



Employee Presentation Forum

CBIZ Compensation Consulting

Introduction

CBIZ Compensation Consulting

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Overview

CBIZ Introduction

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Methodology

Job Analysis Questionnaire

Answer Your Questions

CBIZ Introduction



NATIONAL SCALE

6,000+

Team Members

100+

Offices

31

States

20

Major Markets

More than 100 offices and 6,000 team members in major metropolitan areas and suburban cities nationwide, serving more than 82,000 clients



CBIZ Compensation Consulting

National CBIZ practice

Team of professionals focused exclusively on compensation consulting

Extensive experience working in higher education

RECENT HIGHER EDUCATION CLIENTS

- Berea College
- Bridgewater State University
- Columbia College
- College of Wooster
- Crowder College
- Eastern Arizona College
- Emerson College
- Emporia State University
- Fort Hays State University
- Harper College
- Illinois College of Optometry
- Kansas State University
- Lindenwood University
- Monroe Community College
- Mineral Area College
- Missouri Southern State University
- Missouri Western State University
- Pasadena City College
- Pittsburg State University
- Saint Louis University
- Salt Lake Community College
- Texas State University
- Truckee Meadows Community College
- Tulsa Community College
- University of Houston Downtown
- University of Indianapolis
- University of Kansas
- Western Illinois University
- Westminster College
- Wichita State University

Scope of the Study



Scope

A competitive market review of base salary and total cash compensation for Staff and Faculty

Development of salary structures

Design job architecture

Update job descriptions

Reconciliation of actual compensation to market-competitive compensation

Evaluate for internal equity

Calculation of plan implementation costs

Overall program recommendations

Methodology



Initiated Project

Conducted planning meeting with staff

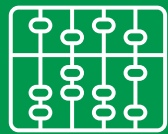
Established project goals

Collecting organizational, job, and employee information

Launching job analysis questionnaire (JAQ) – Staff only

What is Market Pricing?

VALUATION OF PAY FOR JOBS IN THE EXTERNAL LABOR MARKETS



VALUATION OF PAY

- Analyze published survey data and/or public records
- Compile statistical data



FOR JOBS

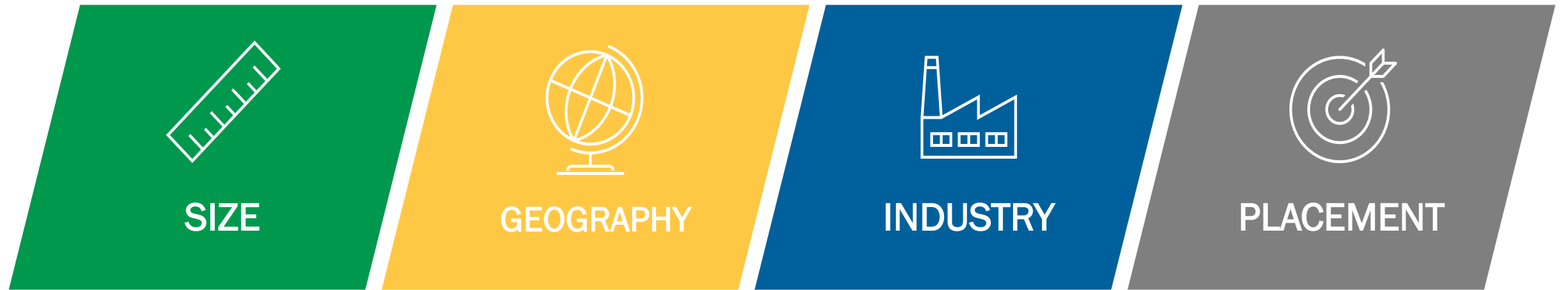
- Job-based exercise—not person-based
- Focused on scope of job: duties, responsibilities, qualifications, etc.



