

# **IMSA Staff Briefing Classification and Compensation Plan Design**

**Charles E. Carlson**  
**Carlson Dettmann Consulting**  
Operating division of enetrix

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# Effective Human Resource Management

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- **Four major components**
  1. **Pay**
  2. **Benefits**
  3. **Job security**
  4. **Working conditions**
- **Employee surveys**
  - **Score very well on #2-4**
  - **Perceived issues on pay**
    - \* **Internal fairness**
    - \* **Competitiveness**

# Study Purpose

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- **Document jobs**
  - **Non-faculty staff completed a Job Description Questionnaire**
  - **Reviewed by administration**
- **Establish internal equity**
  - **Fairness really matters**
  - **Objective method**
- **Measure competitiveness**
  - **Benchmark jobs in area markets**
- **Adjust pay delivery system**
- **Communicate results**
- **Manage the plan over time**

# Key Policy Questions

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- **Where do we want to position IMSA in its market?**
  - Above average?
  - Approximating the market?
  - Below the market?
- **What type of pay administration is best for IMSA?**
  - Narrower ranges with steps
  - Broader ranges with managed pay for performance plan

# Recommended Compensation Philosophy

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- 1. Focus on competitive total compensation**
- 2. Strive to establish and maintain internal equity**
- 3. Publish compensation structures and centralized processes**
- 4. Develop an effective performance management system with a method to reward outstanding performance**
- 5. Establish compensation consistent with ability to pay and diverse mission**
- 6. Regularly measure and report on employee satisfaction**

# Internal Equity

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- **Documented and analyzed jobs**
  - **Complete and thorough**
  - **Maintain as job descriptions with internal discipline**
- **Applied point factor job evaluation system**
  - **Valid and reliable measurement**
  - **Key factors**
    - \* **Required education and experience**
    - \* **Decision-making**
    - \* **Problem-solving**
    - \* **Communication skill**
    - \* **Working conditions**
  - **Yields point scores**
    - \* **Permits meaningful comparison of varied jobs**

# Market Measurement

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- **For a sufficient set of benchmark positions**
  - **Jobs having likely market matches**
  - **Fairly stable in content**
  - **Representative of different pay and responsibility levels**
- **Gather data**
  - **Comparable organizations**
  - **Other area public employers, as appropriate**
  - **Private sector matches, as appropriate**

