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Job Classification and Compensation Study

01/2020-01/2022

Study Update Presentation

Board of Trustees



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GBS Human Resources & Compensation Consulting

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Gallagher

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Project Goals

Western Wyoming Community College (WWCC) contracted with Gallagher Benefit Services, Inc. (GBS) to conduct a classification and compensation study.

The objectives of the analysis included:

- Review and propose new internal equity system for staff positions.
- Collect market salary data utilizing custom and published survey sources for staff and faculty.
- Assess the competitiveness of salaries and salary structures for staff and faculty.
- Develop salary structure recommendations to ensure internal equity and external competitiveness for staff and faculty.

Methodology

Compensation:

- GBS selected 53 benchmark jobs for inclusion in the analysis for staff and faculty.
 - Benchmark jobs represented approximately 42% of the employee population.
- GBS utilized the following guidelines for benchmark selection:
 - Representation of all job families and levels throughout the organization (including 4 Faculty ranks).
 - Highly populated jobs.
 - Jobs found in most organizations and institutions.

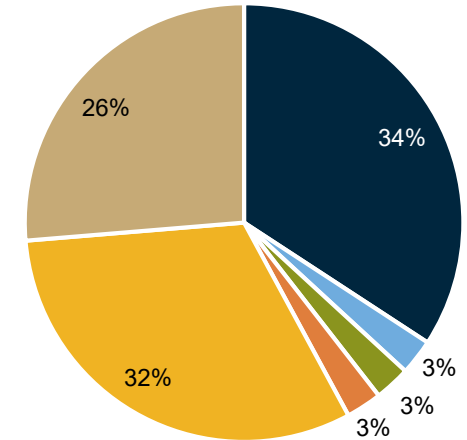
Methodology

Custom Survey — 38 Organizations were invited to participate.

Aims Community College	North Dakota State College of Science
Bismarck State College, Bismarck, ND	North Idaho College, Coeur d'Alene, ID
Casper College, Casper, WY	Northern State University, Aberdeen, SD
Central New Mexico Community College, Albuquerque, NM	Northern Wyoming Community College District, Gillette/Sheridan, WY
Central Wyoming College, Riverton, WY	Northwest College, Powell, WY
Coconino Community College, Flagstaff, AZ	Ogden-Weber Technical College, Ogden, UT
College of Eastern Idaho, Idaho Falls, ID	Pima College, Tucson, AZ
College of Southern Idaho, Twin Falls, ID	Salt Lake Community College, Salt Lake City, UT
Colorado Mesa University, Grand Junction, CO	San Juan College, Farmington, NM
Colorado Northwestern Community College, Rangely, CO	Snow College, Ephraim, UT
Dickinson State University, Dickinson, ND	State of Wyoming
Eastern Wyoming College, Torrington, WY	Sweetwater School District #1
Great Basin College, Elko, NV	Sweetwater School District #2
Great Falls College Montana State University, Great Falls, MT	Treasure Valley Community College
Lake Area Technical Institute, Watertown, SD	Utah State University Eastern, Price, UT
Lake Tahoe Community College, South Lake Tahoe, CA	Valley City State University, Valley City, ND
Laramie County Community College, Cheyenne, WY	Western Dakota Technical Institute, Rapid City, SD
Mid-Plains Community College, North Platte, NE	Western Nebraska Community College, Scottsbluff, NE
Miles Community College, Miles City, MT	Williston State, Williston, ND

Custom Survey Participation

- Confirmed Participation
- Contact seeking assistance
- Declined
- Indicated that their information can be found online
- No Response
- Returned Survey



Methodology

Published Survey — Appropriate sources used.

GBS used appropriate published survey sources for jobs common across private and public sector industries including:

- CompData Survey Library
- Mercer Survey Library
- Willis Towers Watson Survey Library
- College and University Professional Association for Human Resources (CUPA-HR) Survey Library

Methodology

Market Data was Collected for 52 of 53 Benchmark Jobs.