IN THE EXTERNAL LABOR MARKETS

- Define the labor market
- Tied to compensation philosophy

Labor Markets & Competitiveness



FACULTY/GA

- R1/R2 status
- National
- Higher ed

- Market median
- Match the market

STAFF

- Budget
- Enrollment
- # Staff
- National
- Adjusted to Carbondale
- Higher ed
- Broader industry

Evaluate Job Documentation

Job documentation and JAQ's are evaluated to identify:

- Essential Functions
- Duties and Responsibilities
- Required Qualifications

Job content, not titles, are used to ensure correct matches to the market

Develop Job Architecture - Staff

Top-down exercise to define job expectations and requirements

Framework for job consistency

- Scope of role
- Title review for market comparison and internal consistency
- Expectations

Promote career path conversations, mapping, and movement

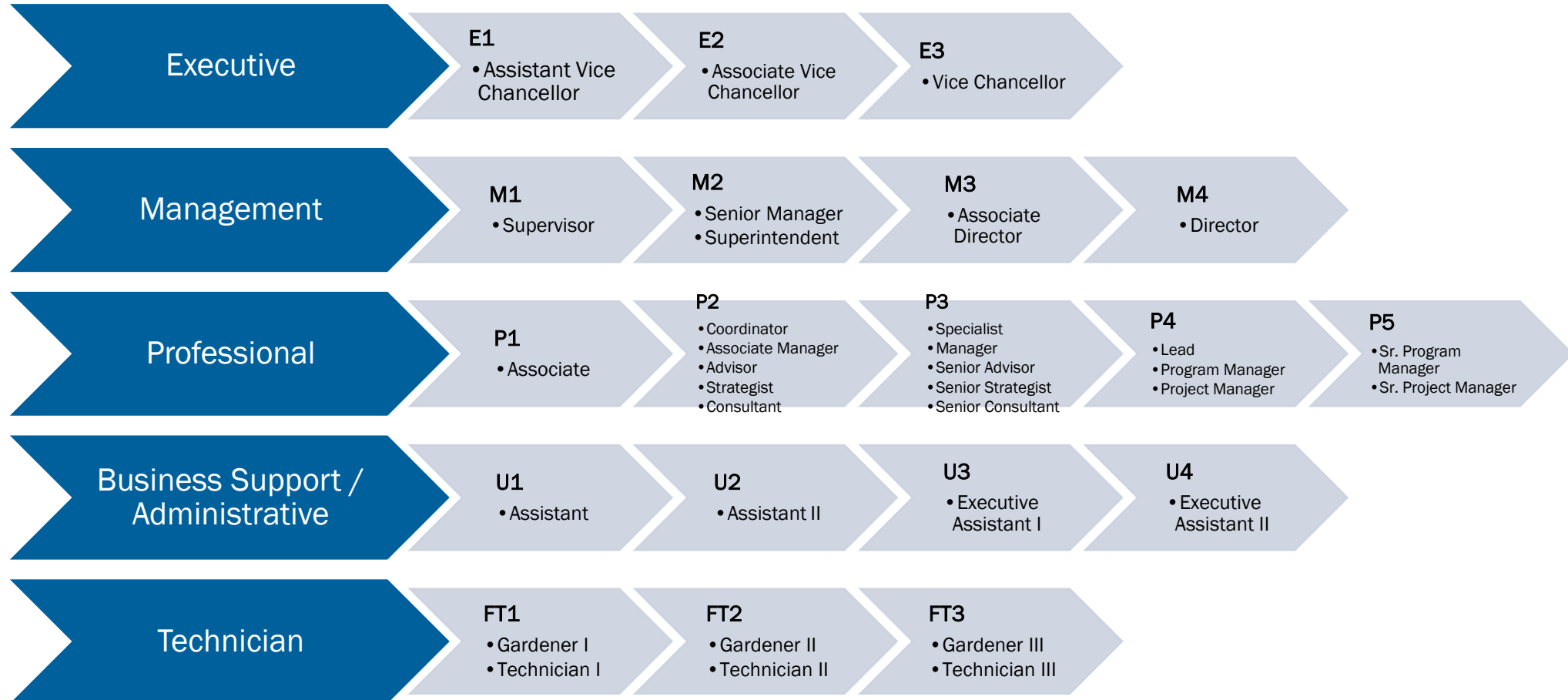


Career Streams: refer to the various career paths that individuals can take within a job family or sub-family, often differing based on the nature of the work involved.



Career Levels: denote the hierarchy of roles within a career stream, typically categorized by the complexity of tasks, level of responsibility, and required experience or education.