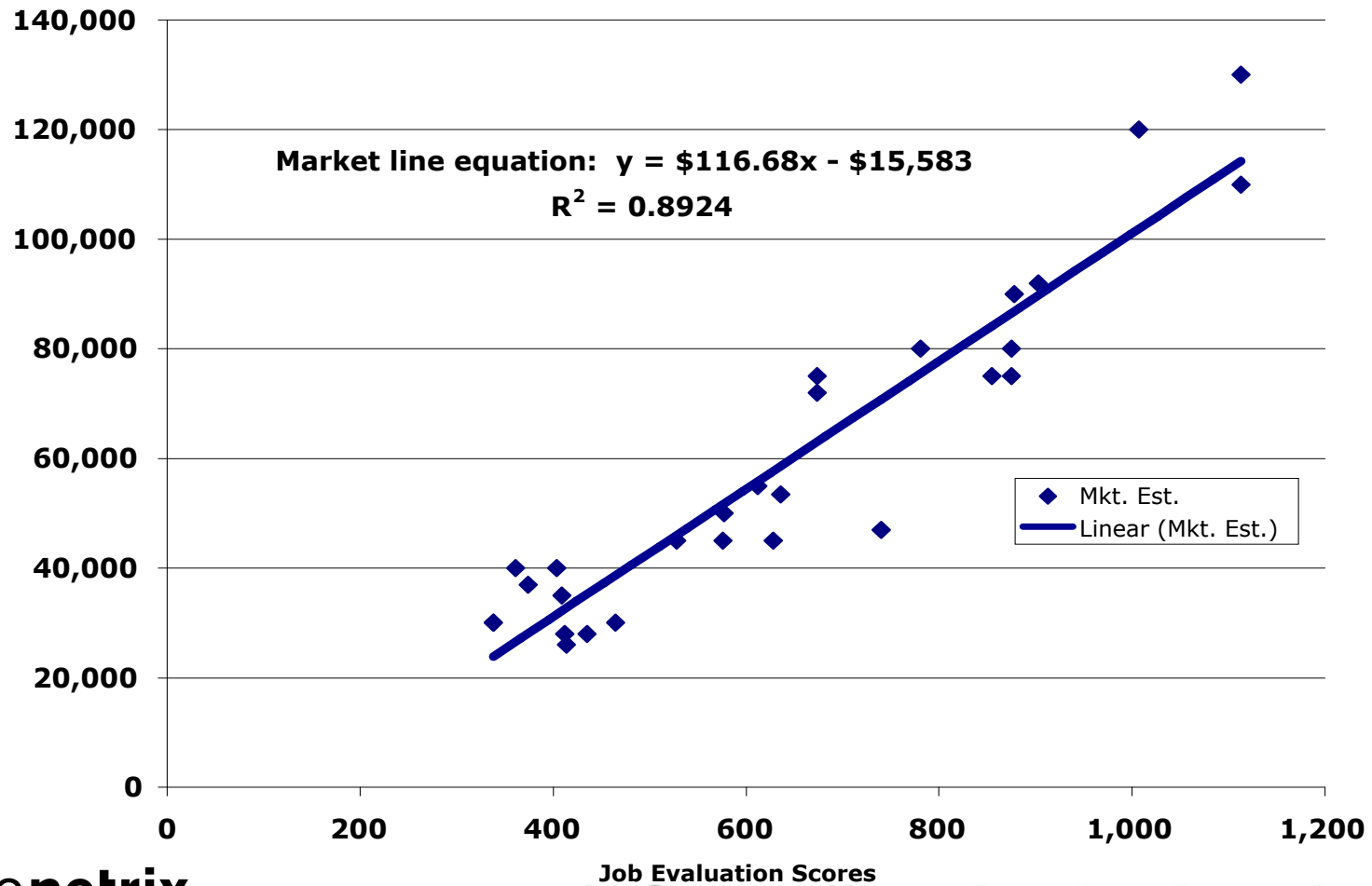
# Survey Sources

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- **Custom survey of area high school districts**
- **Illinois Community College Survey**
- **Watson/Wyatt Midwest Survey Reports**
- **Bureau of Labor Statistics**
  
