

# Job Classification and Compensation Program (JCCP) Overview

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July 2017



# Today's Discussion

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Why was the Job Classification and Compensation Review (JCCR) conducted?



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What are Job Classification and Compensation Program's (JCCP's) objectives?



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Who was involved?



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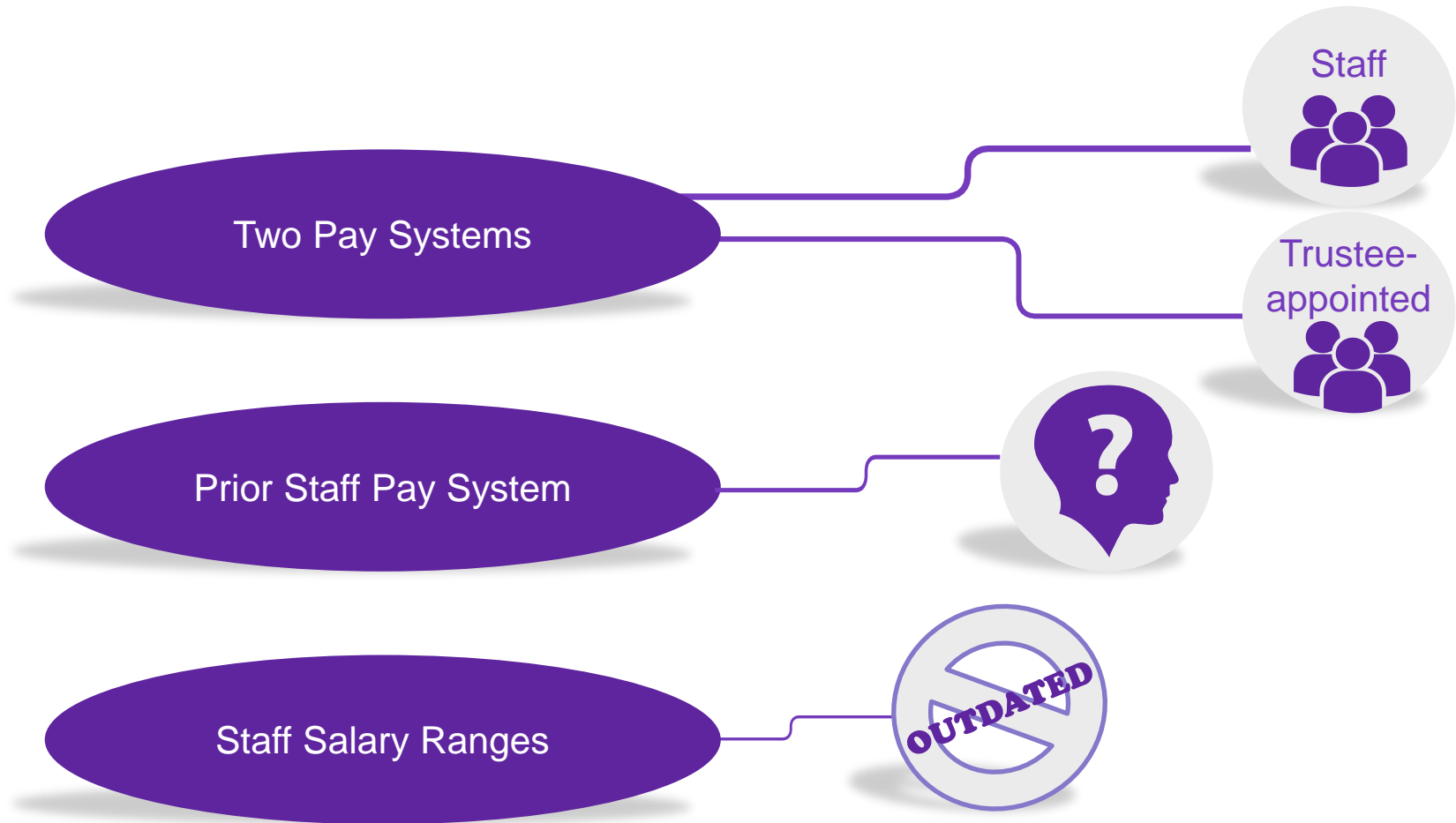
What is the new JCCP?



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# Why Was the JCCR Conducted?

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# What Are the JCCR's Objectives?