Job Architecture Design - Staff



External Market Analysis

Published survey data

- Including CUPA-HR peer groups

Faculty: match based on discipline and rank

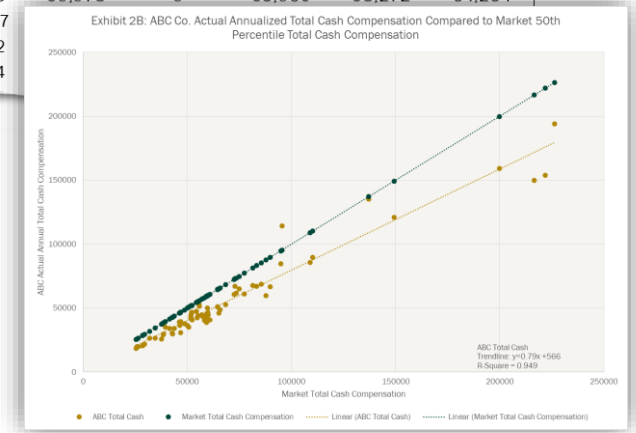
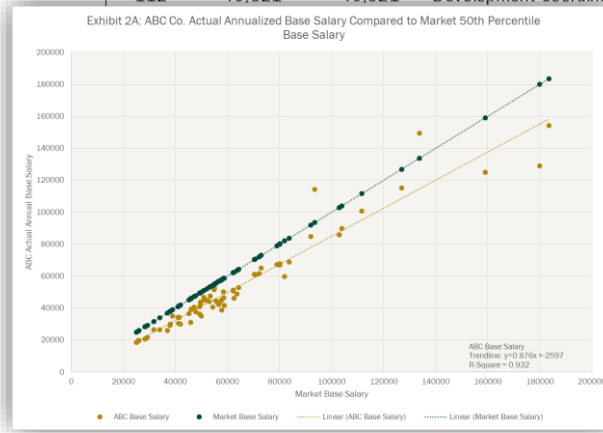
Staff: match based on job documentation

Document market percentiles

- Base salary

ABC Co.
Preliminary Compensation Study Results
Exhibit 1 - Market Summary
Data Effective July 1, 2021

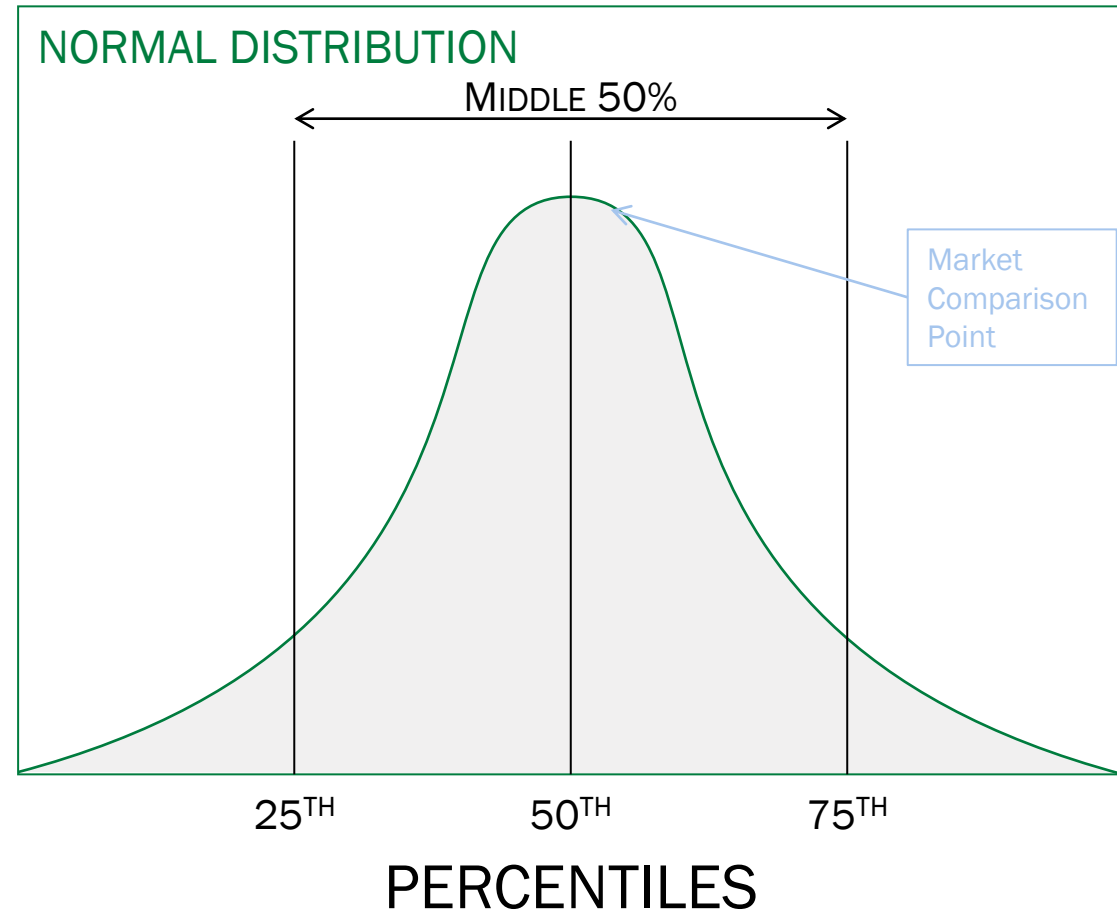
CBIZ Code	Annualized Average Base	Annualized Average Total Cash	Current Job Title	Market Base Salary			Proposed Pay Grade	Market Total Cash Compensation		
				25th	50th	75th		25th	50th	75th
100	30,042	30,042	Accounting Specialist	39,499	42,065	45,423	7	40,335	42,959	46,391
101	35,085	35,085	Administrative Assistant	36,586	38,948	42,098	6	37,107	39,506	42,704
181	43,629	43,629	Archives Librarian	52,686	56,267	61,394	9	53,673	57,346	62,589
107	46,863	46,863	Benefits Coordinator	47,725	51,029	55,389	8	48,734	52,114	56,570
187	40,842	40,842	Bibliographer	46,807	49,391	53,202	8	57,408	60,866	65,818
102	41,614	41,614	Communications Specialist	55,205	58,783	63,901	10	56,241	59,908	65,144
104	50,825	50,825	Content Managing Editor	59,230	62,242	66,608	10	61,471	64,633	69,197
105	115,200	135,200	Controller	110,399	126,941	148,215	16	118,005	137,150	164,359
112	40,621	40,621	Development Coordinator	50,246	54,336	59,978	9	53,960	58,272	64,234



