

Highland Community College & HR Performance Solutions Salary Survey Results

HCC Board of Trustees Report, March 2017

HCC & HR Performance Solutions Engagement

- 2015-2016 Strategic Plan: Criterion 5: Resources, Planning and Institutional Effectiveness: Objective 2: Increase the level of satisfaction for employees and students. Strategy 5: Begin work on developing an equitable salary structure for HCC staff members who are not on the master contract.
- In order to fund the \$16K study, 15 departments across the entire campus allocated budget money to be used.
- Fall 2016, Salary Compensation team vetted 3 companies to conduct the salary survey.
- HCC Contracted with HR Performance Solutions in Fall 2016 in preparation for the new FLSA guidelines that were to take effect December 1.
- Deliverables from HR Performance solutions include the study and a software program called Compease for use in the HR department. The software allows us to track all employees who are not on the master contract with regard to job descriptions and salaries. It also allows us to examine “what if’s” with regard to salary changes, cost of living increases, etc.

Fall 2016 & Spring 2017

- HR Performance Solutions personnel worked with HCC's HR department to review job descriptions for 135 employees-113 full time and 22 part time.
- In late January, HR Performance Solutions sent a representative to campus to visit with the President, Vice Presidents, IT Director, Athletic Director, and Director of Human Resources to “grade” each of the 135 positions.

Grading & Compensable Factors

- **Knowledge & Skills**-Experience, Education, Managerial Responsibility, Interpersonal Skills
- **Problem Solving**-Independent Judgement, Mental Process
- **Accountability**-Organizational Authority, Organizational Restraint
- **Workplace Environment**-Physical Demands, Working Environment

HCC Grade Examples

- Range from 3 to 19
- Grade 19 is the President
- Grade 17 are the Vice Presidents
- Grades 15 & 16 are Directors with responsibility for a significant number of the compensable factors
- Grade 12, 13 and 14 is where you will find many of the other directors and head coaches.
- Grades 10 & 11 include some IT staff, additional assistant coaches, facilities, and institutional advancement staff.
- Grade 9 houses many assistant coaches, and vice president administrative assistants, etc.
- Grade 6, 7, & 8 houses many maintenance employees, and office personnel in student services, academics, and the business office.
- Grades 3, 4, and 5 are generally housekeepers and part-time workers.

Salary Study Provides HCC with Opportunity

- To value and retain current employees with a more equitable salary structure.
- To attract and retain new employees with a competitive salary package.
- To align resource management in order to maintain the mission and vision of HCC.
- To consider succession planning for leadership positions.

Compa Ratio Report

Highland Community College Compa Ratio Report by Job Grade

Data Year: 2016

Prepared On: 03/22/2017

Budget: \$12,000,001 - \$27,000,000

Department	Employee Name	Job Title	Grade	Date In Position	Salary Range			Current Salary		Compa Ratio
					Min	Midpoint	Max	Hourly	Annual	

- **Midpoint** salary is graded for the **Hiawatha area** and is **86%** of what a national average would be.
- **Minimum** salary data is calculated at 80% of the midpoint (with the exception of executives where the percentage difference is 75%).
- **Maximum** salary data is 120% of the midpoint (with the exception of executives where the percentage difference is 125%).
- Every grade, 3-19, has the same minimum, midpoint, and maximum salary levels adjusted to living in the Hiawatha area. This area's wages are approximately 86% of the National Averages.

Grade/Salary Examples For Hiawatha Area

Grade	Minimum (80%)	Midpoint (100%)	Maximum (120%)
19	\$109,563	\$146,084	\$182,605
17	\$80,759	\$107,679	\$134,598
15	\$61,792	\$77,240	\$92,688
14	\$54,508	\$68,135	\$81,762
13	\$48,298	\$60,372	\$72,466
9	\$31,182	\$38,978	\$46,773

Midpoint salary is graded for the **Hiawatha area** and is **86%** of the national average.

Compa Ratio Calculation

An employee's Compa Ratio is determined by dividing their actual salary by the **midpoint**.

Actual **Grade 14** Salaries
Adjusted for Hiawatha Area-
86% of National Average

Minimum-\$54,508
Midpoint-\$68,135
Maximum-\$81,762

EXAMPLE

- An HCC Employee in Grade 14 with a \$50,000 salary has a Compa Ratio of 73.3%.
- $\$50,000 / \$68,135 = 73.3\%$.

Compease Guidelines for Using Compa Ratios

- Between 80% and 90% is considered entry rate, depending upon the position.
- Between 90% and 97% is for employees who are not yet fully trained but are qualified for the position.
- Between 97% and 103% is for employees who are fully qualified for the position and who, over time, consistently perform at an acceptable level.
- Above 103% is for employees who are fully qualified and, over time, consistently perform above acceptable levels.

