

## FAQs regarding CC's new wage structure

Q: The new staff salary structure was shown in the PowerPoint presentation by Human Resources. Is the structure with the bands and pay range available online?

*A: Yes, go to <http://sites.coloradocollege.edu/compensation> to download a copy of the PowerPoint presentation which includes the salary structure that contains the bands and pay ranges in each. In the future, HR will show a sampling of positions within each band, provide the number of positions within each band, and band definitions.*

Q: There seems to be a compression of positions now that there are no longer Grades 8, 9, or 10. Is there a salary difference for working in a larger department versus a smaller department? And why are the staff assistants and office coordinator jobs in the same pay band now?

*A: The size of a department is not a factor in the wages for a job. The scope of responsibilities and what the market pays is relevant. Department size did not affect pay in the former salary structure. The local labor and salary market for positions such as Staff Assistants and Office Coordinators are similar therefore Staff Assistants were placed into the same band along with Office Coordinators. Additionally, the quantity or volume of work is not a factor when HR determines a position's placement in a band.*

Q: On what basis were the bands decided? If a person has earned a Bachelor's Degree but the position only asks for "some college," is that taken into consideration?

*A: The bands were developed solely on a market comparison of jobs with similar duties and responsibilities. Factors like education requirements do not increase the pay or band of a position. Along these lines, HR will adjust the band structure annually as needed based on market data, and will assess individual jobs every three to five years to determine whether our wages continue to match the market.*

Q: What method, other than the annual salary increases, is there to advance within a band or from band to band?

*A: Advancement within a band or from band to band can occur through the annual salary increases, which are based on satisfactory or better performance, or through a promotion to a new position in a higher band or reclassification of the existing position. HR will be working on a progression system within bands based on performance and an enhancement in duties and skills. That system may include two or three "levels" or "tiers" for each position that will provide job growth and allow staff to earn raises without taking different jobs.*

Q: What happened with the academic staff JAQs (Job Analysis Questionnaires) that were requested three years ago by HR? The five largest academic departments lost Staff Assistants, and that left the Office Coordinator doing the work of two people. What did HR decide about the new JAQs?

*A: Academic office staff changes were decided by the Dean of the College in 2009. In response to these staff changes, HR was asked to obtain updated JAQs to assess correlation in job duties and appropriate job titles. In consultation with the Dean, these updated JAQs were also referenced for band placement in the new staff salary structure bands based on market.*

Q: It is possible that if all staff in an academic department are in the same band, the person with more responsibility is paid less because she/he started later working at the college. How can this be avoided?

*A: The first activity when the salary structure was implemented in May 2012 was to adjust individual salaries that were below the minimum of the band. The next phase of the compensation project will begin in fiscal year 2012-13 to address compression which entails identifying salaries at or near the minimum of the band. Performance, years of service in the job, skills, and market will be considered to determine if a salary adjustment is warranted. In addition, a market review will also be conducted to determine any salaries above the band minimum that may be below the market for that particular job. Again, performance, years of service in the job, experience and skills will be factors to determine if a salary adjustment is warranted. While new staff hires will normally be paid at the minimum of the band, some jobs may justify a starting wage that is higher than the minimum of the band based on market.*

Q: What happens if a staff member is at the top of his/her pay band and wants to stay in the same position? Does he/she get cost-of-living raises?

*A: For the 2012-13 salary increases, for staff with salaries less than 5% over the maximum of the band, the staff employee was eligible for a 2% increase based on satisfactory or better performance. For staff with salaries more than 5% over the maximum of the band, the staff employee was eligible for the flat dollar increase (COBGS) based on satisfactory or better performance.*