Finalize Market Data by Job

Gathered the market data by job—pulling data for similar positions in comparable organizations paying employees to perform similar functions.

Captured base salary and total cash compensation data by the 25th, 50th, and 75th percentiles.



Design Pay Structure(s)

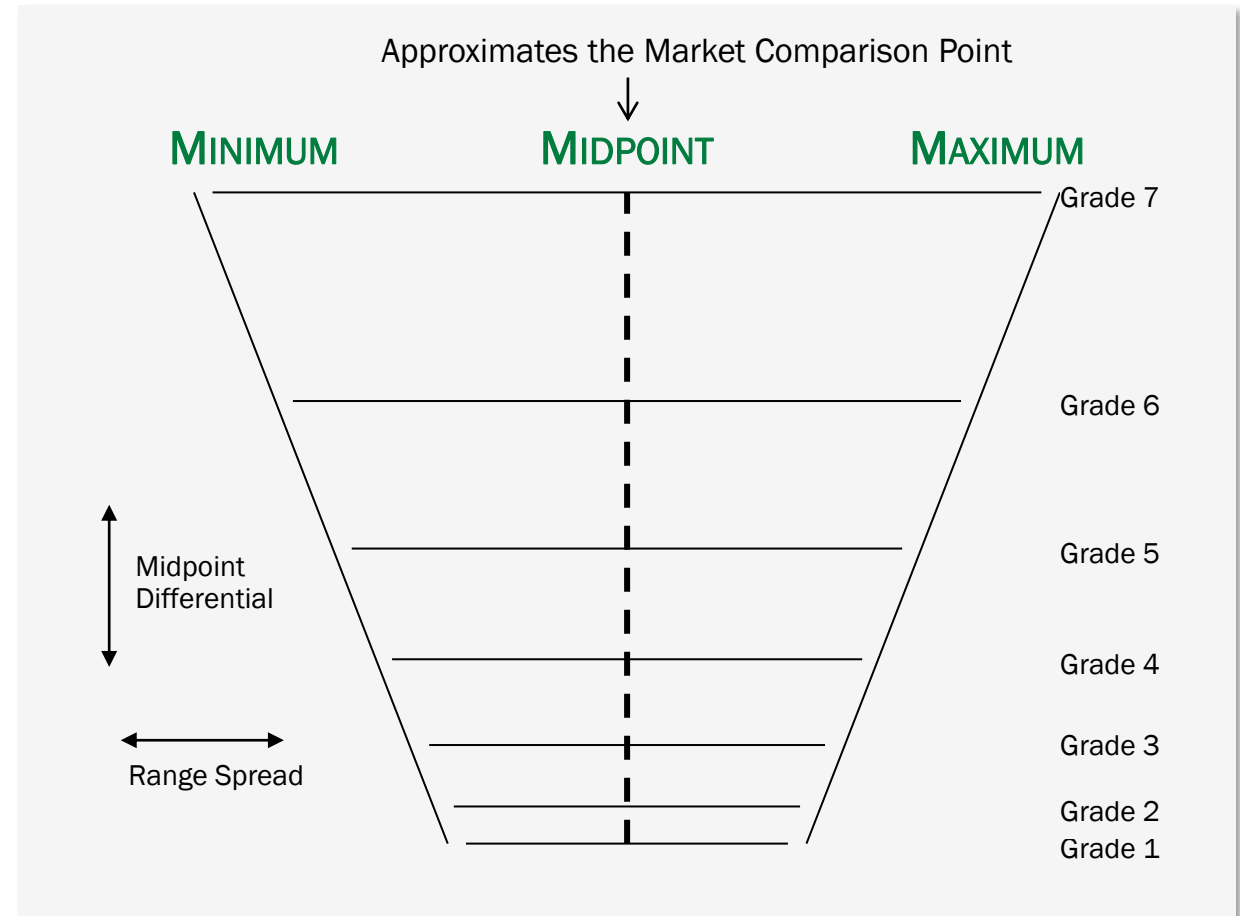
Evaluate current or propose new

Design elements

- Range spread – how wide?
- Midpoint differentials – midpoint growth, how aggressive

Streamline compensation administration

Allow for internal equity considerations



Place Jobs in Salary Structure