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Develop a common classification and compensation system for non-faculty positions that is easy to manage and understand



Assure that all positions are classified and compensated within our employment markets



Develop a structure for career growth (job families and levels)



Streamline the job classification approval process

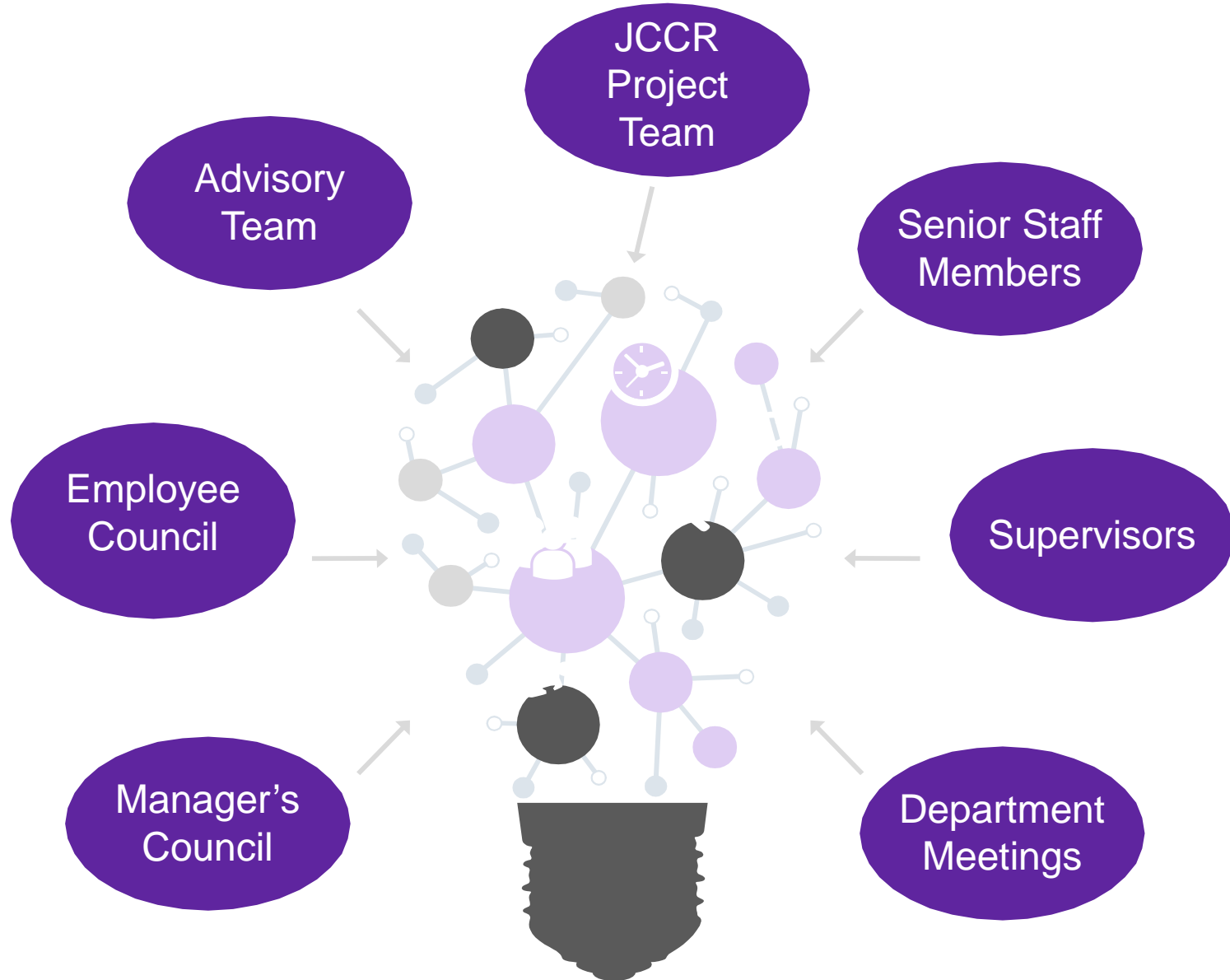


Develop a compensation philosophy that supports Amherst College's desire to attract and retain high-performing employees