Minimum
80%

Midpoint
100%

Maximum
120%

The chart on this page shows:

- The number of HCC employees graded in each category.
- The average number of years the employees in that grade have been in their position. (Note: not at the college, but in their current position.)
- The average compa ratio for full time employees in that category.

Grade	Number of Employees	Avg. Number Years In Current Position	Avg. Compa Ratio Full time staff Only
19	1	15	Salaried-76.4%
17	4	13	Salaried-80.4%
16	2	1.5	Salaried-98.1%
15	3	3.6	Salaried-81.5%
14	11	4.1 (including 1 20-year outlier) 2.4 w/o outlier	Salaried-75.4%
13	17	5.8	Salaried-83.0%
12	8	4.6	Salaried-88.3%
11	6	4.8	Salaried-85.7%
10	5	12.3 (including 1 29-year outlier) 6.7 w/o outlier	Salaried-87.7% Hourly-86.7%
9	27	3.8 (including 1 27-year outlier) 2.7 w/o outlier	Salaried-79.6% Hourly-79.2%
8	11	3.7	Salaried-98.9% Hourly-83.6%
7	8	4.2	Hourly-87.6%
6	14	3.0	Hourly-83.2%
5	10	7.0-Mostly part time in this grade.	Hourly-97.6%
4	7	11.0	Hourly-96.0%
3	1		Part time only
Total	135 Employees		

Noteworthy Points

- None of the averages of any grade at HCC are at the **midpoint** in salary range (100% Compa Ratio).
- Grades 19, 14, and 9 average BELOW the minimum salary expectation for this area. These positions include the President, many directors, and assistant coaches and administrative assistants.
- The average number of years spent in grade 14 (a director position) is 2.4 years. These positions are making BELOW the minimum salary expectation, stay in their positions a very short period of time at HCC, yet are employees that drive the mission of the college.

Minimum
80%

Midpoint
100%

Maximum
120%

Category	Number of Employees	Percentage of Employees
Employed since 2016 (Generally 1 year) in current position	46	34%
Employed since 2015 (Generally 2 years)	24	18%
Employed since 2014 (3 years)	17	13%
Employed since 2013 (4 years)	5	4%
Employed since 2012 (5 years)	8	6%
Employed 2007-2011 (6-10 years)	19	14%
Employed 2002-2006 (11-15 years)	8	6%
Employed 1997-2005 (16-20 years)	3	2%
Employed 1992-1996 (21-25 years)	2	1%
Over 25 years	3	2%

Noteworthy Points

- HCC hired 46 employees within the last year. That is 34% of the HCC workforce (not including faculty and adjunct).
- While 34% of employees have been in their positions one year, another 18 percent (24) have only been in their position 2 years.
- 65% of our workforce has been in their position 3 years or less.

Other Noteworthy Points from Study

- 42% of HCC employees are paid below the minimum of the expected salary range. (Compa Ratio of less than 80%.) This category includes the HCC president and two vice presidents.
- 83% of HCC employees are paid below the **midpoint** (Compa Ratio of less than 100%).
- 17% of HCC employees are paid at or above the **midpoint**. (Compa Ratio over 100%)
- Only 9% of the positions graded at HCC are paid as if the employee is fully trained and qualified.

Minimum
80%

Midpoint
100%

Maximum
120%

Succession Planning for HCC - Kansas Community College President Salary

- 2016 Average KS Community College President salary-\$150,625
 - 2016 Salary Range for KS Community College Presidents-\$110,000-\$271,000
 - 2016 Median salary for KS Community College Presidents-\$137,583
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- **Compa Ratio **Midpoint** for Grade 19 (President) is \$146,084 and max point is \$182,605.**
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- 2016 Average Kansas Superintendent salary-\$124,672
 - Small Hospital Administrator Midpoint salary is \$160,000 with a maximum point of \$222,000 and very healthy incentive packages.

Other Thoughts

- Employees value HCC's fringe benefit package.
- Employees value flexibility in use of sick leave and vacation.
- Housing for employees in Highland is at a premium. Where will the next President live? Will the next President be required to live in Highland? In Doniphan County? Does it matter? What is the housing availability in Highland, Troy, Wathena, Elwood, surrounding areas?
- In Highland, there is no grocery store or restaurant. There is gas and pizza. There is no public place for employees to socialize in Highland.
- Doniphan County has no Walmart or chain restaurants. What will attract the next President? The next vice president? The next director level employee?

Questions for Consideration

- Why did HCC have to replace one-third of the staff within the last year?
- Why have a large majority of HCC staff members (65%) been in their positions only three years or less?
- Only 35% of our employees have 4 or more years of experience in their role. Is this an acceptable percentage for HCC?
- What role does salary play in these issues?
- What role does the community play in these issues?
- Is longevity important?
- Are the average salary compa ratios satisfactory?

What's Next?

- Salary study team work with Administration and Board of Trustees to consider information provided in the study.
 - Special Board Meeting
 - At the next Board Meeting
 - With a Board Committee