



ACCREDITATION EVIDENCE

Title: Job Classification and Compensation Market Study

Evidence Type: Corroborating

Date: August 2021

WAN: 22-0547

Classification: Report

PII: No

Redacted: No



Job Classification and Compensation Study

Study Update Presentation

Employee In-service Workshop



DRAFT

GBS Human Resources & Compensation Consulting

August 2021



Gallagher

Insurance | Risk Management | Consulting

Meeting Discussion Topics

August 18, 2021

- Study Goals and Objectives
- Introduction to Gallagher Consulting Team
- Study Methodology
- Findings and Outcomes
 - Custom Survey
 - Published Survey
- Decision Band Method[®] (DBM[®]) for Job Evaluation
- Potential Implementation Options

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 classification system.
- Collect market salary data utilizing custom and published survey sources.
- Assess the competitiveness of salaries and salary structures.
- Develop salary structure recommendations to ensure internal equity and external competitiveness.

Meet Our GBS Compensation Team



MIKE VERDOORN, MA-HRIR, CCP, IPMA-SCP – Managing Principal – Mr. Verdoorn will be the Project Director. He has been with Gallagher for 15 years and has experience working with public sector organizations across the United States. Mr. Verdoorn has led over 100 similar projects addressing the compensation issues in complex organizations. He has a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota and has earned his CCP certification from *WorldatWork*. Prior to joining the firm, he was a compensation analyst at Imation and at the University of Minnesota.



BRANDIS RUFFIN, PHR, SHRM-CP – Senior Consultant – Ms. Ruffin will be Co-Project Manager for this study. Ms. Ruffin brings well over a decade of leadership experience in higher education and the public sector. By combining her client-centered passion with her background in HR and Industrial-Organizational Psychology, she blends academic knowledge and well-established practitioner skills to address business challenges with optimal, strategic solutions. Her specialties include DEI, talent acquisition, classification, compensation, employee relations and workplace policies, engagement, and retention.



AUGUST ZHU, MA-HRIR – Consultant – Mr. Zhu will provide staff support for this study. Mr. Zhu has a Bachelor of Science Degree in Human Resources from Shanghai Jiao Tong University and a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining Gallagher, he was a compensation analyst at BASF (China) and an organization development consultant at Bovis Consulting.

Methodology

Custom Survey | Published Survey

Methodology

Compensation:

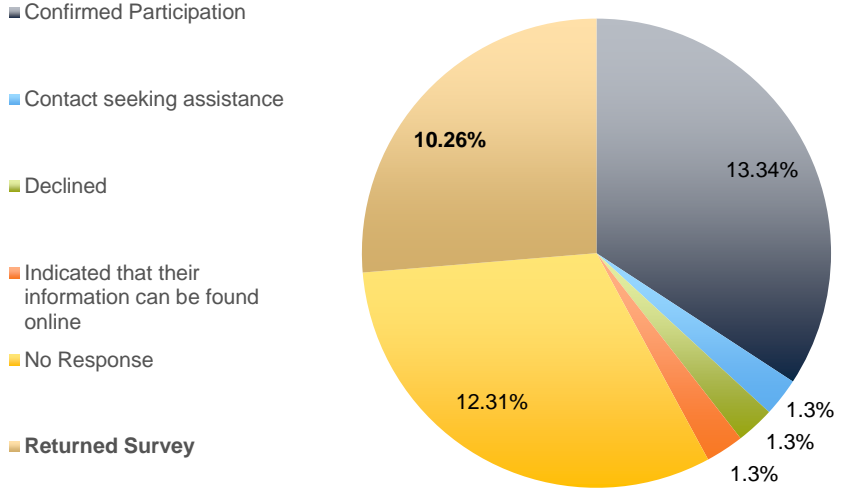
- GBS selected 53 benchmark jobs for inclusion in the analysis.
 - Benchmark jobs represented approximately 42% of the employee population.
- GBS utilized the following guidelines for benchmark selection:
 - Representation of all job families and levels throughout the organization.
 - Highly populated 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



Methodology

Published Survey — Appropriate sources used.

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

- College and University Professional Association Survey
- CompData Survey Library
- Mercer Survey Library
- Willis Towers Watson 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	

*No good match was found for Aquatics Center Manager job.

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.

The Decision Band Method[®]

Job Evaluation Methodology Designed with Internal Equity in Mind.

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.