- Jobs slotted into the structure based on their market comparison point (i.e., 50th percentile).
- Grades contain jobs of similar market value.

Title: Job XYZ

Market Benchmark: \$35,455

Illustrative Purposes Only

<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Midpoint Differential</u>	<u>Range Spread</u>
1	\$24,778	\$30,972	\$37,166	--	50%
2	\$27,398	\$35,618	\$43,838	15%	60%
3	\$31,508	\$40,960	\$50,412	15%	60%

Financial Impact Analysis

Model preliminary implementation costs

Identify employees above or below the proposed ranges

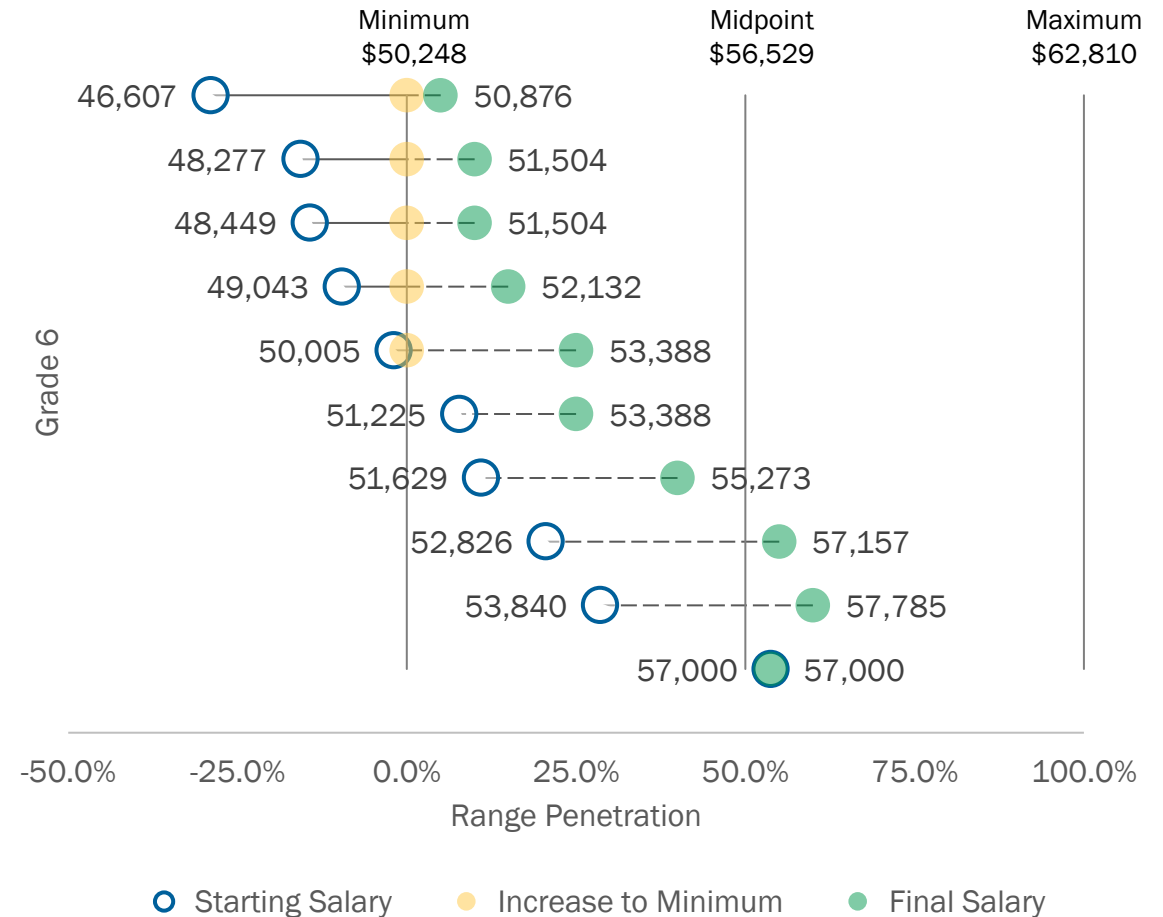
Identify internal equity/pay compression issues