Benchmark Positions		
Accounts Payable Technician	Senior Outreach Coordinator	Maintenance Mechanic
Accounts Receivable Technician	Director of Information Technology	Maintenance/Custodian
Recruiter	Director of Library Services	Office Assistant
Aquatics Center Manager*	Director of Mustang Success	PC Support Technician
Assistant Professor	Health Sciences Division Chair / Director of Nursing	Physical Resources Office Assistant
Associate Librarian	Director of Student Marketing	Professor
Associate Professor	Workforce Coordinator	Project Manager
Director of Athletics	Disability Support Services Specialist	Protective Services Officer
Building Operating Systems Specialist	Division Chair	Registrar
Director of Community Relations	Executive Assistant	Registration & Records Assistant
Coordinator of Student Life and Housing	Faculty Assistant	Shipping Receiving & Mail Specialist
Counselor	Housing and Student Life Assistant	Student Success Advisor
Custodial Supervisor	HVAC & Electronic Systems Technician	Systems Administrator
Custodian	Instructional Designer	Systems Analyst
Data Scientist	Instructional Technologist	Vice President for Administrative Services
Enterprise Resource Planning (ERP) & Information Systems Administrator	Instructor	Vice President for Student Learning
Dean of Students	Lab Assistant	Dean of Enrollment Management
Digital Content Specialist	Library Assistant	

*Aquatics Center Manager did not have adequate job matches.

Methodology

Data Collection and Adjustments:

- GBS adjusted salary data for the Rock Springs, WY labor market using data from the Economic Research Institute Geographic Assessor and aged to July 1, 2021 using the *WorldatWork* prevailing market trend of 3% per year for actual salaries.
- **Example of Geographic Adjustment:**
- **Cost of labor** in Rock Springs, WY is **+2.65% above the national average**, therefore, GBS adjusted the national average data by +2.65% to make it effective for the Rock Springs, WY labor market.

Methodology

Market Comparisons Based on the Median (50th percentile).

- The median of a data set:
- Represents the middle figure and is more stable than a numeric average since it is not influenced by extremely high or extremely low salaries.
- Is a target for establishing pay at a competitive level with the market for more than 80% of organizations.
- Positions WWCC in the middle, rather than as a leader or follower in the market.

Job Evaluation Methods

Tool – Decision Band Method® (DBM®)

PREMISE

- The value of a job to an organization is based on its level of responsibility.
- Responsibility is reflected, and therefore measured, by the decision-making requirements of the job.
- All jobs require incumbents to make decisions in order to perform their jobs.
- Decision-making is a logical and equitable basis on which to compare jobs within an organization.

The importance of a job is directly related to the decision-making requirements of the job.

Decision-making is measurable.

The value of a job should reflect the importance of the job to the organization.

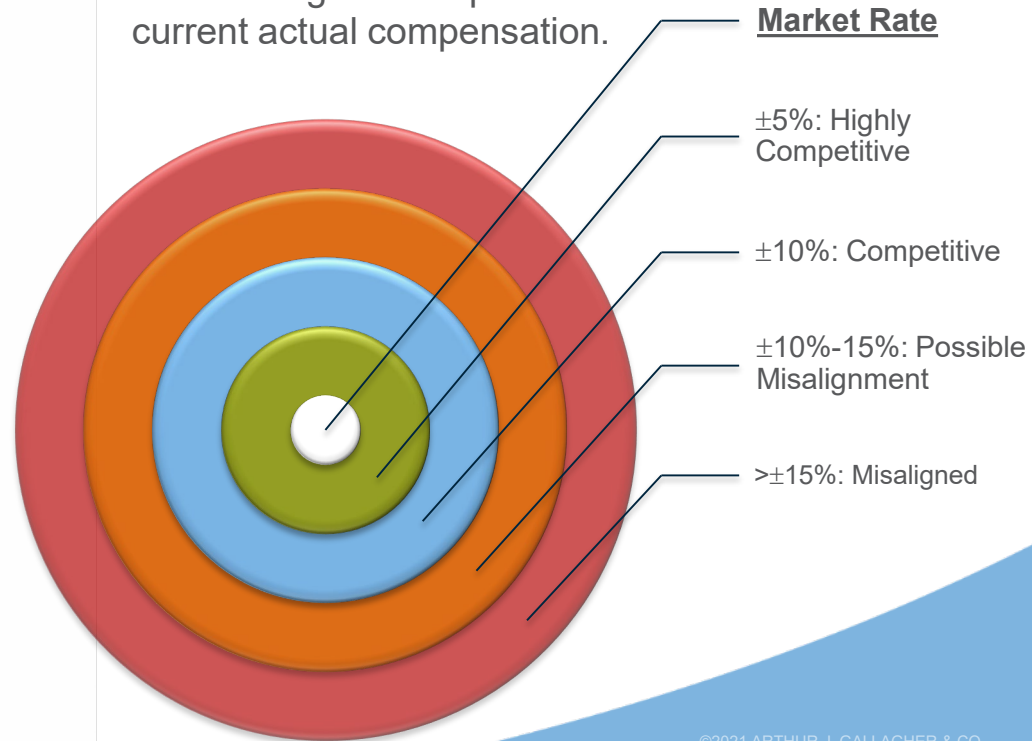
Decision-making is common to all jobs.