Decision Band Method[®] – 3 Step Analysis

STEP 1: Determine Appropriate BAND

BAND A: Defined	BAND B: Operational	BAND C: Process	BAND D: Interpretive	BAND E: Programming	BAND F: Policy
Determine manner and speed to perform defined steps of an operation	Determines how and when to perform steps of processes	Develops and selects appropriate process to accomplish operations of programs	Interprets programs into operational plans and deploys resources	Plans strategies, programs and allocates resources to meet goals	Organization scope, direction, and goals

Each job title is assigned a:

- Letter Band
- Number Grade
- Number Subgrade

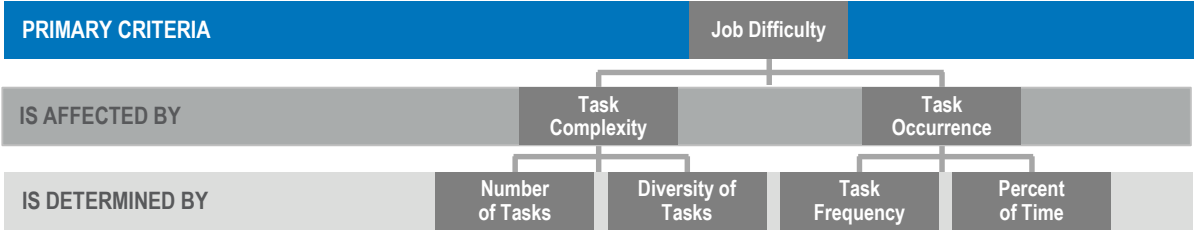
Sample DBM[®] Ratings:

A13
B22
 C43
 C51

STEP 2: Determine Appropriate GRADE

Grade Assignment	Jobs with coordinating or supervisory responsibility within the same band are placed in the higher grade Jobs without this responsibility within the same band are placed in the lower grade
-------------------------	---

