

2019 Full Time Staff Compensation Study

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OVERVIEW

- The College's practice is to review staff and faculty salary structure on a bi-annual basis.
 - Even numbered years: Faculty
 - Odd numbered years: Staff
- The College's practice is to conduct a comprehensive staff compensation study every four years.
- An RFP was submitted in October, 2018.
- Segal-Waters Consulting was approved by the Board in its December, 2018 meeting.



KEY OBJECTIVES

An effective compensation system must be...

- Effectively and efficiently administered
- Consistent with organizational structure
- Internally equitable
- Externally competitive
- Flexible to meet the changing needs of the College
- Financially sound



ORIGINAL PROJECT TIMELINE

Project Step	Dec	Jan	Feb	Mar	April	May	June
Step 1: Project Initiation							
Step 2: Job Classification Analysis							
Step 3: Market Study							
Step 4: Pay Schedule Development							
Step 5: Present Final Results							

JOB ANALYSIS

A review of selected job classifications was completed

- Feedback from divisions to select one hundred eighty-nine (189) classifications
- Analysis of Job Description Questionnaires completed by employees and reviewed by supervisor/managers
- Application of job evaluation factors to determine changes in grade placement
- Changes in some job titles to better reflect work being performed
- Review of documentation for Fair Labor Standards Act exemptions
- Updated job documentation



MARKET COMPARISON

Criteria for Selection of Peer Employers

- Competition for jobs/talent in the local market
- Proximity to the College
- Similar size and mission
- Similar types of positions
- Similar challenges in recruitment and retention



PEER EMPLOYERS AND MARKET DATA SOURCES

- Alamo Community College District – San Antonio, TX
- Austin Community College – Austin, TX
- Dallas County Community College District – Dallas, TX
- El Paso Community College – El Paso, TX
- Grayson College – Denison, TX
- Houston Community College System – Houston, TX
- Lone Star College System – The Woodlands, TX
- Northern Virginia Community College, Springfield, VA
- San Jacinto College District – Pasadena, TX
- South Texas College – McAllen, Rio Grande Valley, TX
- Tarrant County College – Fort Worth, TX
- University of Texas at Dallas – Richardson, TX

The following Published Data Sources were utilized to reflect private sector pay data:

- Economic Research Institute Salary Assessor (ERI)
- IBM Kenexa, CompAnalyst
- Towers Watson



Market Assessment

Benchmark Job Identification

Selection of benchmark jobs:

- Sufficient number of benchmark jobs to statistically represent all College jobs
- All levels of the organization represented
- Reflects the workforce composition
- Includes representation of services provided

Resulted in:

- 105 job titles represents 36% of all classification
- 56% of all incumbents represented by survey data



MARKET METHODOLOGY

- Collected information on salary range minimums, midpoints, and maximums and pay policies
- Peers received a custom survey with job summaries and minimum qualifications describing each benchmark so matches to actual duties and qualifications, rather than title; Segal Waters followed up with peers to ensure appropriate matches
- Data was adjusted to reflect regional differences in cost of labor
- Overall, we found the College's pay range minimum at 99% of the market average at the minimum, 95% of the market midpoint average, and 91% at the range maximum
- No internal pay equity issues were identified



MARKET ASSESSMENT

COLLIN COLLEGE OVERALL MARKET POSITION

While Collin College's minimums and midpoints overall are within the 95% - 105% corridor of competitiveness, they are lagging the College's goal of 100% of market average midpoint

Collin College as a % of the Market Average			
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Market Position	99%	95%	91%



MARKET FINDINGS-OTHER COLLECTED DATA

- The majority of peers use similar approaches for pay administration and pay practices
- For the past two years:
 - Pay structure increases by Collin College are lagging peers' increases
 - Base pay increases to individual salaries were higher for Collin College
- Four of twelve peers provide supplemental pay based on educational attainment for employees, while Collin College does not
- Two other colleges, South Texas and Tarrant County, provide organization-wide bonuses to both staff and faculty after the Board of Trustees approval
- No peers provide Department/Team Bonuses, Individual Bonuses, Spot Bonuses, or Retention Bonuses.
- Like Collin College, most use market data as a basis for pay increases



SUMMARY OF PAY STRUCTURE AND CLASSIFICATION RECOMMENDATIONS

- Realign current pay structures with market data to achieve overall goal of 100% of market average midpoints
 - No position has a decrease in midpoint
- Reassign 33 job titles to ranges that are competitive with market data and reflect internal equity
- One job is moved from the non-exempt to exempt structure
- For jobs being moved to a higher grade, ensure all employee pay is adjusted consistent with current placement guidelines for reclassifications
- Results in seventy (70) employees receiving adjustments based on higher grade assignments
 - Fifty (50) non-exempt employees
 - Twenty (20) exempt employees



ESTIMATED COST OF RECOMMENDATIONS

COLLIN COLLEGE PAY PLAN IMPLEMENTATION COST SUMMARY (100% Market)

	<u>May, 2019</u>
Current Base Salary For Full Time Staff	\$44,350,408.79
Adjustment Cost to New Salary (Exempt 3.0%; Non-Exempt 4.0%)	\$1,518,685.91
Adjustment Percent	3.4%
Additional Adjustment for Employees Moved to New Ranges	\$216,376.50
Total Adjustments	\$1,735,062.41