**Desired State**

# Who Collaborated on the JCCR?

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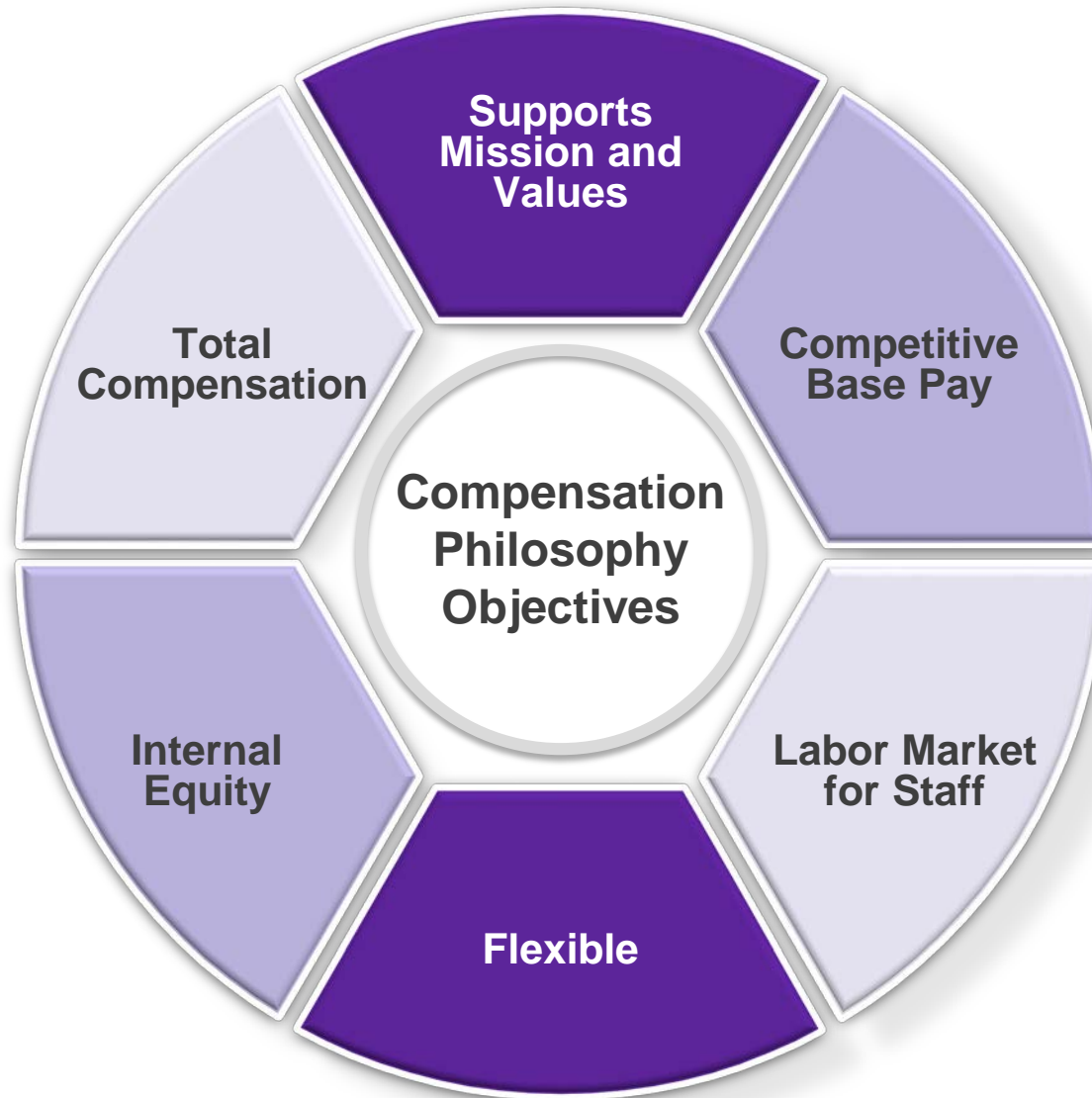


**The New  
Job Classification and Compensation Program  
(JCCP)**

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## Objective: Develop a Compensation Philosophy

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## Staff Compensation Philosophy

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- Our staff is an essential part of the College community; their talent and dedication are critical to our success in fulfilling the core mission of teaching and learning. We are committed to supporting staff and ensuring that they reap the rewards of working at Amherst<sup>1</sup>
- The College offers a total compensation package designed to attract, retain and reward a diverse and talented staff
  - Salary is competitive and flexible, determined by internal equity, performance and external markets
  - The benefits package is competitive and offers an array of options, including opportunities for professional development
  - Salaries and benefits are consistently administered and reviewed regularly
  - The College complies with federal and state employment laws and regulations

<sup>1</sup> Excerpted from: "Strategic Plan for Amherst College 2015." *Strategic Planning*. Amherst College, 9 June 2015. Web. 12 April 2016.



# Salary Range Development Overview

- The salary ranges take the job groups, job level and market data into account

Job Groups	Job Level	Market Data Results
<ul style="list-style-type: none"> <li>How Amherst jobs are identified based on the type/nature of work performed</li> <li>The job groups consist of:                             <ul style="list-style-type: none"> <li>Administrative and Operations Support</li> <li>Professional and Technical Services</li> <li>Research and Instructional</li> <li>Supervisory and Management</li> <li>Administrator and Department Head</li> </ul> </li> <li>Each group is comprised of multiple job levels that vary in responsibility</li> </ul>	<ul style="list-style-type: none"> <li>The job level is based on the six job factors:                             <ul style="list-style-type: none"> <li>Scope of responsibility</li> <li>Decision making/problem solving</li> <li>Supervision received</li> <li>Leadership</li> <li>Knowledge</li> <li>Typical minimum background/experience</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The market rate of pay for each benchmark job</li> <li>Consists of benchmark jobs</li> </ul>