STEP 3: Determine Appropriate SUBGRADE



DBM[®] Job Evaluation

Key Points to Remember

1 Only work content is considered.

2 Factors unrelated to work are not included in evaluation of job.

3 Working and labor market conditions are treated separately.

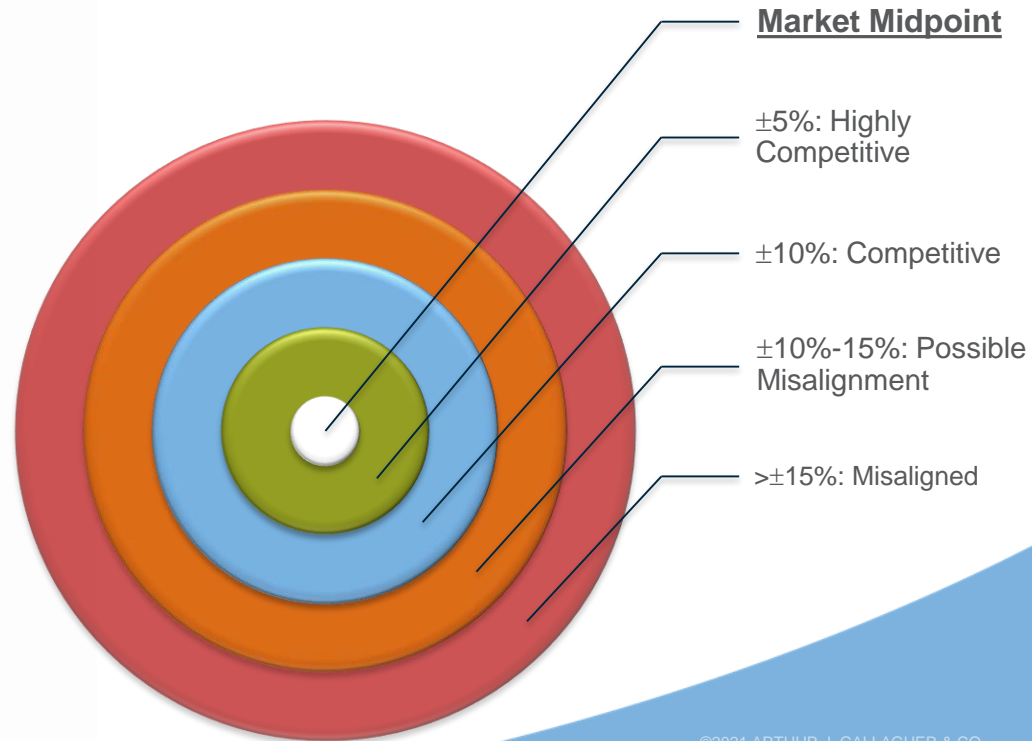
Findings | Analysis | Recommendations

Findings | Analysis

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

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

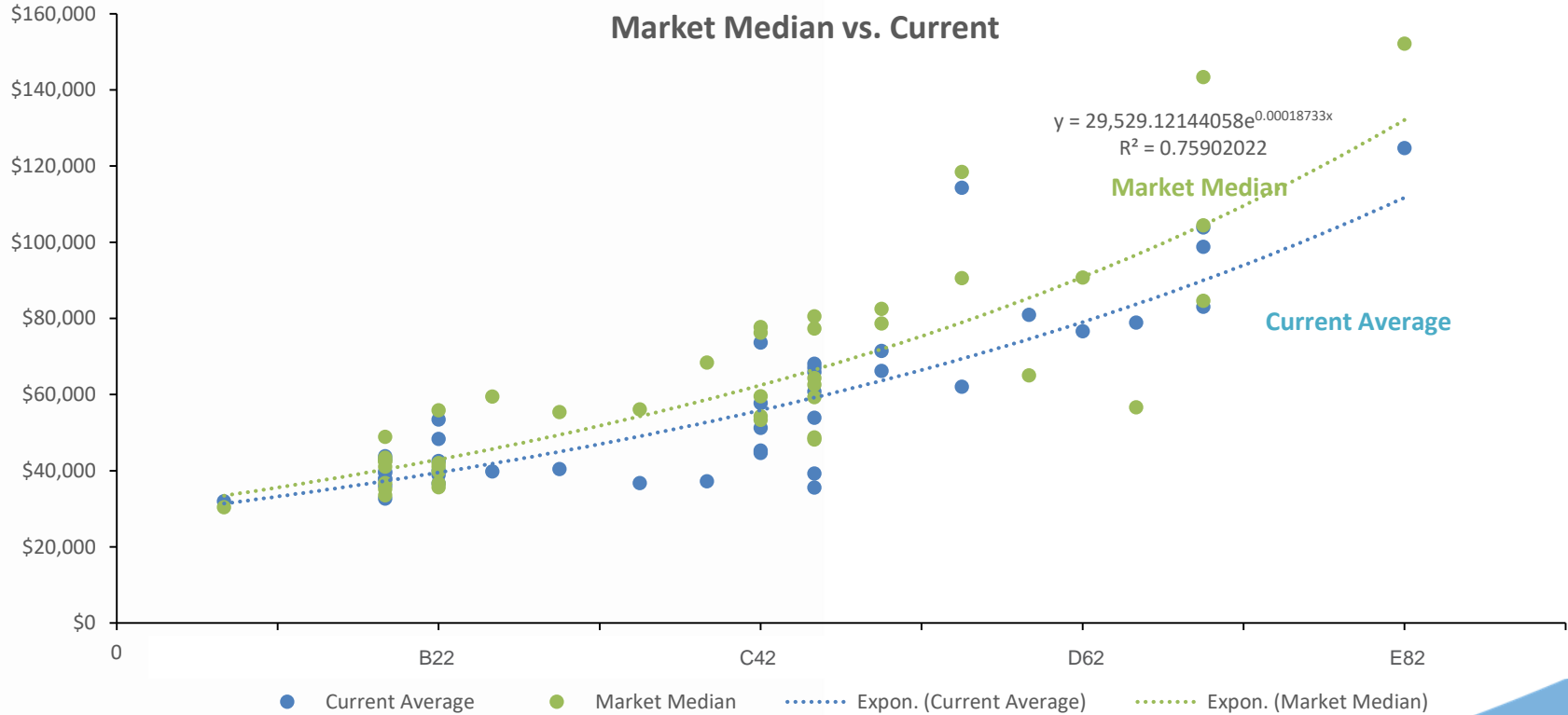
Overall comparison to the Actual Salaries at the 50th market:

Compared to Market	Comparison Based on Operational Budgets
Findings	-5.97% Competitive

Findings | Analysis

- GBS integrated market data with current DBM[®] ratings to develop an internally equitable and externally competitive salary structure.
- 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.

