

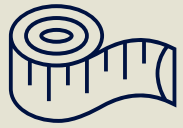


Staff Compensation Study Update

May 7, 2025



Labor Markets and Competitiveness



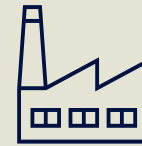
SIZE

- Budget
- Enrollment
- # Staff



GEOGRAPHY

- National
- Adjusted to Carbondale



INDUSTRY

- Higher Ed.
- Broader industry



PLACEMENT

- Market median
- “Match the market”

Developed 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.



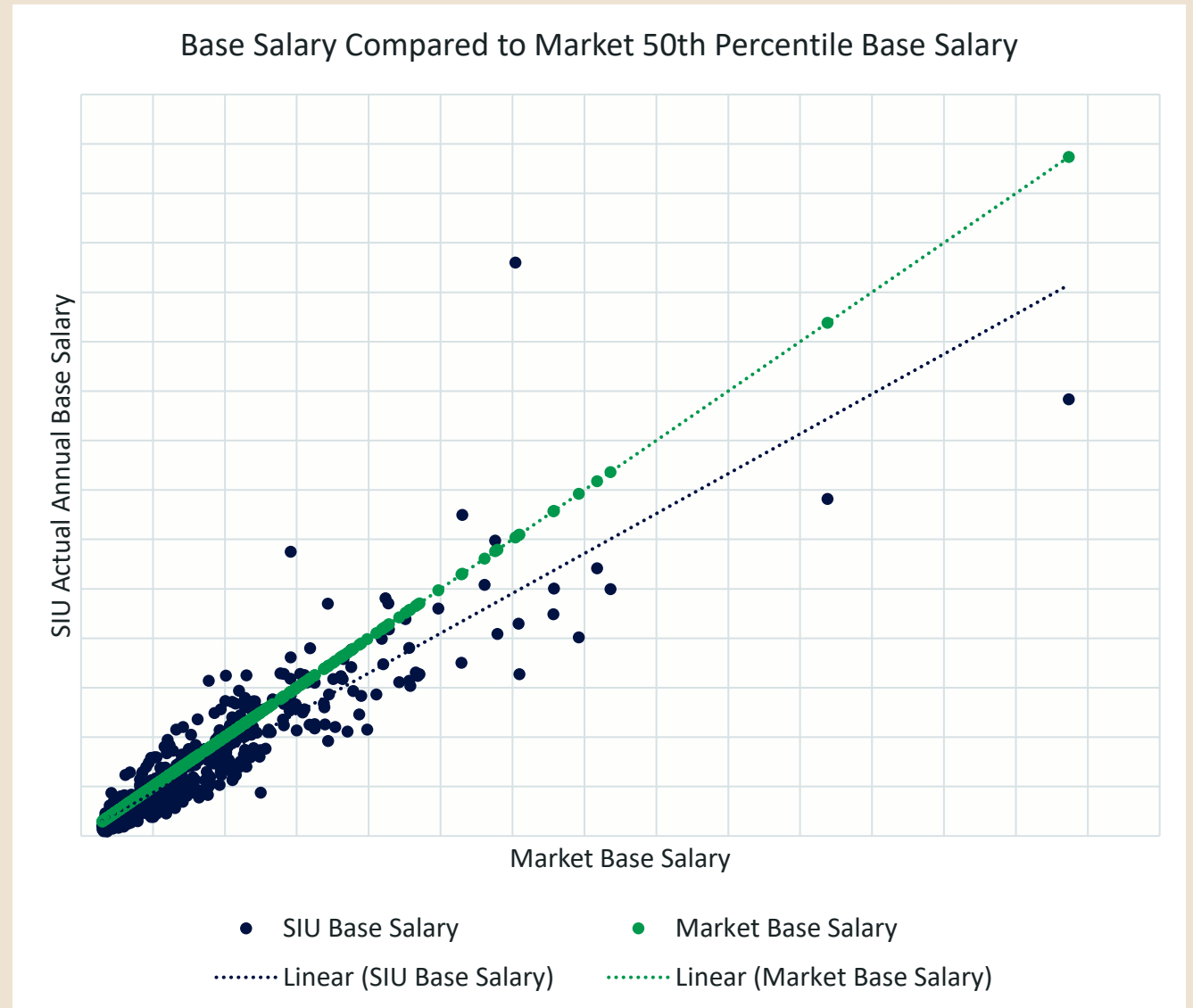
Career Levels: denote the hierarchy of roles within a career stream, typically categorized by the complexity of tasks, level of responsibility, and required experience or education.

Evaluated Job Documentation

- Job documentation and Job Analysis Questionnaires were evaluated to identify:
 - Essential Functions
 - Duties and Responsibilities
 - Required Qualifications
- Job content, not titles, were used to ensure correct matches to the market

Market Analysis

- Job matching
 - Compared job descriptions to survey descriptions
 - Matched based on duties, scope, and qualifications
- Aged data
- Summarized results
 - Aggregate market percentiles