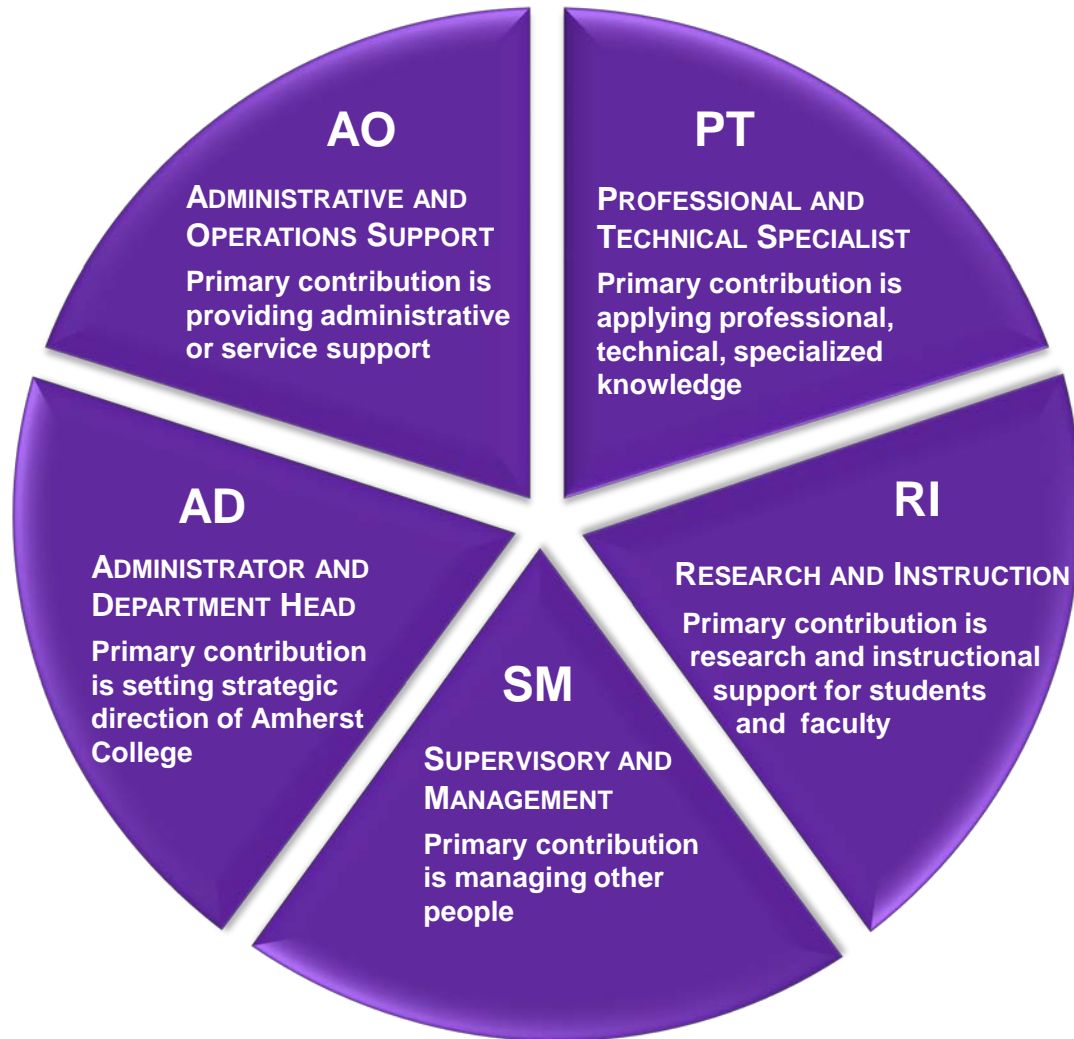


Level	Salary Range		
	Minimum	Midpoint	Upper End
1	\$xx,xxx	\$xx,xxx	\$xx,xxx
2	\$xx,xxx	\$xx,xxx	\$xx,xxx
3	\$xx,xxx	\$xx,xxx	\$xx,xxx
4	\$xx,xxx	\$xx,xxx	\$xx,xxx
5	\$xx,xxx	\$xx,xxx	\$xx,xxx
6	\$xx,xxx	\$xx,xxx	\$xx,xxx

