

**TOTAL COMPENSATION**



**SKIDMORE**

C O L L E G E

Compensation (Salaries/Wages) Review for the Campus

April 26, 2004

April 30, 2004



# Overview

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# Total Compensation Framework

## SKIDMORE COLLEGE TOTAL COMPENSATION FRAMEWORK

Fall 2003

Skidmore College affirms the importance of each employee's contribution to its educational mission and accordingly is committed to providing appropriate compensation – the combination of direct pay and benefits – to everyone who works at the College. This commitment is grounded in two principles: First, Skidmore College adheres to basic values of fairness and equity (both internal and external) in the workplace. Second, the College can fulfill its mission only by hiring and retaining members of its faculty, staff, and administration who are capable of meeting the highest standards of performance and are motivated to do so.

The College also strongly believes that working at Skidmore should be rewarding not only because of compensation but also because of

- the advantages of association with a vibrant liberal arts college noted for its unique sense of community,
- the nature of the work itself,
- working conditions,
- opportunities for continuing education and professional development,
- educational opportunities extended to dependents, spouses, and domestic partners,
- where possible, opportunities for career advancement within the College, and
- opportunities to participate in institutional governance.

For these reasons, the College will strive both to maintain externally competitive and internally equitable levels of compensation and to consider other factors affecting job satisfaction in strategic planning, in budgeting, and in other areas of institutional decision-making.

To address issues of compensation, the College will identify overall goals for compensation and then develop specific targets for the discrete elements of total compensation for different employment categories and, in some cases, for individual positions. In establishing such targets, the College will take account of appropriate external benchmarks while attending to considerations of internal equity. The College will also aim to provide individual choices, where possible, for managing health and welfare benefits. Targets for both salary and benefits will be reviewed regularly and modified as necessary. The College will also regularly explore alternative approaches to benefits. Such decisions will necessarily be informed by constraints on resources and other budgetary considerations. In all cases, the Board of Trustees retains final authority to approve budgetary principles, as well as annual budgets and projected expenditures.

This total compensation framework is predicated on the ideas that the community spirit of the College is paramount and that compensation programs should reflect the needs of both the College, as an institution, and its employees. The College community will continue to be involved in providing input regarding the design and assessment of programs through focus groups, interviews, representation on governance committees, and in general meetings. The elements of the framework itself, specific goals and targets, and the College's progress in meeting them will be reviewed regularly by the College administration in collaboration with appropriately constituted governance bodies. The results of such analyses, any ensuing changes in the compensation system (along with the reasons for such changes), and their implications for employees, will be communicated in a clear and timely manner.

The following principles will inform the College's decisions regarding compensation:

### Goals for External Positioning

Within the constraints of its financial resources, Skidmore College will aim to

- Align salary ranges at the median of comparator markets (as described below), with individuals' base salaries generally extending over the middle third of those ranges (assuming satisfactory performance);
- Ensure that hourly wage levels are positioned at or above the current "living wage" level for the region;
- Provide annual salary and wage increases to maintain market competitiveness and, where possible, to improve such positioning relative to external benchmarks.
- Target benefits near the middle third of our peer institutions (where such comparisons can be made).

### Market Comparisons

*Comparator markets* – markets against which the elements of compensation will be compared – will be identified on the basis of criteria including the nature of the position, knowledge and skills required to perform the work, areas of recruitment (national, regional, local), the nature and size of comparable institutions or employers, the financial resources of comparable institutions (in relation to the financial resources of the College), and (where relevant) location. More specifically, the following comparator groups will be utilized.

- Faculty members, senior administrators, and higher-ed-specific mid-level administrators: A peer group of schools that are comparable in size, financial structure and mission as well as national data (e.g., the annual AAUP faculty survey).
- Administrators with comparable jobs in industry: The peer group as described and regionally based and comparably sized general industry companies.
- Members of the support staff: Businesses in the region.

### Internal Equity

In order to recognize the contributions of individual employees while treating everyone with fairness and respect, the College will

- Establish ranges of compensation for different positions based first of all upon a systematic analysis of factors such as responsibilities and the levels of education, skills, and experience required to perform a given function, with the goal of providing equitable compensation for comparable work.
- Acknowledge an employee's individual contribution to Skidmore – as reflected both in current levels of skill and the history of performance at the College – when determining individual positioning of salaries within the salary range.



