

# **PALOMAR COLLEGE**

Learning for Success

## **COMPENSATION STUDY FINDINGS AND RECOMMENDATIONS**

### **FINAL REPORT**

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Prepared by:



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The Segal logo, consisting of a stylized star and the word "SEGAL", is printed in white on a dark, textured background.

# Executive Summary

## Background

In September of 2007, Palomar Community College District (District) engaged The Segal Company (Segal) to conduct a classification and compensation study. Specifically, the goals of the compensation study were to:

- Establish appropriate benchmark classes for survey comparison purposes.
- Recommend a compensation survey cohort group of institutions for the Council of Classified Employees (CCE) that are relevant geographically and have similar institutional composition. For Confidential and Supervisory Team (CAST) and Administrative Association (AA) employees, utilize a compensation survey cohort group of institutions comprised of the fifteen largest California single college districts.
- Conduct a comprehensive compensation survey for benchmark classifications, calculating the mean and median, minimum/maximum, and quartile salary for each benchmark classification.
- Develop and apply appropriate salary relationships among all of the classifications based upon internal relationships within job families, and the relationship of each CCE classification to the appropriate benchmark classification.
- Recommend appropriate salary range placement/modification for all CAST/AA classes based upon internal relationships and external salary data. Recommend a salary structure for CAST/AA employees that reflects prevailing professional practices among competing community college districts.

## Summary of Methodology

### Survey Participants

Segal collected market data by conducting two custom surveys, one specifically for CCE jobs, and the other covering CAST/AA jobs. Published data was also used to supplement the custom market data in order to capture private sector data. In conducting the custom surveys, Segal and the Project Team identified 21 local and regional organizations (see **Table 1**) that represent public sector entities of similar size, and/or specifically identified organizations with which the District competes for talent. Data was received from sixteen (16) of twenty-one (21) participants. The two custom surveys covered 48 benchmarks jointly selected by the District and Segal.

**TABLE 1  
SURVEYED JURISDICTIONS**

CCE	CAST/AA	CCE and CAST/AA
<i>City of Escondido</i>	<i>Cabrillo College</i>	<i>Cerritos College</i>
<i>City of San Marcos</i>	Chaffey College	<i>Long Beach Community College</i>
<i>City of Vista</i>	<i>El Camino College</i>	<i>Southwestern College</i>
<i>Escondido Unified School District</i>	<i>Glendale Community College</i>	
<i>Riverside Community College</i>	Mt. San Antonio College	
<i>San Diego Community College</i>	Pasadena City College	
San Marcos Unified School District	<i>San Joaquin Delta College</i>	
Vista Unified School District	<i>Santa Barbara City College</i>	
	<i>Santa Clarita Community College</i>	
	<i>Santa Rosa Junior College</i>	

*Note: Respondents are in bold and italicized.*

For the CCE survey, we received nine of the eleven jurisdictions which is an 82% response rate, and for the CAST/AA survey, we received ten of the thirteen jurisdictions which is a 77% response rate.

Respondents varied in size of 229 employees for the respective group to over 800 for total number of full-time employees for the jurisdiction.

### **Geographic Differentials**

The collected salary survey information was adjusted to account for any differences in the cost of labor between the survey respondent's location and San Marcos, California. The Economic Research Institutes' Geographic Assessor series was used to calculate geographic differences. This approach normalizes the comparators' salaries in order to draw accurate compensation findings. **Table 2** shows the percentage adjustment applied to salary data from each survey respondent.

**TABLE 2**  
**Geographic Differentials**

<b>Comparator</b>	<b>Percentage Adjustment</b>
City of Escondido Escondido Unified School District	101.6%
City of Vista	101.3%
Riverside Community College	99.9%
San Diego Community College	100.1%
Southwestern College	101.4%
Cabrillo College	102.5%
Cerritos College	104.1%
El Camino College	104.5%
Glendale Community College	104.3%
Long Beach Community College	104.5%
San Joaquin Delta College	97.7%
Santa Barbara City College	102.0%
Santa Clarita Community College	101.9%
Santa Rosa Junior College	104.1%

*Note: the City of San Marcos required no adjustment.*

**Published Sources**

For the published data, Segal referenced the following six published data sources for compensation data and made matches to benchmarks jobs where possible. Market data was aged to be effective August 1, 2008.

- 2008 Watson Wyatt Professional Administrative Personnel Survey
- 2008 Watson Wyatt Professional Specialized Services Personnel Survey
- 2007 Watson Wyatt Office Personnel Survey
- 2008 Watson Wyatt Technician and Skilled Trades Personnel Survey
- 2008 Watson Wyatt Middle Management Survey
- 2008 Watson Wyatt Supervisory Management Survey

## Summary of Findings

### Pay Practices

**Table 3** illustrates the majority of the respondents have grade and step salary structures, with a few having open ranges with no steps, and two that have no ranges for top level jobs that are compensated at a flat rate.