Compression Analysis

Compression exists when inexperienced employees within a grade are paid an identical or similar rate as those with greater tenure

Evaluate the degree to which compression is a problem

Model target range placement based on factors like time in job and performance



Preliminary Results Review

Meet with project team to review draft results of the full analysis

- Market data results
- Structure
- Job classification
- Employees paid outside of range
- Pay compression
- Recommendations

Refine based on feedback and internal equity

Model additional implementation strategies and costs as necessary

Finalize structures and implementation plan

Job Analysis Questionnaire



Job Analysis Questionnaire (JAQ) – Staff Only

Structured questionnaire

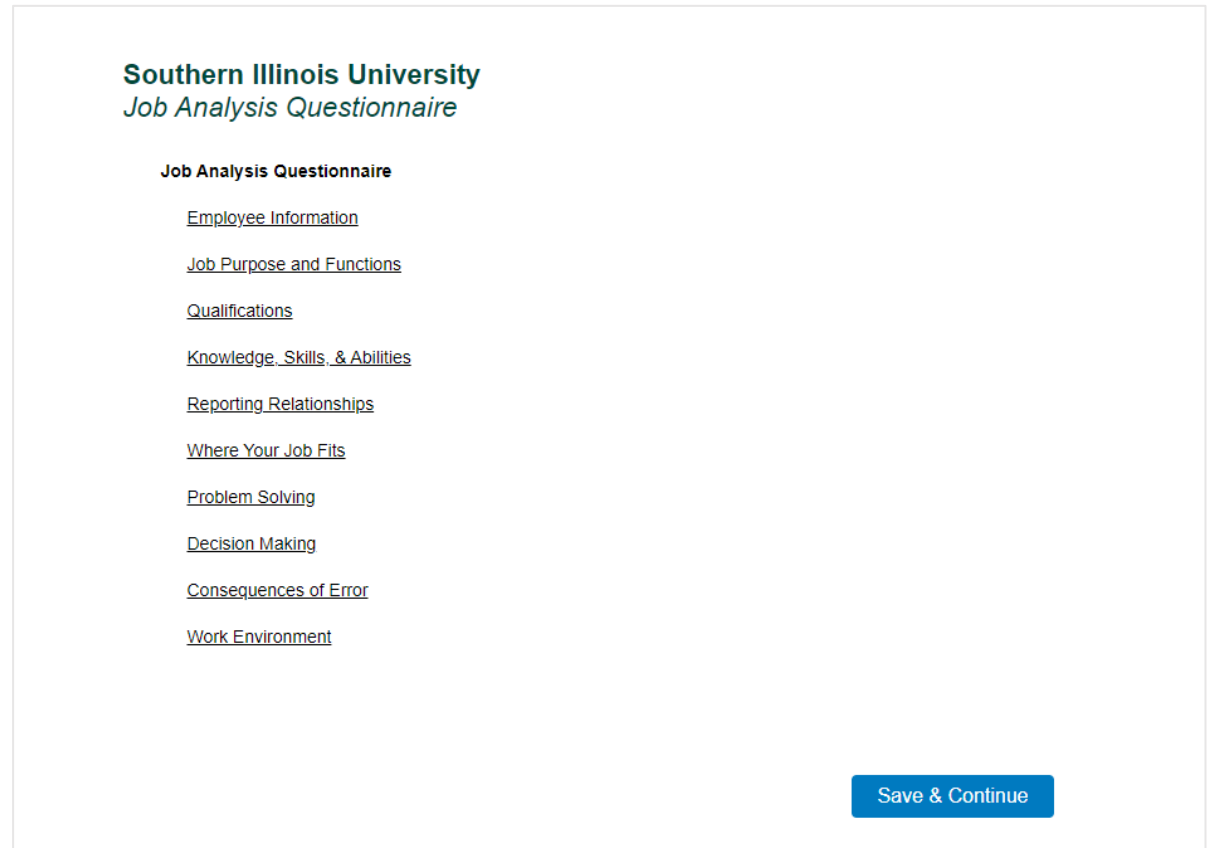
- Process to gather current job documentation
- Opportunity for employee involvement in the project