# Total Compensation Framework

## Work Satisfaction and Career Development

The College is committed to the principles that work should be satisfying in its own right, that employees should find that they are able to employ their skills effectively, to contribute thoughtfully to the advancement of institutional goals, and that their time on the job is well spent. To implement these principles, the College will

- Give proper attention to training and oversight of those employees in supervisory and administrative roles.
- Provide employees with opportunities to develop their professional skills and increase their knowledge in ways that contribute both to professional and personal growth.
- Provide opportunities, where possible, for employees to enhance both their personal satisfaction and their contributions to the College through lateral moves to new areas or involvement, promotion, or involvement in new areas of work through participation on committees or task forces.

## Acknowledgement of Individual Performance

In all cases, the expectations and ways of assessing individual performance should be clear and consistently applied and should support the College's values and mission. Fair and helpful performance review should be an integral aspect of work at all levels within the College. Where possible, the College will develop ways of acknowledging high levels of performance, individual contribution, or achievement.

In some instances, the College will be able to acknowledge with stipends or other forms of supplemental pay the work of employees who have taken on additional responsibilities or time commitments that substantially exceed the normal expectations of their positions. Where possible such additional compensation will be standardized to ensure that employees performing comparable work will receive equitable pay.



# Background

- The impetus for this project was to:
  - Assure a competitive compensation package that will serve to attract and retain needed talent and serve to support the mission of the college
  - Review current compensation administrative practices – the last comprehensive review was conducted in 1995-1996
  - Better align the components of our compensation program
- The project includes two distinct, yet interrelated reviews
  - Benefits analysis and plan revision recommendations
  - Compensation review for market competitiveness and internal equity
- The focus of this presentation is the Compensation (Salaries & Wages) Review



# Process Overview

- To develop a full understanding of Skidmore's jobs, we collected and reviewed job descriptions for all of Skidmore's non-union employees and organization charts for each division at the College
- The Skidmore jobs were then compared to those jobs found in the surveys and a "benchmark" was identified
  - Benchmarking the jobs was a collaborative effort between Human Resources, SEGAL SIBSON Consulting, and department managers, Deans or VP's
- 379± positions were benchmarked (72% of Skidmore's positions)
  - Our initial goal was to benchmark at least 30-35% of the College's positions
- We met with FPPC on 3 occasions to discuss the progress and the philosophies of the process
- To assess the overall positioning of Skidmore's pay levels relative to the market, current salaries and salary structure midpoints are compared to the market data



# Process Overview

- Salary ranges will be aligned with the median of the market with individuals' base salaries extending over the middle third of those ranges (factoring in length of service, placement of position in the band, and job performance) (see chart on page 12)
- Bring Skidmore's average pay rates to 95% of the market and to achieve this in 3-4 years
- In addition, we reviewed Skidmore's current living wage assumptions
- Ensure that hourly wage levels are positioned at or above the current "living wage" level for the region
- Provide annual salary and wage increases to maintain market competitiveness and, where possible, to improve such positioning relative to external benchmarks



# Markets

## Background:

### ➤ Definition of “market”

- *Comparator markets* – markets against which the elements of compensation will be compared – will be identified on the basis of criteria including:
  - Nature of the position,
  - Knowledge and skills required to perform the work,
  - Areas of recruitment (national, regional, local),
  - Nature and size of comparable institutions or employers,
  - Financial resources of comparable institutions (in relation to the financial resources of the College), and
  - Location (when relevant).
- More specifically, the following comparator groups are utilized:

Employee Group	Comparator Group
Faculty members, senior administrators, academic support*, and higher-ed-specific mid-level administrators:	A peer group of schools that are comparable in size, financial structure and mission as well as national data (e.g., the annual AAUP faculty survey).
Administrators and academic support with comparable positions in industry:	The peer group as described and regionally based and comparably sized general industry companies.
Members of the support staff and some administrators:	Businesses in the region.

\*Academic Support group includes accompanists, coaches, librarians, teaching associates, etc.