Findings | Analysis – Market Comparison

For each benchmark comparison, the percentage difference was calculated between WWCC's actual salary and the market:

- Positive (+) figures indicate that WWCC pays above the market.
- Negative (-) figures indicate that WWCC pays below the market.

The following guidelines are used when determining the competitive nature of current actual compensation.



Findings | Analysis – Market Comparison

Some of the benchmark jobs that have **more than a 15% variance** from the market are not necessarily in misalignment.

Factors such as:

- Performance
- Turnover
- Longevity

These will impact actual salaries and may explain some of the differences between the WWCC and the market actual salaries for individual jobs.

Findings | Analysis – Market Comparison

Overall comparison to the Actual Salaries at the 50th market:

Compared to Market	
Faculty	-9.94% - Competitive
Staff	-5.97% - Competitive

Findings | Analysis – Salary Structure - Faculty

- GBS placed the market median for each rank at the midpoint and used the current range spread to develop the proposed salary structure.

Market 50th



Level	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Increase from Current Midpoint
Instructor/Lecturer	\$46,753	\$57,368	\$67,983	45%	12%
Assistant Professor	\$47,366	\$60,134	\$72,903	54%	3%
Associate Professor	\$49,993	\$65,442	\$80,890	62%	4%
Professor	\$56,238	\$76,886	\$97,534	73%	12%