The following pages describe each of the these components

# Job Groups and Primary Contribution

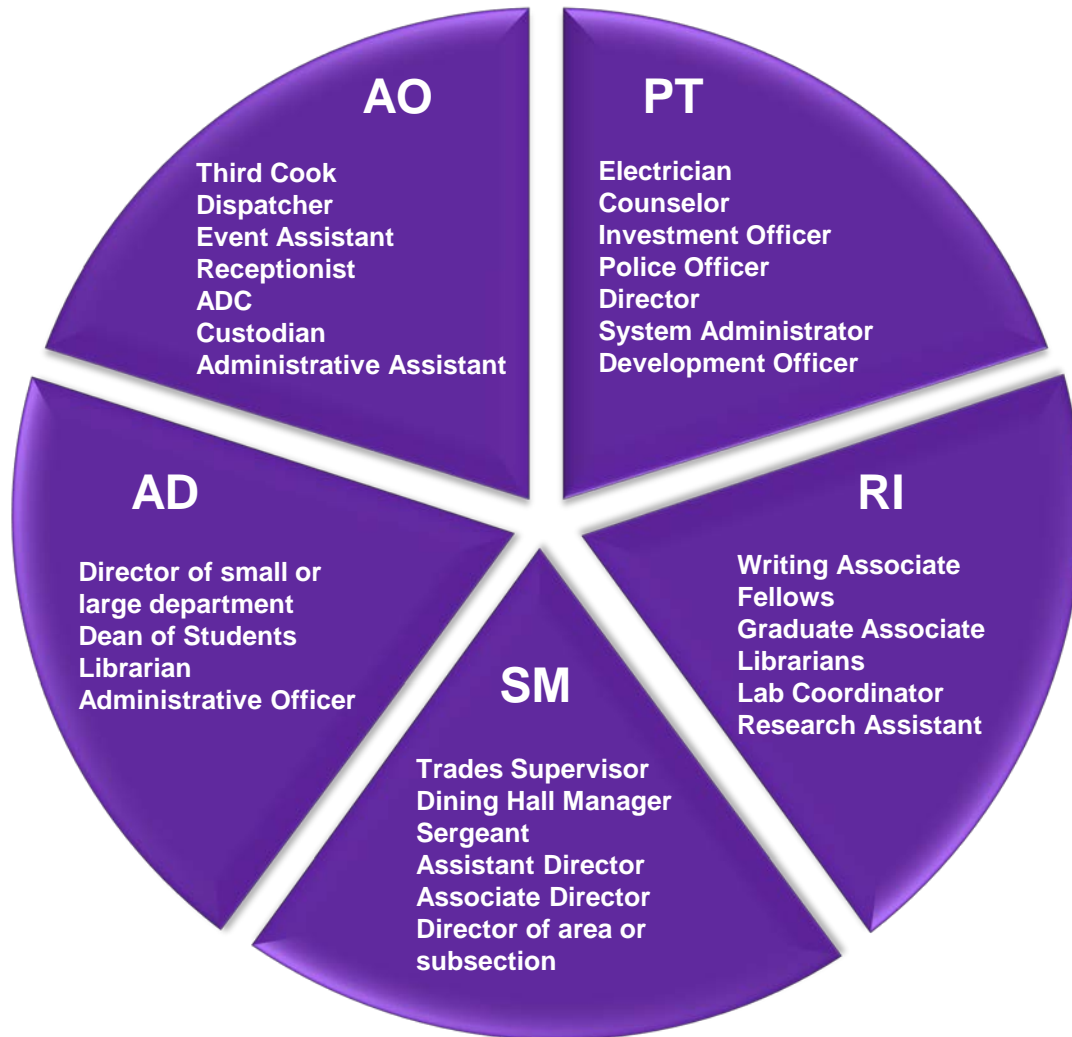
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For more details, please see the job level guide on the OHR website