# Markets

- Overview of market pricing (matching) positions
  - Skidmore positions were compared to positions in well-regarded published salary surveys
    - The match must be a good match – as close as possible to having the same set of responsibilities
    - Not all data is good data. Free data from websites, magazines and other generally available sources is often questionable
  - Matches were reviewed with supervisors familiar with the positions to ensure accuracy
  - Priced (matched) as many positions as possible using consistent, reliable data sources, the positions reviewed are summarized below

- We reviewed a total of 401 positions:
  - 3 Faculty ranks (178 incumbents)
  - 34 Academic Support positions (43 incumbents)
  - 230 Administrative Professional positions (242 incumbents)
  - 134 Support Staff positions (153 incumbents)
- Market data was found for 198 positions (49% of the positions)
  - 3 Faculty ranks (100% of the ranks)
  - 17 Academic Support positions (50% of the positions)
  - 101 Administrative Professional positions (44% of the positions)
  - 77 Support Staff positions (57% of the positions)



# Markets

## ➤ How midpoint compares to market

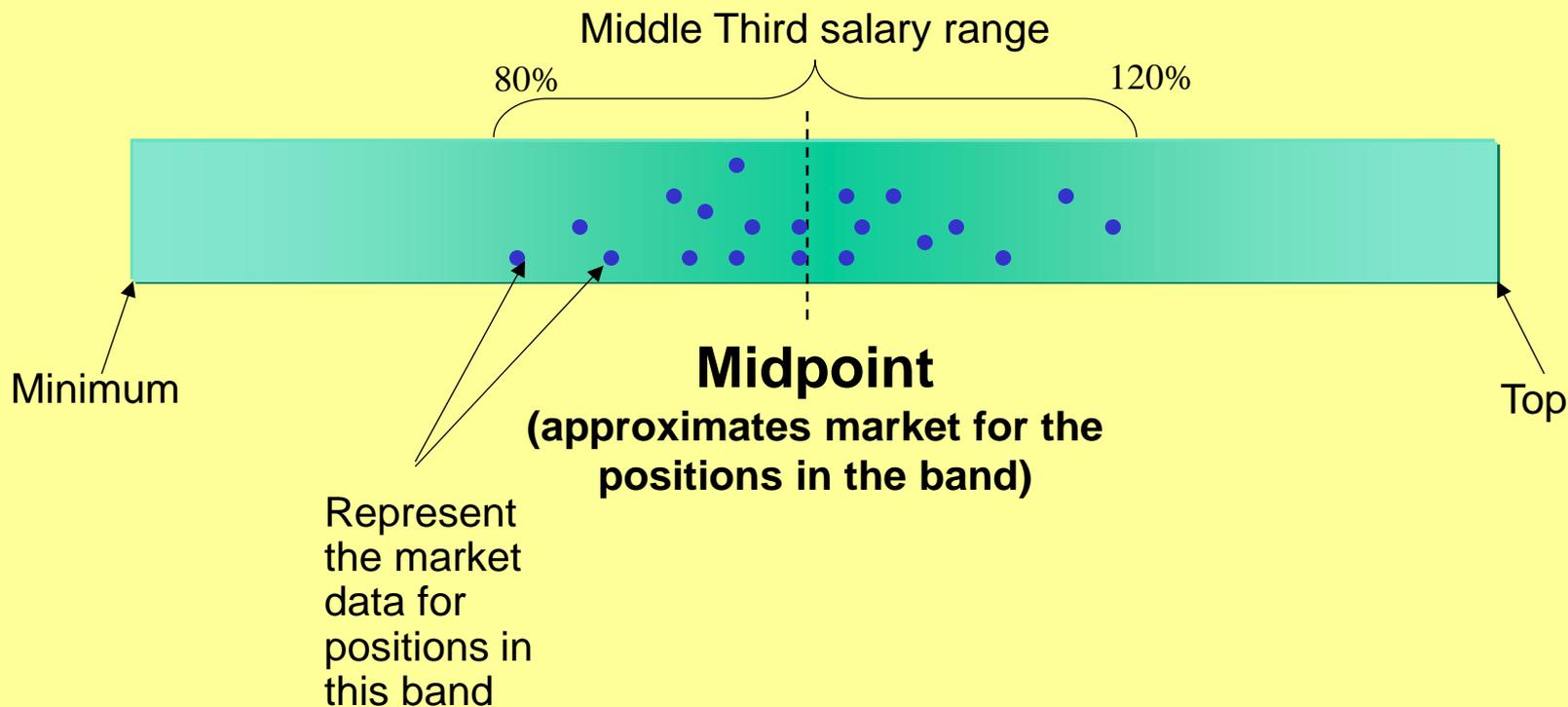
- The median (middle or 50<sup>th</sup> percentile) market salary is the point of comparison
  - Median is the point at which 50% of salaries are higher and 50% are lower
  - The salary of the person in the position is compared to the median salary of the survey data for that position
    - » This percentage shows how that person's salary compares to market
- The market rates for positions in the same salary band were used to develop the midpoint for that band (see following two illustrations)
  - For positions that do not have market data, current salaries are compared to midpoint
- Analysis is based on:
  - Market data for the positions with market data (benchmark positions)
  - Midpoint for positions that do not have market data (non-benchmark positions)
  - The goal to ensure that everyone is:
    - » Above the minimum of the range (as an initial goal)
    - » At or above the mid third (which is approximately 95% of (market/midpoint))  
Some people will be below the mid third if they are:
      - › New to the position
      - › Performing below expectations (see illustration on page 12)