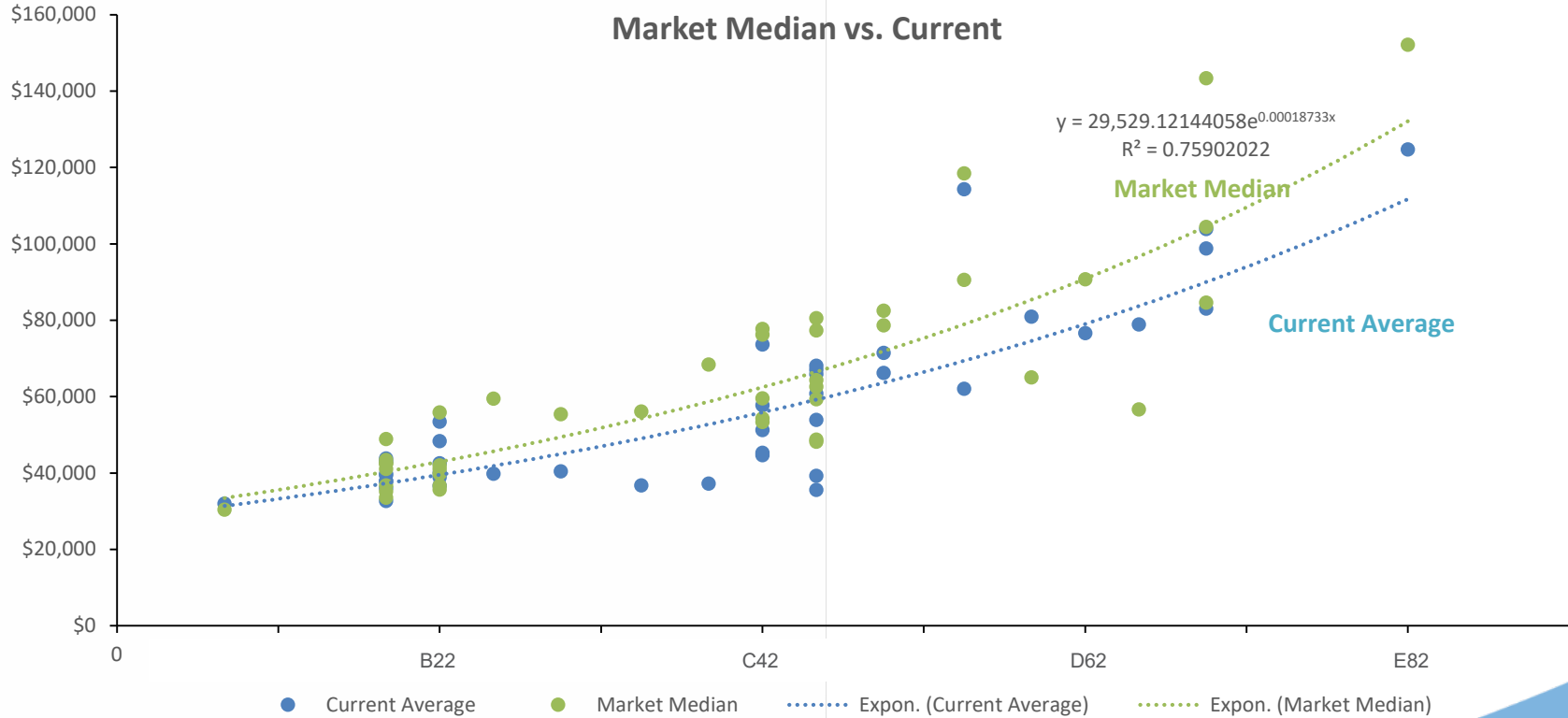


Current Range Spread

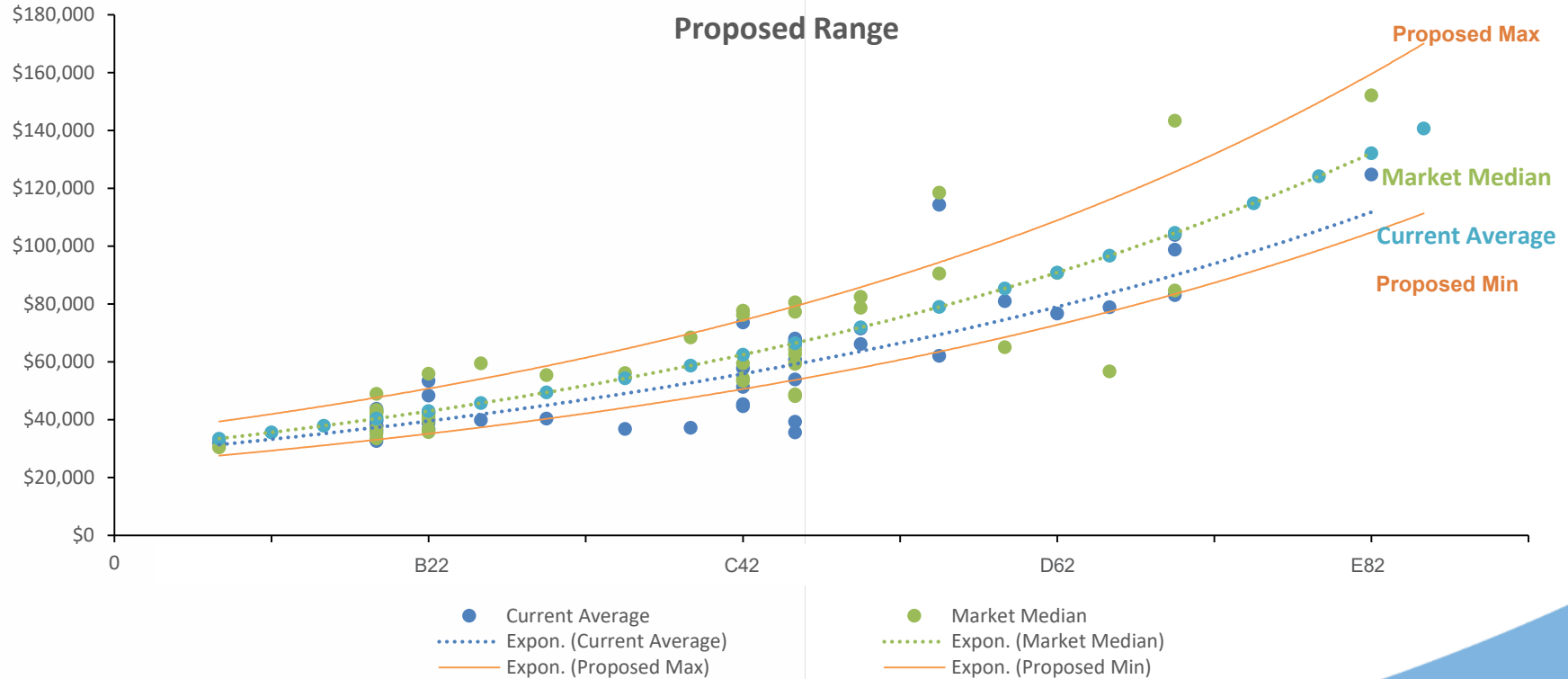
Findings | Analysis – Salary Structure - Staff

- GBS integrated market data with current Decision Band Method[®] (DBM[®]) ratings to develop an internally equitable and externally competitive salary structure for staff.
- GBS combined data to develop market trend lines for both the custom and full (custom and private sector) market 50th percentiles, which are shown on the following slide.
- GBS conducted comparisons to ensure validity and sustainability of the proposed salary structure developed using the trend line on the previous slide.

