

# **Executive Summary: FY11 Non-Faculty Market Study**

**May 2011**

## **Process Overview**

In accordance with Board Policy F-10, HR Compensation conducted a non-faculty market study, in three phases:

- Phase 1 – Benchmark Analysis
- Phase 2 - Overall Pay Analysis
- Phase 3 – Pay Structure Analysis

Jobs were matched by function, not title. Eight survey sources, including the ACC Metro 8 Community College survey were used. Regression analysis and linear relationships were used as a methodology to establish the ACC Pay Line (overall actual pay), a Survey Line (the benchmarks with survey average salaries), and a comparison of the two lines that shows aggregate data showing how ACC pays compared to the market. Best practices were followed in the survey process.

In the beginning of the process, two goals were identified:

- Establish a minimum of two benchmarks in each job family. This was accomplished for most job families. Some job families are too small and may be merged in the future. ACC's one college concept has a functional structure that differs from other community college districts, and similar functions are conducted, but due to structure differences jobs may or may not be matched.
- Link each Classified and Professional –Technical job to a benchmark. This was accomplished for all but a very small number of jobs. These jobs were reviewed by the highest level administrator of the department for structure related to jobs in the family that may or may not be moving within the market. The following types of links were used for the process in priority order:
  - Family Links: linking jobs within the job family to a benchmark within the family
  - Cross College Links: linking jobs of one family to a benchmark in a similar job family
  - Functional Links: linking jobs of similar scope and function, in different job families, to a non-benchmark job that is linked to another job that is a benchmark. Job functions included direct student support, academic student support, student processing, institutional support, and employee support jobs.

At the beginning of the process, there were 126 benchmarked jobs. After trimming (eliminating outliers in number of organizations reporting, number of employees reported, or salary differences among the survey sources) the final number of benchmarked jobs was 100.

Data Summary

**Benchmark Report**

<b>Benchmark Activity</b>	<b>Classified</b>	<b>Prof-Tech</b>	<b>Total</b>
Potential Benchmarks	54	72	126
Potential Benchmarks Not Selected	7	19	26
Benchmarks Used	47	53	100
Benchmarks Used: No Pay Grade Changes	18	14	32
Benchmarks Used: Pay Grade Changes Deferred	10	7	17
Benchmarks Used: Proposed Pay Grade Changes	21	30	51

## Employee Impact

Employee Impact	Total # of ACC Classified Employees*	# Classified Impacted	% Classified Impacted	Total # of ACC Prof-Tech Employees*	# Prof-Tech Impacted	% Prof-Tech Impacted	% Total Non-Faculty Employees*
<b>A.</b> Employees in benchmark and linked positions with no pay grade change	922	774	83.9%	433	325	75.1%	81.1%
<b>B.</b> Employees in benchmark and linked positions with pay grade change	922	148	16.1%	433	108	24.9%	18.9%
<b>Of B...</b> Employees receiving salary adjustments	922	69	7.5%	433	79	18.2%	10.9%
<b>Of B...</b> Employees already over midpoint of the new pay grade and receiving no salary adjustment	922	79	8.6%	433	29	6.7%	8.0%

*\*Excludes vacancies and externally funded/structured outside ACC positions. Includes grant positions that are structured similar to ACC positions.*

### **Budget Impact**

The budget impact for making the market salary adjustments is estimated at less than \$519,000.

Classified	\$115,533
Prof-Tech	\$403,387
<b>TOTAL</b>	<b>\$518,920</b>

### **Employee Participation**

The Compensation Advisory Committee was formed of Classified and Professional-Technical representatives (8 total) to promote shared governance and transparency in the market study process. HR Compensation presented the study process and methodology to the Compensation Advisory Committee. The committee reviewed the initial benchmark and linked position data and had the opportunity to make comments. They reviewed the finalized benchmark movement and linked position data prior to presentation to the PLT on May 31, 2011. Upon PLT approval, HR Compensation will review with the Compensation Advisory Committee any changes made.

