

2022 CCU Staff Compression Study Overview

Human Resources & Equal Opportunity

Important Terms

- **Compression** – Occurs when employees who have been in a job for some time either (a) make less than new hires in the same position OR (b) make less than the going market rate
- **Target Rate** – The intended salary for an employee in a certain position based on their qualifications
- **Market Data** – Survey information on salaries for a given market, either based on geographical area or industry
- **Percentiles** – Market salary data points within a given range (e.g., “the 50th percentile” of a given market range equates to the median)
- **Pay Bands** – Dollar amount between the minimum and maximum rates of pay to which a state classification is assigned by Division of State Human Resources.

Positions Included

- **Included:**
 - Classified Staff
 - Unclassified Staff (excluding faculty and contracted athletic positions)
- **Excluded:**
 - President's Cabinet members
 - Research Grant Staff
 - Temporary Staff
 - Temporary Grant Staff
 - Time-limited Staff
 - Faculty and contracted athletic positions
 - Anyone not on the payroll as of September 1, 2022

Goals

1. Address staff compression within assigned budget
 - Staff allocated same funding as faculty
2. Raise minimum staff salaries to \$27,040 (\$13.00/hour)
 - 46 employees were impacted by this decision
 - This specific action was funded by limiting general increases to our highest-paid eligible senior administrative employees

Methodology

1. Gather

- Employees:
 - Professional experiences
 - Education levels
 - Current wages/salaries
 - Hire dates
- Position descriptions
- Organizational charts
- Market survey information (CUPA, CompAnalyst)

2. Adjust

- Include student, intern, practicum, graduate assistantship experiences
- Pro-rate experience if not full-time
- Adjust for breaks in service
- Exclude experience and education *not* related to employee's current role

Methodology

3. Match

- Match position descriptions to market survey data
- “Best fit” methodology
- Utilize other surveys, if necessary

4. Calculate

- Compute market target based on survey and employee information
- Compute gap versus market target (if any)
- Apply budget factor to meet budget
- Apply any other limits as directed by Administration

2022 Staff Salary Study Experience Thresholds

Salary Percentile	Experience in Years
20 th	0.0 < 3.0 Years
25 th	3.0 < 6.0 Years
40 th	6.0 < 10.0 Years
50 th (Median)	10.0 < 13.0 Years
60 th	13.0 < 17.0 Years
75 th	17+ Years

Same schedule used for most staff classification/compensation actions.

Example

1. Gather:

- Employee has 8.0 years of total relevant professional experience; BA degree; currently earns \$47,000; hired by CCU on 1 Jan 2020
- Position description: Financial Analyst

2. Adjust: Assume no adjustments.

3. Match: Role matched to *CUPA Financial Analyst-Junior* role; 40th Percentile = \$49,050.

4. Calculate:

- Employee maps to 40th percentile = \$49,050
- Gap versus market: $\$49,050 - \$47,000 = \$2,050$
- Compression amount: $\$2,050 \times \text{budget factor (assume 12.0\%)} = \underline{\$246}$.
Note that 15% maximum increase cap did not apply in this example.

Key Take Aways

1. The University's Administration remains fully committed to addressing staff compression over time, within budgetary realities.
2. Employees are encouraged to review and discuss their Position Descriptions (PD) with their supervisors to ensure key duties and responsibilities are captured. The PD is a *key input* into compression study process. As we close one staff performance cycle and begin the next, it presents an opportune time to perform this review.
3. Beware of 'apples to oranges' comparisons. Two jobs may have identical titles but the duties may vary significantly (as described in the PDs), resulting in the use of different market comparators.
4. New wages and salaries will be visible on **Nov 11th** (myCCU, *Employee Pay Resources* card); they will be effective and paid as follows:
 - Bi-Weekly Payroll: Effective November 13th, paid Dec. 9th
 - Semi-Monthly Payroll: Effective November 16th, paid on Dec. 15th

Additional Questions?

Questions about the study or its results should be submitted to hr@coastal.edu. They will be forwarded to the appropriate person for response.