- **Two major groups**
  - **Faculty**
  - **Administrative staff**

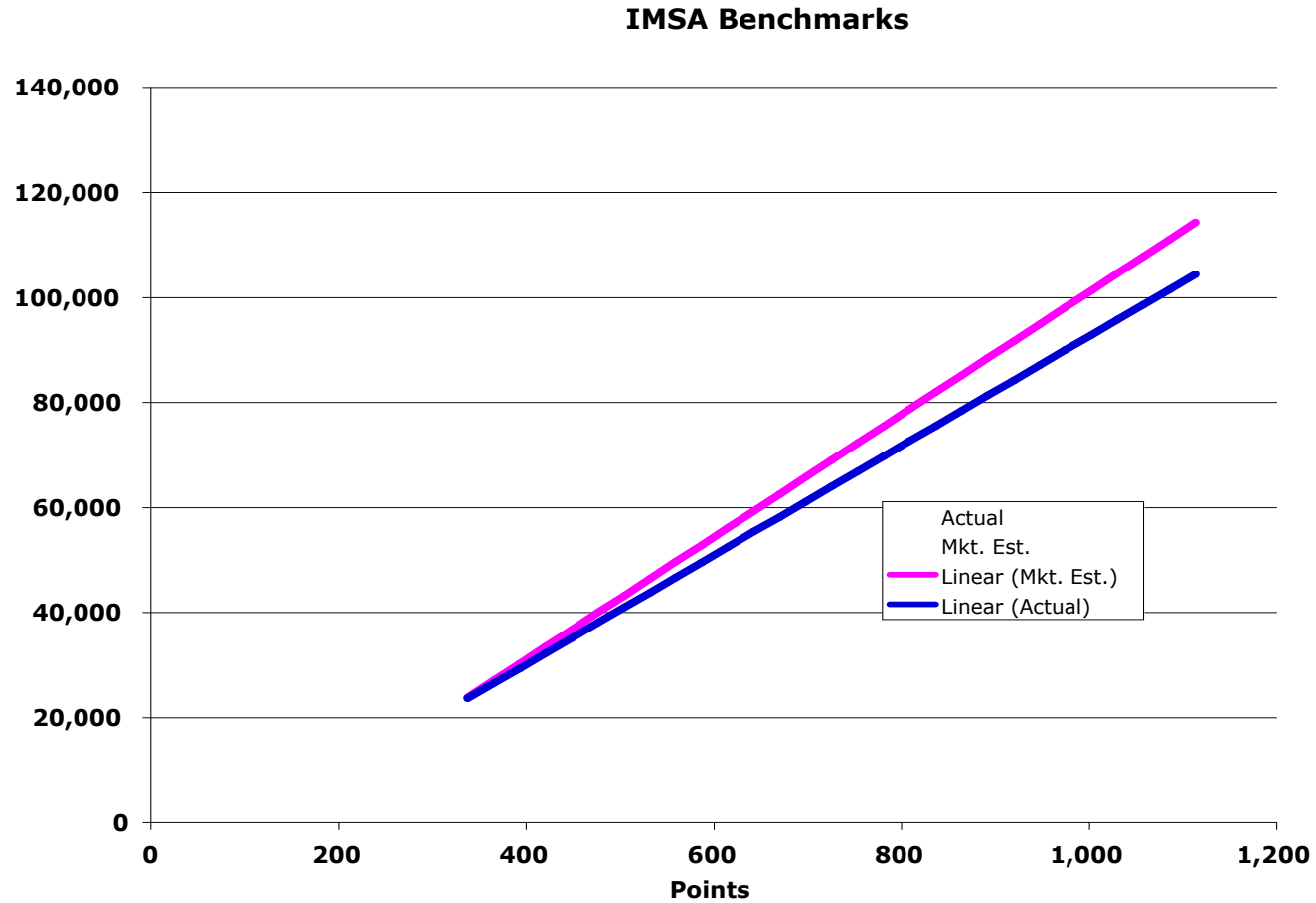
# Line of Best Fit

Admin Staff Market Estimates



# Staff Salary Pay Line Comparisons

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# Staff Pay Plan Draft

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GRADE					
EXEMPT	FR	TO	MINIMUM	MIDPOINT	MAXIMUM
H	1097	1205	95,632	119,541	143,449
G	997	1096	85,639	107,049	128,458
F	906	996	76,506	95,633	114,759
E	824	905	68,234	85,292	102,351
D	749	823	60,727	75,908	91,090
C	681	748	53,889	67,361	80,834
B	619	680	47,673	59,591	71,509
A	560	618	41,887	52,359	62,831

NON-EXEMPT	FR	TO	MINIMUM	MIDPOINT	MAXIMUM
7	525	575	40,542	47,697	54,852
6	477	524	35,462	41,720	47,978
5	434	476	30,843	36,286	41,729
4	394	433	26,645	31,347	36,049
3	359	393	22,828	26,856	30,884
2	322	358	19,358	22,774	26,190