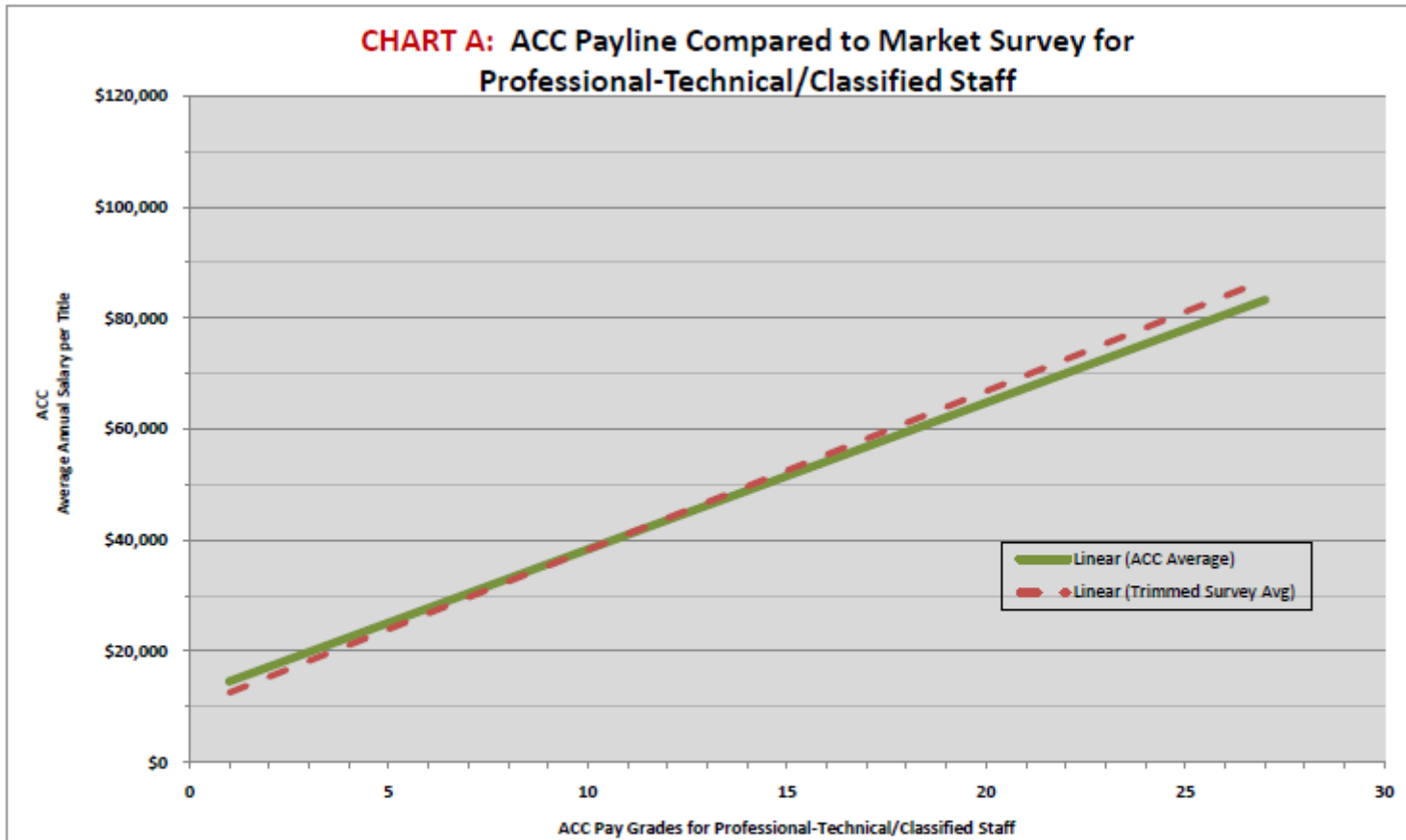
### **Results**

In the beginning of the study, the aggregate data (Chart A below) showed ACC paying higher at the lower pay grades (due to the impact of the Living Wage), and ACC paying lower at the higher pay grades.