# Markets

## How Market Salary Ranges Are Developed

- Preliminary ranges are developed around clustering of market data for those positions that have been compared to a survey benchmark, as shown below



- Midpoint is the comparison point for those positions that do not have a market match



# Markets

## How to pay within the range

- The pay range/band should provide appropriate pay opportunities for a variety of skill, knowledge, experience and performance levels required to fulfill the position
- The model below provides an example of a framework for determining how individuals should be paid and whether pay adjustments are necessary





# Summary of Findings

## Competitiveness of Compensation

Findings/Observations	Directional Recommendations
<p><b>Salaries versus Market</b></p> <p>Overall, Skidmore pays very close to the competitive market (95%)*</p> <ul style="list-style-type: none"> <li>• Within competitive is considered +/- 10% of the market rate</li> </ul> <p>Competitiveness varies by employee group:</p> <ul style="list-style-type: none"> <li>• Faculty are 95% of competitive</li> <li>• Administrative/professional are 100.7% of competitive</li> <li>• Support Staff are 92.5% of competitive</li> </ul> <p>Over half of the support staff indicated dissatisfaction with current pay levels on the survey that was conducted last year</p> <p>Support Staff's dissatisfaction with pay levels appear to be understandable</p> <p>Faculty and some administrative staff are compared to our new peer group of schools</p> <p>Support Staff and some administrative staff are compared to a blend of Saratoga and Albany area</p> <ul style="list-style-type: none"> <li>• Saratoga pays 96.3% of the Albany** area for support staff salaries</li> <li>• The historical policy has been to target Support Staff salaries at 90% of the Albany area to recognize the non-/low-contributory nature of the College's benefits plan</li> </ul>	<ul style="list-style-type: none"> <li>• Bring all Support Staff to at least the minimum level of an updated salary structure - <b>DOING</b></li> <li>• Develop a compensation philosophy that includes:                         <ul style="list-style-type: none"> <li>– An explicitly defined and appropriate peer group for each group of employees - <b>DONE</b></li> </ul> </li> <li>• Re-examine the use of the “comparable group” of colleges as Skidmore’s benchmark for faculty salaries - <b>DONE</b></li> <li>• A definition of how pay will be positioned relative to the peer group and other markets – <b>DONE</b></li> <li>• Develop a compensation philosophy that explicitly defines the appropriate “market” - <b>DONE</b></li> <li>• Align the “market” with the strategic needs of the College – <b>DONE</b></li> </ul>
<p><b>Living Wage Analysis</b></p> <ul style="list-style-type: none"> <li>• Skidmore’s “living wage” of \$10/hour is within our local area estimate of \$9.61 (plus benefits)</li> <li>• The chart on page 23 provides a summary of the living wage analysis                         <ul style="list-style-type: none"> <li>○ The living wage level is usually the wage a full-time worker would need to earn to support a family above federal poverty line (see page 21)</li> </ul> </li> </ul> <p>Current thinking is that wages should be based on local cost of living rather than solely on the national poverty level</p>	<ul style="list-style-type: none"> <li>• Maintain current level</li> <li>• Monitor annually</li> <li>• Consider the local cost of living when determining a “living wage”</li> </ul>