Findings | Analysis – Salary Structure - Staff



Findings | Analysis – Salary Structure - Staff



Findings | Analysis – Salary Structure - Staff

Grade	Min	Mid	Max	Range Spread
1	\$26,376	\$32,310	\$38,245	45%
2	\$28,053	\$34,365	\$40,677	45%
3	\$29,837	\$36,550	\$43,263	45%
4	\$31,740	\$38,881	\$46,023	45%
5	\$33,758	\$41,353	\$48,949	45%
6	\$35,904	\$43,983	\$52,061	45%
7	\$38,786	\$47,513	\$56,239	45%
8	\$42,547	\$52,120	\$61,693	45%
9	\$45,962	\$56,303	\$66,644	45%
10	\$48,884	\$59,883	\$70,882	45%
11	\$51,992	\$63,691	\$75,389	45%
12	\$56,165	\$68,802	\$81,439	45%
13	\$61,612	\$75,474	\$89,337	45%
14	\$65,225	\$81,531	\$97,838	50%
15	\$69,372	\$86,716	\$104,059	50%
16	\$73,783	\$92,229	\$110,675	50%
17	\$79,705	\$99,631	\$119,557	50%
18	\$87,434	\$109,293	\$131,152	50%
19	\$92,599	\$118,064	\$143,529	55%
20	\$98,487	\$125,571	\$152,655	55%
21	\$104,750	\$133,556	\$162,362	55%
22	\$113,156	\$144,274	\$175,392	55%
23	\$124,130	\$158,265	\$192,401	55%
24	\$134,091	\$170,967	\$207,842	55%

- Midpoint of proposed salary structure is based on trend link of the market 50th.
- Salary range spreads represent market trends.
- Salary grades reflect internal equity.

Implementation Summary - Faculty

Gallagher Offers two Implementation Options

Implementation Method-1

Bring to New Range Minimum

Number of Employees Receive Increase	9
Total Increase \$	\$15,808
Total Increase (% of Current Payroll)	0.43%

*Does not include Adjunct Faculty.

Implementation Method-2

Bring to New Range by Longevity

Target years required to move from min to max	12
Number of Employees Receive Increase	31
Total Increase \$	\$278,067
Total Increase (% of Current Payroll)	7.63%

**Excel version allows WWCC to change this number to consider alternate timeframes and scenarios.

* Does not include Adjunct Faculty.

Overview

Total Number of Employees	63
Current Total Payroll	\$3,642,935
Number of Employees Under New Min	9
Number of Employees Above New Max	0

Implementation Summary - Staff

Gallagher Offers two Implementation Options

Implementation Method-1

Bring to New Range Minimum

Number of Employees Receive Increase	73
Total Increase \$	\$582,739
Total Increase (% of Current Payroll)	6.31%

Implementation Method-2

Bring to New Range by Longevity

Target years required to move from min to max	12
Number of Employees Receive Increase	118
Total Increase \$	\$1,014,437
Total Increase (% of Current Payroll)	10.98%

Overview

Total Number of Employees*	217
Current Total Payroll	\$9,239,630
Number of Employees Under New Min	73
Number of Employees Above New Max	15

* 217 total number of employees includes Full-Time Professionals, Full-Time Paraprofessionals, Part-Time Benefitted and Par-Time Non-Benefitted staff.

Initial Recommendations

- Adopt the Decision Band Method® to establish internal equity.
- Adopt recommended salary structures to reflect the market and internal equity.
 - The range midpoint was anchored at the 50th percentile of the full market.
 - Range minimums and maximums were calculated using a range spread of 45%-55%, which is aligned with the market average range spread of approximately 50%.
 - Progressive range spreads across DBM® levels reflects the difference in impact of experience and knowledge on the role (e.g. Custodian compared to Finance Manager).
- College to determine the implementation method.
- Consolidate fulltime and part-time employment salary structures.

Thank you!

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Gallagher

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