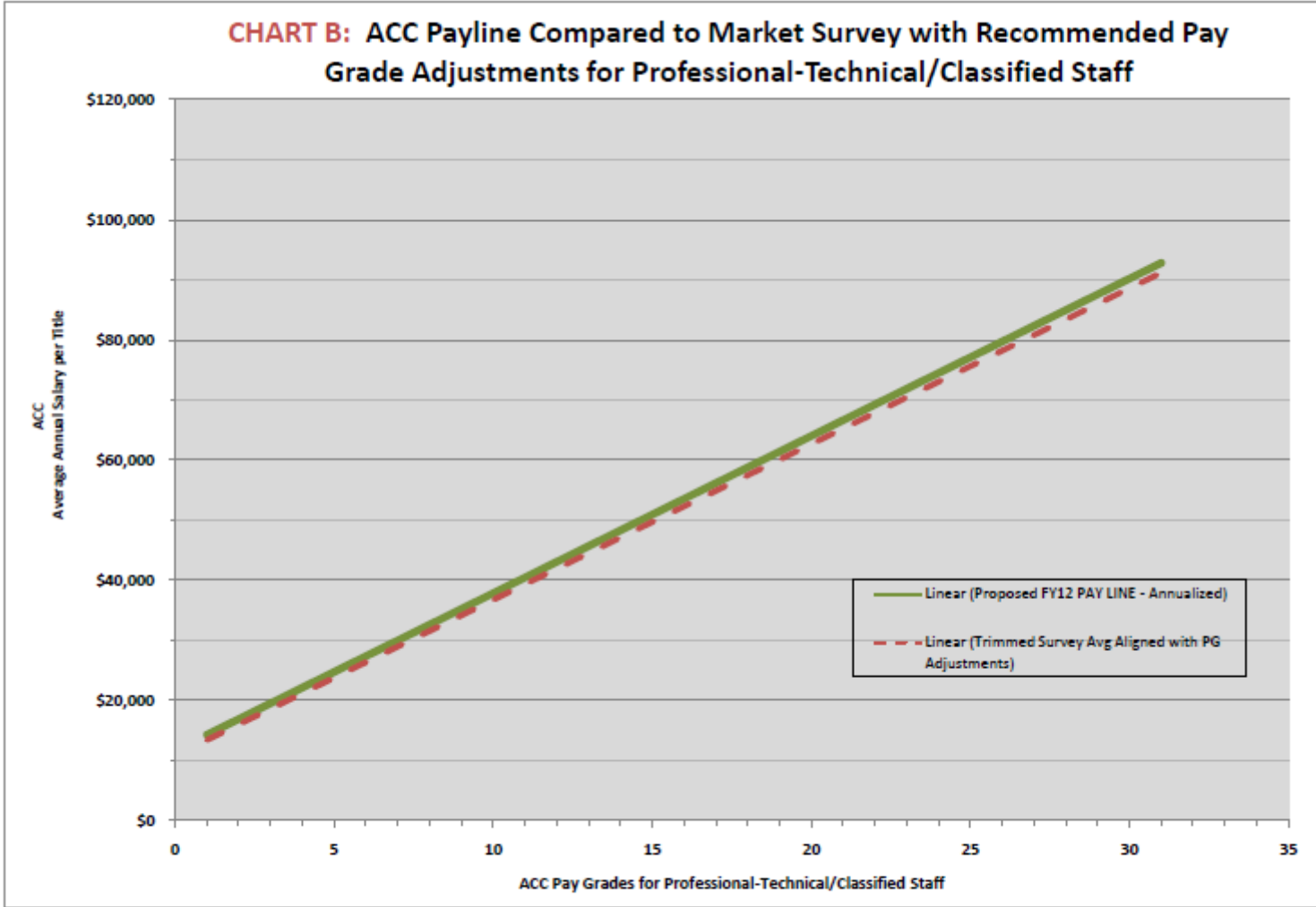
After market adjustments were made, the aggregate data (Chart B below) showed ACC paying 100% aligned with market.

### **Recommendations**

- No Pay Grade downward movement: This is the first year using these nine data sources and the regression analysis methodology. Therefore, the decision was made that no job would be moved to a lower pay grade this year. In FY12, HR Compensation will measure these jobs again to see if there is a difference in the data. In FY13, the study will once again measure the data on these jobs. A decision will be made at that time whether to move the position consistent with the market. Thus, the decision to lower pay grades will be made based on three years of data.
- Add new pay grades: Pay Grades 28-31 will be added to the non-faculty salary scale to accommodate the market adjustments.
- New Administrator titles: Due to the scope of work performed two titles are recommended to be reclassified as Administrators. They are the District Police Chief and the Executive Director, Environmental Health, Safety, and Insurance.
- Approve the market adjustments: To comply with Board Policy F-10, adjust the ACC non-faculty salaries to align with the market data.



April 2011 Data



April 2011 Data Reflecting Recommended Pay Grade Changes