# Job Groups and Examples of Positions

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# Job Groups and Levels

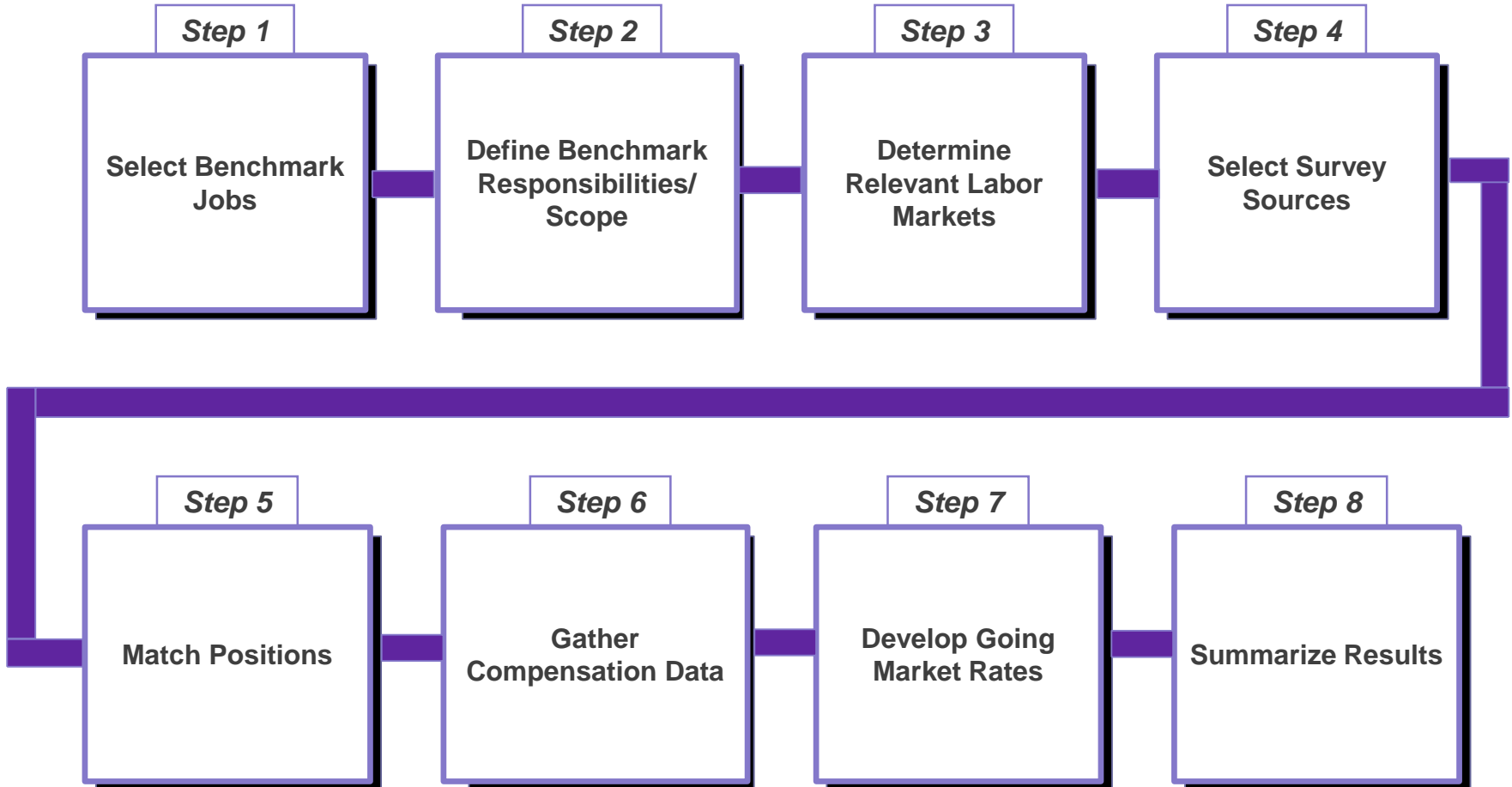
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- Each job is placed in a job level based on the job factors:

Job Group	Job Factor	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Administrative and Operations Support</b> – Providing administrative or operation service support	Scope of Responsibility	~~~~~	~~~~~	~~~~~	~~~~~	~~~~~
	Decision Making / Problem Solving	~~~~~	~~~~~	~~~~~	~~~~~	~~~~~
	Supervision Received	~~~~~	~~~~~	~~~~~	~~~~~	~~~~~
	Leadership	~~~~~	~~~~~	~~~~~	~~~~~	~~~~~
	Knowledge	~~~~~	~~~~~	~~~~~	~~~~~	~~~~~
	Typical Minimum Background/Experience	~~~~~	~~~~~	~~~~~	~~~~~	~~~~~

# Market Analysis: Overview of Process

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## Market Analysis: Process and Methodology

- The following is a high-level summary of the process used to benchmark and analyze Amherst's jobs:

Market Analysis Process Steps	Process Step Highlights
<b>Select Benchmark Jobs</b>	<ul style="list-style-type: none"> <li>600+ employees in over 400 unique titles</li> <li>Market analysis included over 500 survey matches (data points)</li> <li><b>Benchmark job</b> is defined as: A job that is used to make pay comparisons. Pay data for these jobs are <b>readily available in published surveys</b>. A benchmark job is one that would be similarly structured, regardless of the institution/organization in which it is found</li> </ul>
<b>Collected and Compared Data from Multiple Labor Markets</b>	<ul style="list-style-type: none"> <li>Discussed labor markets with the Advisory Team. These sources included:               <ul style="list-style-type: none"> <li><b>Higher Education:</b> Selected a group of private colleges and universities throughout greater New England that are of comparable size and location as Amherst College</li> <li><b>Greater Pioneer Valley:</b> Local employers from all industries</li> <li><b>General Industry:</b> For those jobs that are also found in other industries (both for-profit and not-for-profit)</li> </ul> </li> </ul>
<b>Compared Amherst Salaries to Market</b>	<ul style="list-style-type: none"> <li>Compared Amherst salaries to survey data</li> </ul>

Overall, Amherst's benchmark positions are slightly above the 50th percentile (middle) of the markets that were reviewed