**COMPA-RATIOS \***

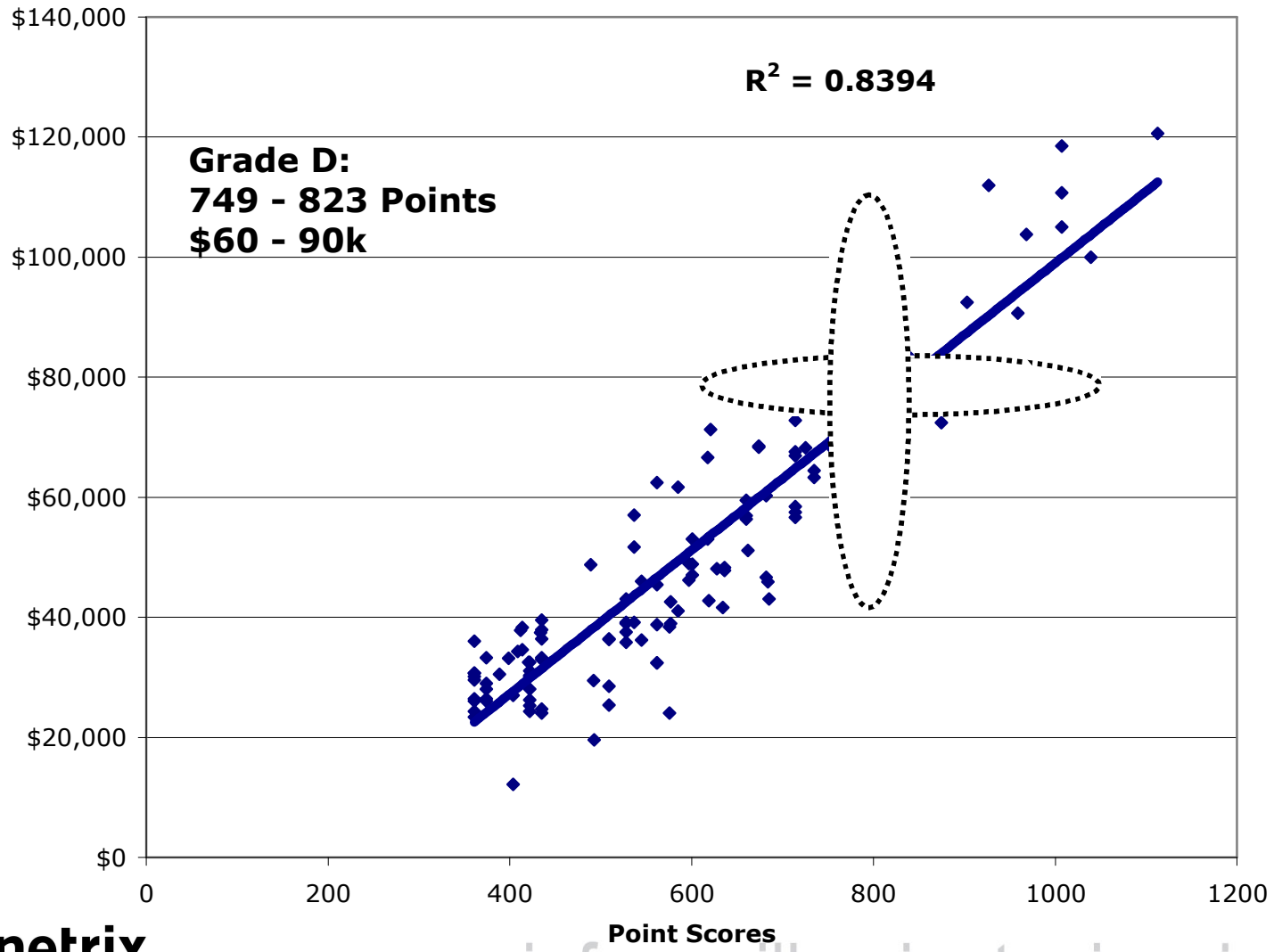
**EXEMPT**

Grade	< 80%	80-89%	90-99%	100-109%	110-119%	120% or >
H				1		
G	1		2	1	1	
F			1	1	1	
E		2	5	2		
D	1	3	3	3	2	3
C	3	4	3	3	1	1
B	2	4	2	1		2
A	6	4	4	2	2	2