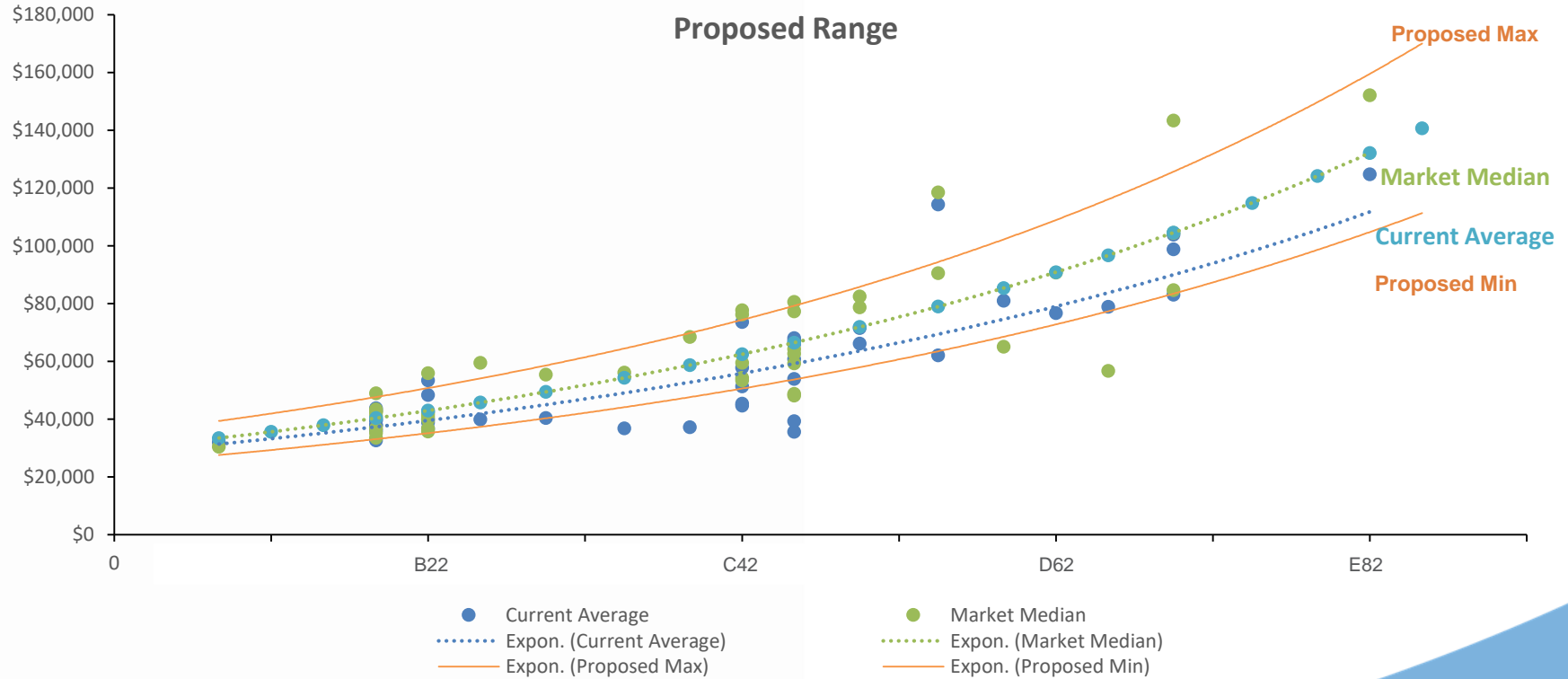
Findings | Analysis



Findings | Analysis

- GBS conducted comparisons to ensure validity and sustainability of the proposed salary structure developed using the trend line on the previous slide.
- Sample DBM[®] structure information can be found on the following slides.

Findings | Analysis



Recommendations & Next Steps

Summary of HRCC Consultant Recommendations for WWCC Consideration

Implementation Summary – Non-Teaching Employees

GBS Offers two Implementation Options

Implementation Method-1

Bring to New Range Minimum

Number of Employees to Receive Increase	77
Total Increase \$	\$747,929
Total Increase (% of Current Payroll)	5.51%

*Non-Teaching Roles
(Teaching roles and jobs with pending DBM rating are not included.)

Implementation Method-2

Bring to New Range by Longevity

Target years required to move from min to max	12
Number of Employees to Receive Increase	132
Total Increase \$	\$1,342,515
Total Increase (% of Current Payroll)	9.89%

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

*Non-Teaching Roles
(Teaching roles and jobs with pending DBM rating are not included.)