## Market Analysis: Higher Education Comparison Group

- Institutions used in the comparison group. Amherst often uses the “Colgate Group” (a group of comparable institutions) for comparison of salaries, benefits and various policies
- Institutions that are not in the Athletic Conference or the “Colgate Group” but that met the location and size criteria were added to increase the sample size
- Comparison data included exempt and non-exempt positions

Institution	Athletic Conf.	Colgate Group
Barnard College (New York, NY)		
Bates College (Lewiston, ME)	x	x
Bowdoin College (Brunswick, ME)	x	x
Bryn Mawr College (Bryn Mawr, PA)		x
Bucknell University (Lewisburg, PA)		x
Colby College (Waterville, ME)	x	x
Colgate University (Hamilton, NY)		x
Connecticut College (New London, CT)	x	x
Dartmouth College (Hanover, NH)		
Davidson College (Davidson, NC)		x
Hamilton College (Clinton, NY)	x	x
Haverford College (Haverford, PA)		x
Hobart and William Smith Colleges (Geneva, NY)		
Middlebury College (Middlebury, VT)	x	x
Mount Holyoke College (South Hadley, MA)		x
Sarah Lawrence College (Bronxville, NY)		x
Siena College (Loudonville, NY)		
Skidmore College (Saratoga Springs, NY)		x
Smith College (Northampton, MA)		x
St. Lawrence University (Canton, NY)		
Swarthmore College (Swarthmore, PA)		x
Trinity College (Hartford, CT)	x	x
Tufts University (Medford, MA)	x	
Union College (Schenectady, NY)		x
Vassar College (Poughkeepsie, NY)		x
Washington and Lee University (Lexington, VA)		x
Wellesley College (Wellesley, MA)	x	x
Wentworth Institute of Technology (Boston, MA)		
Wesleyan University (Middletown, CT)		x
Wheaton College (Norton, MA)		x
Williams College (Williamstown, MA)	x	x

## Market Analysis: Non-Exempt (Hourly) Comparison Group

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- Greater Pioneer Valley Non-Exempt Salary Survey participants:

Institution
American International College (Springfield, MA)
Amherst College (Amherst, MA)
Bay Path College (Longmeadow, MA)
Baystate Heath (Springfield, MA)
Cooley Dickinson Healthcare Corp (Northampton, MA)
Deerfield Academy (Trustees of) (Deerfield, MA)
Elms College (Chicopee, MA)
Hampshire College (Amherst, MA)
Holyoke Medical Center (Holyoke, MA)
Smith College (Northampton, MA)
The Yankee Candle Company, Inc. (South Deerfield, MA)
Western New England University (Springfield, MA)



## Assigning Non-Benchmark Jobs to a Job Level

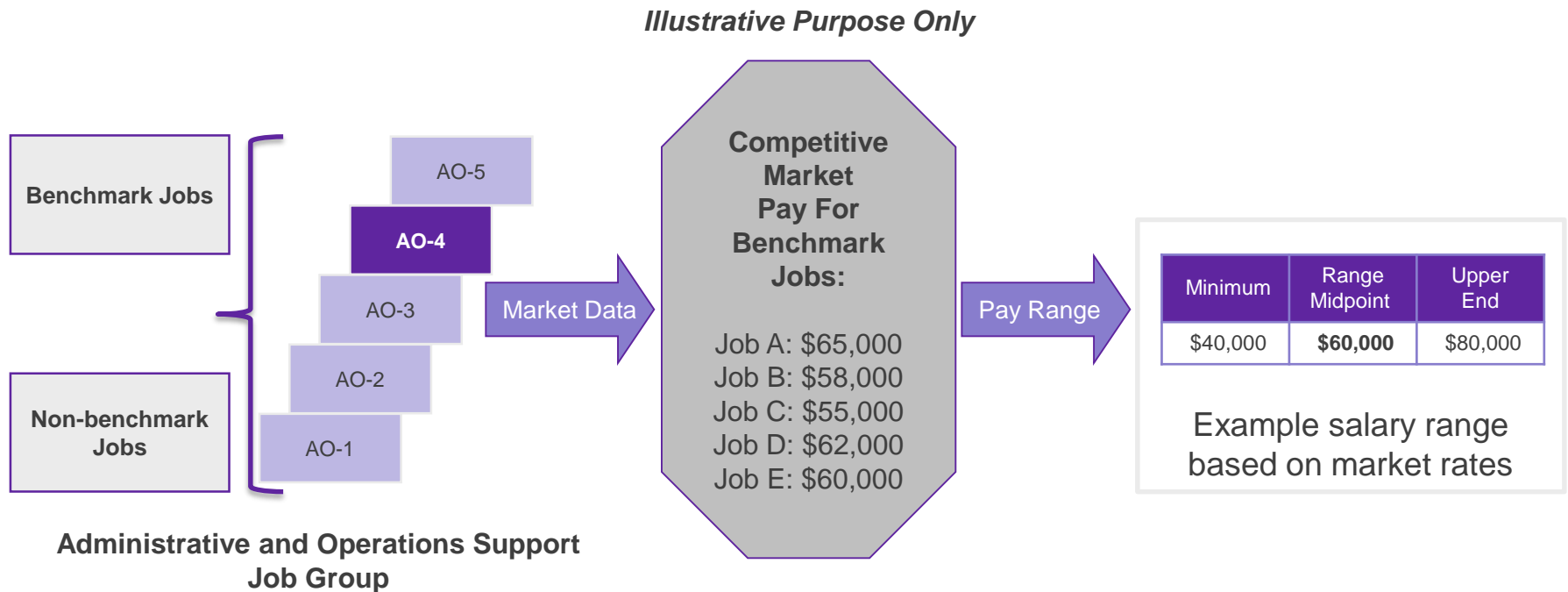
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For “non-benchmark” jobs, where reliable market survey data do not exist or where there was not a good match to the survey data, other factors are used to determine the appropriate job level