\*Competitive market as described earlier

\*\*Source: Economic Research Institute, *Comp Assessor Database*



# Plans to Meet Goals

3-4 year plan to meet goals relative to findings

Overall Averages For All Positions<sup>1,2,3</sup>

Organizational Group	Salaries as a Percent of Market/Midpoint
Overall	96.7%
Faculty	95.0
Administrative Professional	100.7
Support Staff	92.5

All Positions Combined - Competitiveness of Individual Salaries<sup>1,2,3</sup>

Organizational Group	Number of People Who are:							
	Below 80% of Market	Between 80% and 85% of Market	Between 85% and 95% of Market	Between 95% and 105% of Market	Between 105% and 115% of Market	Between 115% and 120% of Market	Above 120% of Market	Total
Overall	80	57	163	135	86	18	45	584
Faculty	18	20	65	51	21	5	9	189
Administrative Professional	34	15	50	58	44	11	30	242
Support Staff	28	22	48	26	21	2	6	153
Bringing Salaries to:	Cost to Raise Salaries <sup>2</sup> (\$000)							
80% of Market	\$180.1	N/A	N/A	N/A	N/A	N/A	N/A	\$180.1
85% of Market	376.4	71.1	N/A	N/A	N/A	N/A	N/A	447.5
95% of Market	769.0	349.4	423.4	N/A	N/A	N/A	N/A	1,541.9
100% of Market	965.3	488.6	863.6	107.9	N/A	N/A	N/A	2,425.4

<sup>1</sup> Those positions for which there is market data or a salary midpoint. Market data and salary structure is updated by 2.5% to be effective as of 12/1/04

<sup>2</sup> Analysis reflects competitive positioning and cost after a 4% GSA is applied to all salaries (costs are in addition to the GSA)

<sup>3</sup> Benchmark medians do not include a premium for positions in Business, Computer Science or Economics.



# Plans to Meet Goals

3-4 year plan to meet goals relative to findings

## Notes:

In 2005 - if you apply the 4% GSA to all employees and, at a minimum, bring people up to:

- 85% of mkt/mp then, on average, Skidmore would be paying 97% of market
- 90% of mkt/mp then, on average, Skidmore would be paying 98% of market
- **95% of mkt/mp then, on average, Skidmore would be paying at 100% of market**
- 100% of mkt/mp, then on average, Skidmore would be paying at 103% of market

Abbreviations: Mkt = Market; MP = Midpoint



# Summary

- Letters will be mailed to faculty and staff on or around, April 30
- Questions regarding your Market Adjustment should be directed to your Dean/VP
- Since this is a multi-year process – you will be kept updated as the process proceeds



# Resources

- Survey Sources
- Glossary of Terms
- Living Wage Analysis
- Market Sources
- Comparative Groups
- New Salary Ranges



# Survey Sources

Publisher	Survey Name	Cuts	Description
College & University Professional Association for Human Resources (CUPA-HR)	2002-2003 Administrative Compensation Survey	New Peer Group of schools developed in May, 2003	A survey of the higher education industry with over 1,400 participants. The data was effective September 15, 2002.
	2002-2003 Mid-Level Administrative/Professional Salary Survey	New Peer Group of schools developed in May, 2003	A survey of the higher education industry with over 1,100 participants. The data was effective September 15, 2002.
	2002-2003 National Faculty Salary Survey	All applicable faculty positions	A survey of the higher education industry with over 500 participants. The data was effective October 1, 2002.
American Association of University Professors (AAUP)	AAUP's Faculty Compensation Survey	New Peer Group of schools developed in May, 2003	Survey of the higher education industry with over 900 participants. Data was effective September 1, 2002.
The Saratoga County Chamber	2002 Wage & Benefit Survey	General Industry	A survey of 21 institutions in Saratoga county. The data was effective September, 2002.
The Tri-Cities Human Resource Association	2002 Tri-Cities Human Resources Association Salary Survey	General Industry	A survey of 49 institutions with data effective July 1, 2002.
Mercer Human Resource Consulting	2002 Information Technology Compensation Survey	Education, general industry, and organizations with full-time employees numbering less than 1,000	A survey of over 1,200 organizations with data effective March 1, 2002.
	2002 Human Resource Management Compensation Survey	All organizations and education	A survey of over 1,000 organizations with data effective March 1, 2002.
	2002 Finance, Accounting & Legal Compensation Survey	All organizations and education	A survey of almost 1,400 organizations with data effective March 1, 2002.
	2002 Executive Compensation Survey	All organizations and education	A survey of almost 1,400 organizations with data effective March 1, 2002.