Proposed Pay Structure

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$31,200	\$34,320	\$37,440	20%	
2	\$31,422	\$35,350	\$39,277	25%	3.0%
3	\$31,868	\$36,648	\$41,428	30%	3.7%
4	\$32,830	\$39,396	\$45,962	40%	7.5%
5	\$33,881	\$42,351	\$50,821	50%	7.5%
6	\$36,422	\$45,527	\$54,633	50%	7.5%
7	\$39,153	\$48,942	\$58,730	50%	7.5%
8	\$41,265	\$52,612	\$63,960	55%	7.5%
9	\$44,518	\$57,874	\$71,229	60%	10.0%
10	\$48,970	\$63,661	\$78,352	60%	10.0%
11	\$53,812	\$71,300	\$88,789	65%	12.0%
12	\$60,269	\$79,857	\$99,444	65%	12.0%
13	\$66,251	\$89,439	\$112,627	70%	12.0%
14	\$73,503	\$101,066	\$128,630	75%	13.0%
15	\$83,019	\$116,226	\$149,434	80%	15.0%
16	\$95,472	\$133,660	\$171,849	80%	15.0%
17	\$107,866	\$153,709	\$199,553	85%	15.0%
18	\$129,439	\$184,451	\$239,463	85%	20.0%
19	\$152,649	\$221,341	\$290,034	90%	20.0%
20	\$190,812	\$276,677	\$362,542	90%	25.0%
21	\$238,515	\$345,846	\$453,178	90%	25.0%

- Current
 - 185 pay grades
- Proposed
 - Separate but mirrored AP and CS
 - In the short-term, this will aid in review
 - Long-term, can break/drop grades not in use
 - Narrower in many cases (higher starting pay, lower max)

Job Architecture & Pay Structures

Job Architecture

- Framework to evaluate internal equity
- Identifies roles that have similar scope and complexity
- Identifies career paths

Pay Structure

- Market based process
- Jobs placed in the pay structure based on market—not job architecture
- Jobs of similar market worth are in the same grade

Title: Job XYZ

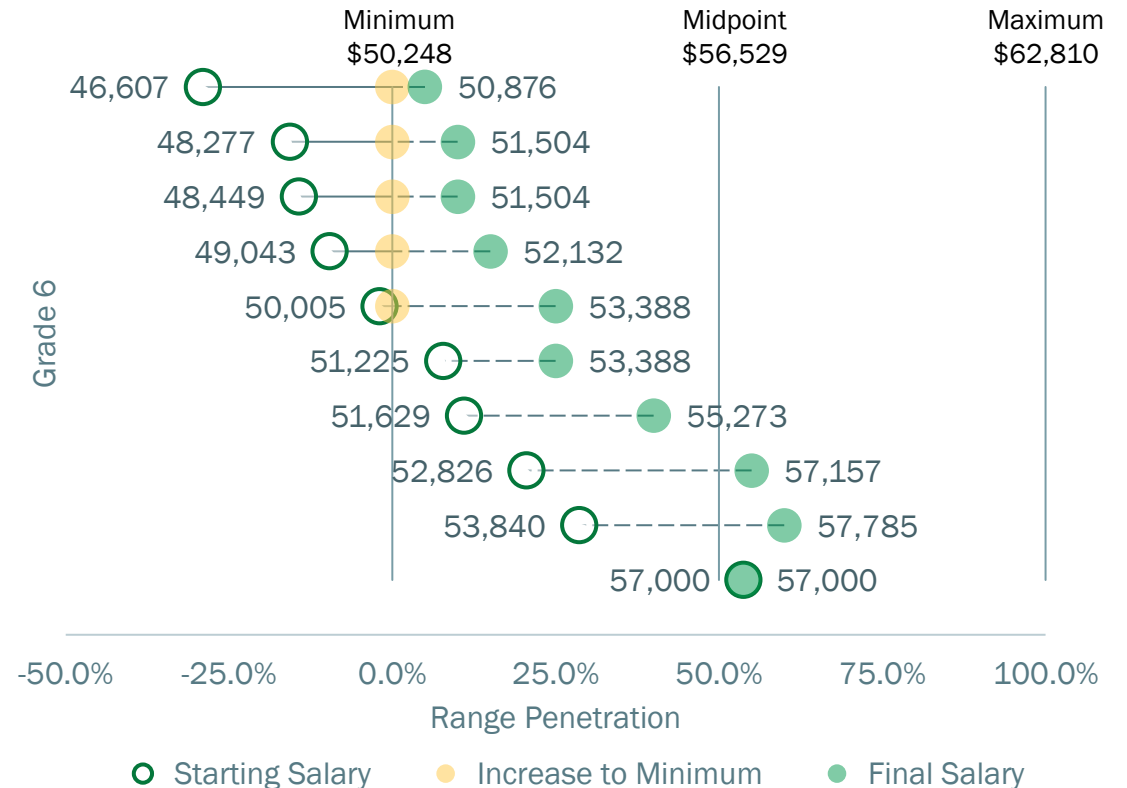
Market Benchmark: \$35,455

Illustrative Structure

Grade	Minimum	Midpoint	Maximum
1	\$24,778	\$30,972	\$37,166
2	\$27,398	\$35,618	\$43,838
3	\$31,508	\$40,960	\$50,412

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

Category	Staff Cost	Employee Count	% of Staff Payroll
Increase to Minimum:	\$6.2M	826	5.6%
Compression Increase:	\$4.9M	1,026	4.5%
Total Increases:	\$11.1M	1,030	10.1%

Given the cost, addressing the issue will need to be planned for and addressed over time.

Next Steps



Multi-Year Approach





Questions

Q&A

- How was my job compared to the market?
- How was the JAQ used in the process?
- How is the pay grade for a job determined?
- What if my salary grade changed because of the compensation study?