# Developing the Salary Ranges

- Establish a salary range that reflects the compensation philosophy for each job level using market data collected
- Reflects the salary range for all jobs assigned to a specific job group and level represented by a minimum, midpoint and upper end



## Salary Ranges

Hourly Structure for Non-Exempt Staff			
Level	Minimum (Hourly)	Midpoint (Hourly)	Upper End (Hourly)
AO-1	\$14.00	\$18.20	\$22.40
AO-2	\$15.40	\$20.02	\$24.64
AO-3	\$16.31	\$22.02	\$27.73
AO-4	\$18.09	\$25.33	\$32.56
AO-5	\$20.80	\$29.12	\$37.45
PT-1	\$20.00	\$26.00	\$32.00
PT-2	\$22.53	\$30.42	\$38.31
PT-3	\$25.42	\$35.59	\$45.76
PT-4	\$29.74	\$41.64	\$53.54
PT-5	\$37.18	\$52.05	\$66.92
RI-1	\$15.38	\$20.00	\$24.62
RI-2	\$18.52	\$25.00	\$31.48
RI-3	\$22.32	\$31.25	\$40.18
RI-4	\$29.02	\$40.63	\$52.23
RI-5	\$37.72	\$52.81	\$67.90
SM-1	\$20.71	\$29.00	\$37.29
SM-2	\$24.24	\$33.93	\$43.62
SM-3	\$28.36	\$39.70	\$51.04
SM-4	\$34.03	\$47.64	\$61.25
AD-1	\$37.50	\$60.00	\$82.50
AD-2	\$52.50	\$84.00	\$115.50

# Salary Ranges

Salary Structure for Exempt Staff			
Level	Minimum (Annual)	Midpoint (Annual)	Upper End (Annual)
AO-1	\$29,120	\$37,856	\$46,592
AO-2	\$32,032	\$41,642	\$51,251
AO-3	\$33,930	\$45,806	\$57,681
AO-4	\$37,626	\$52,677	\$67,727
AO-5	\$43,270	\$60,578	\$77,886
PT-1	\$41,600	\$54,080	\$66,560
PT-2	\$46,869	\$63,274	\$79,678
PT-3	\$52,879	\$74,030	\$95,182
PT-4	\$61,868	\$86,615	\$111,362
PT-5	\$77,335	\$108,269	\$139,203
RI-1	\$32,000	\$41,600	\$51,200
RI-2	\$38,519	\$52,000	\$65,481
RI-3	\$46,429	\$65,000	\$83,571
RI-4	\$60,357	\$84,500	\$108,643
RI-5	\$78,464	\$109,850	\$141,236
SM-1	\$43,086	\$60,320	\$77,554
SM-2	\$50,410	\$70,574	\$90,739
SM-3	\$58,980	\$82,572	\$106,164
SM-4	\$70,776	\$99,086	\$127,397
AD-1	\$78,000	\$124,800	\$171,600
AD-2	\$109,200	\$174,720	\$240,240

## Potential Impact on Pay

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**No salary will be reduced** as a result of this project



**No salary will be capped** if at the upper end of the salary range as a result of this project



If employee's **salary is below new range** minimum, **the salary will be adjusted** to the range minimum

## Ongoing Pay Administration and What's Next

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- The College remains committed to paying in accordance with the compensation philosophy
  - The new salary ranges will be reviewed and updated annually to ensure pay remains competitive with the market

### What's Next?

- Your supervisor will communicate any compensation changes to you
- The salary ranges and additional information are posted to the HR website
- Frequently asked questions (FAQs) are also posted to the HR website
- OHR is consolidating the staff and trustee-appointed salary administration guidelines

## Questions

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Questions?