Overview

Total Number of Employees (Not including Adjunct Faculty)	303
Current Total Payroll	\$13,574,974
Number of Employees Under New Min	77
Number of Employees Above New Max	17

Implementation Summary – Faculty

GBS Offers two Implementation Options

Implementation Method-1

Bring to New Range Minimum

Number of Employees to Receive Increase	9
Total Increase \$	\$19,641
Total Increase (% of Current Payroll)	0.52%

Implementation Method-2

Bring to New Range by Longevity

Target years required to move from min to max	12
Number of Employees to Receive Increase	38
Total Increase \$	\$409,519
Total Increase (% of Current Payroll)	10.94%

Overview

Total Number of Employees (Not including Adjunct Faculty)	66 (or 13.64%)
Current Total Payroll	\$3,742,383
Number of Employees Under New Min	9
Number of Employees Above New Max	0

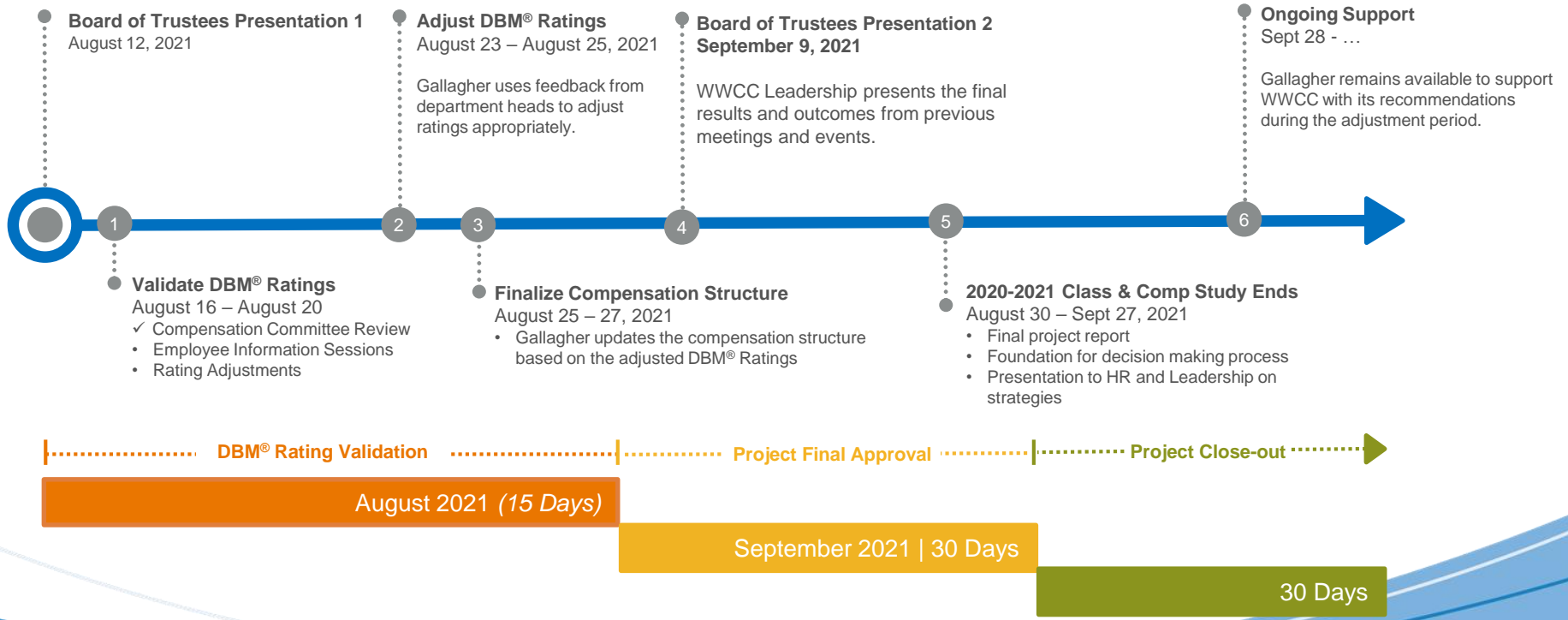
**Excel version allows WWCC to change this number to consider alternate timeframes and scenarios.

Initial Recommendations

- GBS recommends using the full market to ensure representation of the comprehensive labor market:
 - 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).
- Consolidate fulltime and part-time employment salary structures.

Next Steps

What to expect within the upcoming weeks.



Thank you!

901 Marquette Avenue South
Suite 1900
Minneapolis, MN 55402
USA



Gallagher

©2021 ARTHUR J. GALLAGHER & CO.