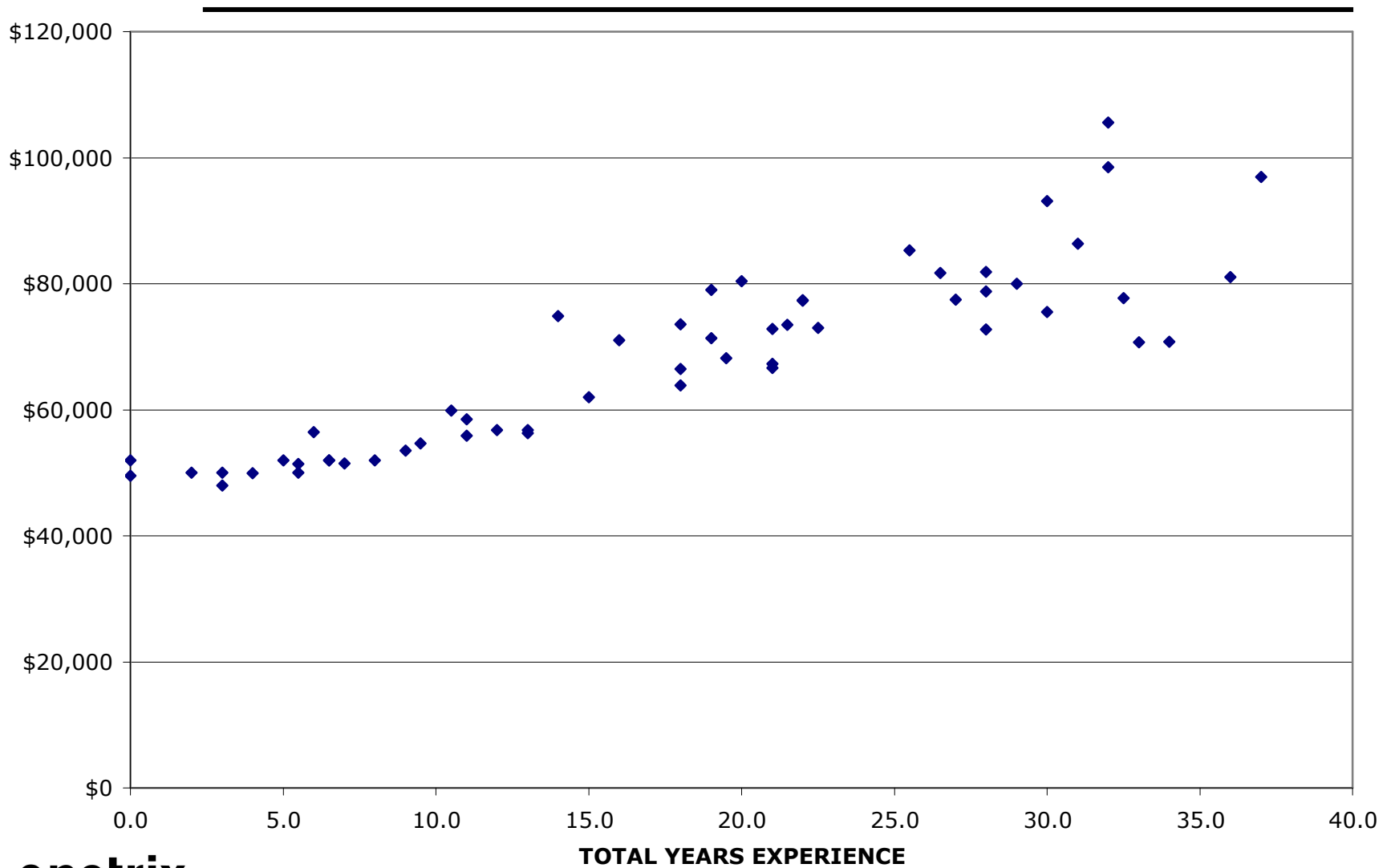
**NON-EXEMPT**

Grade	< 80%	80-89%	90-99%	100-109%	110-119%	120% or >
7	2	2	2	1	1	
6	3	2			1	
5	1			3		1
4	2	4	3	4	1	2
3			5	2	5	2