# Survey Sources

Publisher	Survey Name	Cuts	Description
Watson Wyatt	2002-2003 Industry Report on Human Resource Personnel Compensation	All organizations (for-profit), education, colleges, universities, and professional schools	A survey of over 4,400 organizations with data effective April 1, 2002
	2002-2003 Industry Report on Middle Management Compensation	All organizations (for-profit, excluding financial services) education, colleges, universities, and professional schools and full-time employees number less than 1,000)	A survey of over 4,700 organizations with data effective April 1, 2002
	2002-2003 Industry Report on Office Personnel Compensation	All organizations (for-profit), education, colleges, universities, and professional schools	A survey of over 5,800 organizations with data effective January 1, 2002
	2002-2003 Industry Report on Professional Personnel Compensation	All organizations (for-profit), education, colleges, universities, and professional schools	A survey of over 5,400 organizations with data effective March 1, 2002
	2002-2003 Industry Report on Technician and Skilled Trades Personnel Compensation	All organizations (for-profit), education, colleges, universities, and professional schools	A survey of over 5,100 organizations with data effective January 1, 2002
	2002-2003 Industry Report on Supervisory Compensation	All organizations (for-profit), education, colleges, universities, and professional schools	A survey of over 3,600 organizations with data effective February 1, 2002
	2002-2003 Industry Report on Top Management Compensation	All organizations (excluding financial services) 250-2,000 employees; colleges, universities, and professional schools 250-2,000, 500-5,000 employees; education 250-2,000, 500-5,000, employees; all organizations (for-profit)	A survey of over 1,700 organizations with data effective April 1, 2002



# Market Definitions

We discussed the definition of market with many of the Supervisors/Deans that we interviewed

## MARKET DEFINITIONS

Employee Group	Market Focus	Past Practices
Administrative/Professional	<p><b>Education</b></p> <ul style="list-style-type: none"> <li>• New Peer Group: CUPA-HR<sup>1</sup></li> <li>• Similar Employee Count:                             <ul style="list-style-type: none"> <li>○ Watson Wyatt</li> <li>○ Mercer</li> </ul> </li> </ul> <p><b>General Industry</b> (for positions that are not education specific) Companies with &lt;1,000 employees:</p> <ul style="list-style-type: none"> <li>• Watson Wyatt</li> <li>• Mercer</li> </ul>	<p>To set pay:</p> <ul style="list-style-type: none"> <li>• At the median for the comparable group with some variation by discipline</li>   <li>• At the median of general industry for non-education specific positions</li> </ul>
Faculty	<p><b>Education</b></p> <ul style="list-style-type: none"> <li>• New Peer Group: AAUP<sup>1</sup></li> </ul>	Rank #10 out of 15 for the comparable group
Support Staff	<p><b>Local Area</b></p> <ul style="list-style-type: none"> <li>• Saratoga County</li> <li>• Tri-City Area</li> </ul>	At 90% of the median for the Albany area

<sup>1</sup>See *Chart on page 23* for a listing of the schools included.



# Living Wage Analysis

## What is a Living Wage:

- The living wage level is usually the wage a full-time worker would need to earn to support a family above federal poverty line, typically ranging from 100% to 130% of the poverty measurement.
  - There is not one universally accepted formula for calculating a living wage
  - The wage rates specified by living wage ordinances range from a low of \$6.25/hr. in Milwaukee to a high of \$12/hr. in Santa Cruz. (source - the Economic Policy Institute)
- In addition to setting wage levels, some ordinances also have provisions regarding benefits (such as health insurance and paid vacation), labor relations, and hiring practices.
  - Since Skidmore provides benefits, we used living wage estimates that assumed that the employer provided benefits
- Living wages is a locally determined value (changes by city)
  - Many cities do not have a living wage ordinance.
  - Many do not even have a living wage calculated since it is often a grass roots effort rather than an effort initiated by the local government



