	39,535	46,651	36,092	42,588	50,254	39,669	46,809	55,235
7	30,738	36,271	42,799	33,264	39,252	46,317	36,802	43,426	51,243
6				30,658	36,177	42,689	34,142	40,288	47,540
5				28,257	33,343	39,344	31,675	37,376	44,104
4				26,043	30,731	36,262	29,386	34,675	40,916
3				24,003	28,323	33,421	27,262	32,169	37,959
2				22,122	26,104	30,803	25,292	29,844	35,216
1				20,389	24,059	28,390	23,464	27,687	32,671
				18,792	22,174	26,166	21,768	25,686	30,310

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# Implementation of Salary Structure



# Ratio of Salary to Midpoint before Implementation (FY2008)

	FY2008						
Number less than 85%	5						
Number less than 100%	15	(87.8%)					
Minimum	73.7%						
Median	107.6%						
Average	105.9%						
Maximum	131.9%						
Number above 110%	22						
Number above 120%	8						

# Special Salary Adjustments for FY2009 based on Salary Structure

Special Adjustments in Addition to Standard 4.0% Increase	
<b>Number of Positions:</b>	<b>13</b>
Adjustment Amounts:	
Minimum	\$355
Median	\$1,532
Average	\$2,245
Maximum	\$5,162
<b>TOTAL</b>	<b>\$29,182</b>

# Ratio of Salary to Midpoint

	FY2008		FY2009	
Number less than 85%	5		0	
<b>Number less than 100%</b>	<b>15</b>	<i>(87.8%)</i>	<b>6</b>	<i>(94.8%)</i>
Minimum	73.7%		86.6%	
Median	107.6%		107.2%	
<b>Average</b>	<b>105.9%</b>		<b>108.4%</b>	
Maximum	131.9%		131.9%	
Number above 110%	22		22	
Number above 120%	8		8	

# Staff Salary Increases Since Implementation of Salary Structure

Year	Increase
FY2009	4.0%
FY2010	1.0%
FY2011	2.3%
FY2012	2.0%
FY2013	0.0%
<b>Cumulative</b>	<b>9.6%</b>

# Ratio of Salary to Midpoint

	FY2008		FY2009		FY2013	
Number less than 85%	5		0		4	
Number less than 100%	15	(87.8%)	6	(94.8%)	13	(90.7%)
Minimum	73.7%		86.6%		73.2%	
Median	107.6%		107.2%		106.7%	
<b>Average</b>	<b>105.9%</b>		<b>108.4%</b>		<b>107.0%</b>	
Maximum	131.9%		131.9%		145.0%	
Number above 110%	22		22		23	
Number above 120%	8		8		7	

# CONCLUSION

- Salary structure can serve as objective tool for:
  - Attracting and Retaining Employees
  - Ensuring Internal Equity in Compensation
  - Examining and Verifying External Competitiveness
  - Providing Link with Evaluation System