Web-based questionnaire launched to employees

Secondary supervisor response

- The supervisor receives a transcript of the employee response
- Opportunity to clarify and further provide context

JAQ content will be used to evaluate market comparisons



Southern Illinois University
Job Analysis Questionnaire

Job Analysis Questionnaire

- [Employee Information](#)
- [Job Purpose and Functions](#)
- [Qualifications](#)
- [Knowledge, Skills, & Abilities](#)
- [Reporting Relationships](#)
- [Where Your Job Fits](#)
- [Problem Solving](#)
- [Decision Making](#)
- [Consequences of Error](#)
- [Work Environment](#)

[Save & Continue](#)

How will the JAQ be used?

Compensation Study

- Update job descriptions
- Assess the market competitive compensation

Potential uses

- Posting for job openings
- Identifying career opportunities
- Building development plans
- Performance discussion aid

What's in it for me?

- The most likely outcome is that the pay range associated with a job will change
 - This does not necessarily mean that individuals will receive pay changes
 - But the results of the analysis could result in a pay increase
- We can assure you that there will be no pay decreases through this exercise

Tips

Plan for 1 hour to complete

- But you don't need to complete at one time
 - Save your work and return later if needed
 - Just save your original email and link

Reference your current job description as a starting point

Reflect on the entire job

- Consider all aspects of your job, not just the tasks they perform regularly.
- Reflect on seasonal tasks, less frequent duties

Focus on permanent job duties

- Do include duties assumed since your last updated job description
- Do not include additional duties resulting from a vacant position or assisting while an employee is on a leave of absence

Tips

Use complete sentences

- Bad: “Payroll” as a job duty
- Good:
 - Process change records accurately for the timely processing of payroll
 - Ensure that all payroll process are executed with proper file feeds to supporting systems

Avoid jargon

- Bad: “Oversee delta adjustments in portfolio and conduct beta testing for new financial platforms”
- Good: “Oversee adjustments in the portfolio's value relative to changes in the market and conduct preliminary testing for new financial platforms before full release.”

Avoid acronyms

- Bad: “Responsible for EOD reports and ensuring compliance with GDPR”
- Good: “Responsible for preparing end-of-day reports that summarize daily transactions and ensuring compliance with the General Data Protection Regulation”

Job Analysis Questionnaire (JAQ) Timeline

Step	Start Date	End Date
Newsletter Announcement	7/18/24 (Thu)	7/19/24 (Fri)
Supervisor Communication	7/22/24 (Mon)	
Employee Communication	7/22/24 (Mon)	
Campus Newsletter Sent	7/25/24 (Thu)	
Employee JAQ submission	7/29/24 (Mon)	8/9/24 (Fri)
Forum #1	7/30/24 (Tue)	7/31/24 (Wed)
Forum #2	7/31/24 (Wed)	8/1/24 (Thu)
Forum #3	8/5/24 (Mon)	8/6/24 (Tue)
Targeted Reminder Email	8/5/24 (Mon)	
Forum #4	8/7/24 (Wed)	8/8/24 (Thu)
Targeted Reminder Email	8/7/24 (Wed)	
Supervisor review period	7/29/24 (Mon)	8/19/24 (Mon)



QUESTIONS?