# Living Wage Analysis

## Skidmore's Living Wage Calculation

- Skidmore has determined a living wage because:
  - A living wage has not been adopted for Saratoga Springs
  - Based on our research, a living wage has not been “officially” determined for Saratoga
  - Skidmore feels this is the morally appropriate way to compensate its employees
- As a basis, four “upstate NY” areas, for which a living wage has been determined, were identified.
  - Albany
  - Buffalo
  - Niagara County
  - Rochester
- The calculation for these areas was used as a basis for Skidmore's living wage, data was updated to 2003 and adjusted based on cost of living differential between each comparison area and Saratoga Springs
- Details are provided on the following page



# Living Wage Analysis

	Living Wage (Plus Benefits)		Cost of Living		COL Adjusted Wage
	Base Year (2001)	2003*	Actual	Indexed to Albany	
Albany	\$8.55	\$10.21	114.90%	100.00%	\$10.21
Niagara County	\$7.91	\$8.90	100.10%	87.12%	\$10.22
Buffalo	\$7.25	\$8.32	105.30%	91.64%	\$9.08
Rochester	\$8.52	\$9.04	106.90%	93.04%	\$9.72
Saratoga		NA	112.60%	98.00%	
Average (w/o Saratoga)		\$9.12	106.80%	92.95%	\$9.81
<b>Estimated COL Adjusted Wage for Skidmore</b>					<b>\$9.61</b>

1. Living wages are best determined based on cost of living rather than just the national poverty levels which is how they were historically calculated.
2. There is no wage specified just for Saratoga Springs.
3. To determine an appropriate wage for Saratoga we:
  - Determined the average living wage for the four areas.
  - Determined the cost of living for each location for which there was a published living wage figure. This analysis was based on data from ERI (Economic Research Institute).
  - Indexed the COL for each city relative to Albany.
  - Calculated an adjusted living wage based on the indexed COL (in other words, the living wage for Niagara is \$8.84 but, because the COL is 90% of Albany, the \$8.84 "spends" in Niagara like \$9.54 would in Albany).
  - Calculated a living wage for Saratoga by adjusting the average by the indexed COL for Saratoga.

\* Assumes an annual increase of 3% per year if an updated data figure has not been published for that area. This is based on annual salary structure increases



# Market Sources

## Support Staff

- Skidmore's pool (where applicants are living) for support staff positions comes from a roughly 50 miles radius.
- There are two market surveys that involve the area in our radius:
  - Tri-Cities Human Resources Association Salary Survey which largely includes businesses in the Albany, Schenectady, Troy areas; and the
  - Wage and Benefit Survey from the Saratoga County Chamber of Commerce which mainly involves Saratoga County businesses.

## Faculty

- The pool (where applicants are living) for faculty positions depends on the status of the position. In this case we are referring to full-time, tenure-track and tenured positions. Therefore, the market is national.
- Faculty positions were matched with:
  - AAUP data
  - NE Deans data. This data comes from a group of NE colleges that share info with each other and only involves salaries for first year assistant professors.

## Administrative/Professional Staff

- The pool (where applicants are living) for administrative/professional positions varies depending upon the level of the position. The lower levels would come from local/regional markets while the higher levels would come from regional/national markets.
- Administrative/professional positions were matched with positions from:
  - The Tri-Cities Survey (local);
  - The Chamber Survey (local);
  - CUPA-HR surveys (higher education with our new peer group cut);
  - Watson Wyatt surveys (national with an education cut and with their general data for the non-education specific positions); and
  - Mercer surveys (national with an education cut and with a general cut of less than 1000 employees).



