

INTRODUCTION

- Fox Lawson & Associates LLC (FLA) worked with the Columbus State Community College (CSCC) in identifying organizations from which to collect salary information.
- This survey represents data from 3 organizations plus published source data from CUPA surveys. Following is a list of those organizations that participated.

Organizations that Participated:

Cuyahoga Community College
Owens Community College
Sinclair Community College

INTRODUCTION

- A customized data collection instrument was developed to collect pay data on each of the benchmark classifications.
- Brief descriptions were prepared from the current job descriptions and incorporated into the questionnaire to assist participants in matching their jobs to the CSCC's benchmark jobs.
- The data collection form was provided to the CSCC for review and comment. Based on the comments, adjustments were made and the data collection form was finalized.
- A series of follow-up calls were made throughout the course of the survey to the organizations to encourage participation, and weekly status reports were sent to CSCC.
- Fox Lawson & Associates' staff performed two manual reviews of the data for accuracy, and follow-up calls were made to participants to clarify responses, reported rates or to resolve questions concerning job matches.
- The data was then reviewed by a Senior Consultant, and any additional questions in job matches and reported rates were followed-up.
- Data was also collected from two CUPA published surveys. These were the CUPA Administrative Salary Survey, and the CUPA Professional Salary Survey.

INCENTIVE PLAN SUMMARY

- The survey also asked participants to report any type of incentive pay plans they currently utilized. Participants were specifically asked if they utilized any of the following incentive plans:
 - 1) **Profit Sharing** - Incentive plans that provide direct or indirect payments to employees that depend on company's profitability in addition to employees' regular salary and bonuses.
 - 2) **Lum Sum Bonus** - A separate payment paid out at the end of the year for reaching certain individual or organizational goals. Not part of base salary.
 - 3) **Gain Sharing** - Designed to reward productivity and improved product quality and typically pay out bonuses for statistical improvements in production.
 - 4) **Team Incentives** - Special payments or other incentives, separate from base salary, for work teams. Typically tied to performance of team goals and objectives.
 - 5) **Commission** - A fee or percentage allowed to an employee for services rendered. Most often associated with sales.
 - 6) **Skill Based Pay** - The payment of additional salary or hourly pay to employees for learning, and being able to perform, additional tasks or skills. It is sometimes expanded to compensate employees for demonstrating relevant competencies.
 - 7) **Knowledge Based Pay** - The payment of additional salary or hourly pay to employees for gaining more knowledge in their field.
 - 8) **Longevity** - Additional salary or payments related to an employee's time with the organization.
 - 9) **Merit Pay** - Additional salary or payments related to employee performance.
- Participating organizations reported offering a limited number of incentive pay for employees. Two (2) organizations reported offering lump-sum bonuses for Executive and Exempt Staff; one (1) organization reported offering longevity pay to Executive and Exempt staff; one (1) organization reported offering longevity for Non-Exempt staff; two (2) organizations reported offering merit pay for Executive and Exempt staff; one (1) organization reported offering merit pay to Non-Exempt staff; and one (1) organization reported offering commissions to Exempt staff (but this was sales staff only). **CSCC offers merit pay to all levels of staff.**

SALARY COMPARISONS

- CUPA data was collected for all 2-year institutions and data was adjusted to be effective for the Columbus, OH market.
- Data was collected in October and November.

CONCLUSIONS

- When looking at all benchmarks overall, CSCC is competitive with the market at all salary levels.
- More specifically, for all benchmark jobs, actual salaries in CSCC are 8.6% above market median actual salaries.
- When looking at salary range data, salary range minimums and maximums at CSCC are 9.9% and 4.7% above the market median salary range figures, respectively.
- Organizations that are within 5% of the market are considered to be very competitive with the market and organizations that are within 10% of the market are considered to be competitive with the market. Thus, even though CSCC was found to be above the market, overall they are within competitive thresholds.
- The above results show us that as employees move within their respective salary range, CSCC becomes more in line with the market. This is evidenced by salary range minimums being above the market by a higher percentage than salary range maximums.
- When looking at range spreads, CSCC's have average range spreads of 64% while the range spreads in the market average 68%. While this is not a large difference, this identifies the reason that CSCC salary range maximums are closer to the market than salary range minimums.
- When looking more closely at individual jobs, there are several jobs that are significantly (+/- 15%) above or below the market.
- When looking at the incentives offered in the market, they were very limited. Of the three organizations surveyed, two of them offered some type of incentive pay. In both cases, however, very few incentive plan options were offered. Lump-sum bonuses and longevity were the most common.

RECOMMENDATIONS

- Because CSCC was found to be competitive with the market, an across the board salary structure adjustment is not warranted at this time.
- However, because CSCC was found to have range spreads that are more narrow than the market, CSCC may elect to widen range spreads to be more consistent with market spreads. This adjustment is not necessary, however, as salary range maximums are still competitive with the market.
- Because some jobs were found to be significantly above or below the market, we recommend that CSCC look at jobs on an individual basis to ensure that jobs are at the appropriate level within the organization. In other words, we recommend that CSCC confirm that it's internal hierarchy or rankings are appropriate.
- If CSCC is interested in building anew salary structure for the jobs covered under this study, we are available to discuss potential options with you. However, if CSCC wishes to maintain it's current salary structure, no adjustments are needed at this time.
- Regarding incentive pay, we recommend that CSCC consider adding longevity pay to its compensation plan. Based on the survey results, adding this component is not a requirement or necessity in developing a competitive compensation plan, but it is prevalent enough that the option should at least be considered especially given the employees views on longevity pay.