## Internal Equity



## FACULTY SALARY AND EXPERIENCE



# Faculty Market Comparisons (Area High Schools)

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## MS/MA Base (no additional credits)

	MS Entry	MS 5 yr	MS 10 yr	MS 15 yr	MS 20 yr	MS Max
HS District Avg.	\$45,935	\$54,273	\$64,654	\$75,396	\$81,700	\$94,788
IMSA	\$45,000	\$50,000	\$55,000	\$65,000	\$70,000	\$75,000
Difference	-2%	-8%	-15%	-14%	-14%	-21%

## Top Pay Grade (MS/MA + Credits or PhD)

	Entry	5 yr	10 yr	15 yr	20 yr	Max
HS District Avg.	\$53,280	\$61,967	\$72,762	\$84,598	\$92,679	\$98,680
IMSA	\$50,000	\$51,500	\$55,000	\$68,000	\$71,000	\$80,000
Difference	-6%	-17%	-24%	-20%	-23%	-19%

# Faculty Market Comparisons (Area K-12)

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## MS/MA Base (no additional credits)

	MS Entry	MS 5 yr	MS 10 yr	MS 15 yr	MS 20 yr	MS Max
K12 District A	\$40,583	\$45,573	\$52,555	\$60,307	\$68,093	\$82,232
IMSA	\$45,000	\$50,000	\$55,000	\$65,000	\$70,000	\$75,000
Difference	11%	10%	5%	8%	3%	-9%

## Top Pay Grade (MS/MA + Credits or PhD)

	Entry	5 yr	10 yr	15 yr	20 yr	Max
K12 District A	\$48,823	\$54,483	\$62,299	\$70,966	\$81,353	\$85,507
IMSA	\$50,000	\$51,500	\$55,000	\$68,000	\$71,000	\$80,000
Difference	2%	-5%	-12%	-4%	-13%	-6%

# Faculty Comparisons (Area Community Colleges)

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	# staff	Low	median	Hi	Avg
College of DuPage	298	44,243	84,852	109,401	85,501
Elgin Community College	118	40,960	78,434	103,458	77,702
Kishwaukee College	68	20,808	42,677	91,027	47,699
Joliet Junior College	190	38,470	60,997	92,286	63,471
Illinois Valley Community College	83	36,607	52,445	84,479	54,247
Wauborsee Community College	92	39,517	62,573	91,301	63,159
Average	142	36,768	63,663	95,325	65,297

# Summary of Findings and Recommendations

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- **Adopt a compensation philosophy**
- **Faculty compensation**
  - **Low to market for experienced faculty**
  - **Competitive benefits package**
  - **Need a phased-in improvement plan w/ faculty input**
- **Staff compensation**
  - **Excellent total compensation package**
  - **Internal equity needs to be tightened**
  - **Establish and publish pay ranges**
  - **Implement reclassification methodology**
  - **Develop a KISS performance management system w/ staff input**
- **Continue to measure IMSA employee opinions and modify system consistent with adopted philosophy**

# Next Steps

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- **Determine key Board policies**
  - **Market position**
  - **Pay delivery method**
  - **Budget for improvement**
- **Finish our final review of job evaluation results**
- **Continue to update staff on progress**
- **Develop an implementation plan for fiscal 09-10**
  - **Get all staff into appropriate pay ranges**
  - **Create a multi-year plan and budget**

# Discussion

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***Note: This is a confidential document covering competitive salary information. All observations are tentative, and this is not a final work product.***