# Comparative Groups

INSTITUTION	STATE
<b>NEWER PEER GROUP (5/2/03)</b>	
Bard College	NY
Bates College	ME
Colgate University	NY
Connecticut College	CT
Dickinson College	PA
Franklin & Marshall College	PA
Gettysburg College	PA
Hamilton College	NY
Kenyon College	OH
Oberlin College	OH
Sarah Lawrence College	NY
Saint Lawrence University	NY
Trinity College	CT
Union College	NY
Vassar College	NY
Wheaton College	MA



## Regional Survey Participants

### Tri-Cities Human Resources Association Salary Survey

AAA Hudson Valley	JLT Services Corp.
AAA Northway	Lydall Filtration/Separation, Inc.
Albany Law School	MVP Health Care
Albany Medical Center	Newkirk Products, Inc.
Albany Memorial/Samaritan Hospitals	NYS Nurses Assoc. Pension Fund
Albany Molecular Research Inc.	Organichem Corporation
Ayco Company, L.P.	PIA Management Services Inc.
Blue Shield of NENY	Pioneer Savings Bank
Boston Scientific Corp./ NAMIC	Plug Power Inc.
Business Council of NYS, Inc.	Rensselaer Polytechnic Institute
Capital District Physicians Health Plan	Research Foundation of SUNY
Center for the Disabled	St. Peter's HealthCare Services
College of St. Rose	Seton Health
Community Care Physicians	Siena College
Delmar Learning	SYSCO Food Services-Albany
Empire Blue Cross/Blue Shield	Taconic
Glens Falls Hospital	The Desmond Hotel and Conference Center
GL & V USA, Inc.	The Troy Savings Bank
Golub Corporation	Unity House
Health Research Inc.	Value Options, Inc.
IA Systems	Whiteman Osterman & Hanna
Intermagnetics General Corp.	X-Ray Optical Systems, Inc.



## Regional Survey Participants

### Saratoga County Chamber of Commerce Wage and Benefit Survey

Ace Hardware Corporation  
Adirondack Trust Company  
Ball Corporation  
Curtis Lumber Company  
Espey Electronics Corp.  
Four Winds – Saratoga  
Irving Tissue  
Portola Packaging Inc.  
Prestige Services Inc.  
Saratoga ARC  
Saratoga Care, Inc.  
Skidmore College  
Specialty Silicone Products, Inc.  
Stewarts Distribution & Processing Plant  
Sysco Food Services-Albany  
Target NE Regional Distribution Center  
The Fort Miller Co., Inc.  
The Glen at Highland Meadows



# New Salary Ranges

## For AP and Support

Grade	Min	Mid
AP.25	19,500	25,300
AP.26	23,400	30,400
AP.27	28,100	36,500
AP.28	35,100	45,600
AP.29	43,800	57,000
AP.30	57,000	74,100
AP.31	76,900	100,000
AP.32	103,800	135,000
SS.13	18,200 (10.00/hr)	21,900 (12.03/hr)
SS.14	20,900 (11.48/hr)	25,100 (13.79/hr)
SS.15	24,100 (13.24/hr)	28,900 (15.88/hr)
SS.16	27,700 (15.22/hr)	33,200 (18.24/hr)



# Glossary of Terms

**Academic Support category** - One of Skidmore's employment categories that includes accompanists, coaches, librarians, teaching associates, etc.

**Benchmark Job** - A standard job used to make pay comparisons, either within the organization or to comparable jobs outside the organization, to develop or validate a job worth hierarchy. Pay data for these jobs are readily available in published surveys.

**Comparator Markets** - Colleges or organizations against which the elements of compensation will be compared.

**General Industry** - Organizations and businesses that are not education-oriented.

**Job Worth Hierarchy** - The perceived value of jobs in relationship to each other within an organization. The job worth hierarchy forms the basis for grouping similar jobs together and establishing salary ranges.

**Market** - If 100% of market is the 50<sup>th</sup> percentile of the average pay for like jobs, then being paid within market is anywhere from the 95% to the 105% of the 50<sup>th</sup> percentile value.

**Market Value** - The salary dollars associated with a position in published surveys.

**Red Circle** - An individual pay rate that is above the established range maximum assigned to the position band. Hence, the incumbent is usually not eligible for further base pay increases until the range maximum surpasses the individual pay rate.

**Salary Structure** - The structure of job grades and pay ranges established within an organization. The salary structure may be expressed in terms of position bands, job evaluation points or policy lines.

**Total Compensation** - The complete reward/recognition package for employees, including all forms of money, benefits, perks and services.

**Total Compensation Framework** - Document that Skidmore has developed to define goals and targets related to compensation and benefits.