**TABLE 3  
PAY STRUCTURE DESIGN**

SURVEYED EMPLOYER	Grade and Step	Open Ranges, No Steps	No Ranges
Cabrillo College	√ Admin/Mgmt		
Cerritos College	√		
City of Escondido	√	√	√ <sup>1</sup>
City of San Marcos	√	√	
City of Vista	√	√	
El Camino College	√		
Escondido Union School District	√		
Glendale Community College	√		
Long Beach Community College	√		
Riverside Community College	√		
San Joaquin Delta College	√		
Santa Barbara City College	√		
Santa Clarita Community College	√		√
Santa Rosa Junior College	√		

<sup>1</sup>The City Manager, City Attorney and City Treasurer are paid a flat rate.

Note: San Diego Community College and Southwestern College did not respond to these questions..

Respondent employees move through their pay ranges based on a combination of performance and longevity as shown in **Table 4** on the next page.

TABLE 4  
EMPLOYEE MOVEMENT THROUGH A PAY RANGE/GRADE

SURVEYED EMPLOYER	Longevity	Budget Process/ Affordability	Individual Performance	Other
Cabrillo College	√	√		All Admin/Mgmt receive a step increase on July 1 <sup>st</sup> until top step
Cerritos College	√		√	Classified Staff: Longevity applies Management: Advancement on the salary schedule is dependent upon the recommendations of the Manager's immediate supervisor and subject to approval by the President.
City of Escondido	√	√	√	
City of San Marcos	√	√	√	
City of Vista			√	
El Camino College	√	√		
Escondido Union School District	√		√	Employee must have overall satisfactory or better rating on evaluation or step increase may be withheld
Glendale Community College	√			
Long Beach Community College	√			
Riverside Community College	√			
San Joaquin Delta College	√			
Santa Barbara City College	√			
Santa Clarita Community College	√		√	Contracted Administrators' movement through the pay schedule depends on individual performance
Santa Rosa Junior College	√			Automatic step movement July 1 <sup>st</sup> for staff hired before 4/1 of any year
<b>Palomar College</b>	√			

*Note: San Diego Community College and Southwestern College did not provide responses to these questions.*

Increases to salary structures ranged from 0% - ~5% in fiscal year 2008/2009 as shown in **Table 5**.

**TABLE 5  
RECENT ADJUSTMENTS  
TO SALARY STRUCTURES**

<b>SURVEYED EMPLOYER</b>	<b>FY 2007/2008</b>	<b>FY 2008/2009</b>
Cabrillo College <sup>1</sup>	3.00%	5.00%
Cerritos College	4.53%	0.00%
City of Escondido	1.00%	0.00%
City of San Marcos	2.3% COLA	NR
City of Vista	4.0% Misc; 5.0% Fire	4.0% Misc; 5.0% Fire
El Camino College	5.00%	0.00%
Escondido Union School District	2.00%	NR
Glendale Community College	1.00%	0.00%
Long Beach Community College	0% Mgmt. 2% Class	0% Mgmt. 1% Class.
Riverside Community College	4.53%	NR
San Joaquin Delta College	0.00%	0.00%
Santa Barbara City College	5.92%	NR
Santa Clarita Community College	4.53%	NR
<b>Palomar College</b>	<b>4.53%</b>	<b>0.00%</b>

<sup>1</sup>New 8th step effective 7/1/08 for Admin/Management only.

*Note: San Diego Community College, Santa Rosa Junior College, and Southwestern did not respond to these questions.*

*NR=No Response*

The District pays a larger percentage of base salary for its benefits package when compared to survey respondents (see Table 6).

**TABLE 6**  
**PERCENTAGE OF BASE SALARY BENEFITS PACKAGE**

SURVEYED EMPLOYER	Percentage of Base Salary Benefits Package Represents
Cabrillo College	Classified 25.64%/Mgmt 18.64%
Cerritos College	35-60% depending on salary placement
City of San Marcos	45.0%
City of Vista	41.27%
Escondido Union School District	\$1,056.07/%Unknown
Glendale Community College	26%
Long Beach Community College	Classified 40%/Mgmt 41%
San Joaquin Delta College	1
Santa Barbara City College	40%
<b>Palomar College</b>	<b>52%</b>

<sup>1</sup>Delta does not use a straight percentage. They use a variable rate for STRS, PERS, Medicare, OASDHI, Worker's Comp, Unemployment, and Disability. This rate changes depending on the employee's group, Cert .130078, Clfd .202638, POA .278498, Cert hourly .044478, Clfd hourly .106478, POA hourly .126978, Student .025478. Then we charge a fixed rate on top for regular employees of that for Health, Dental, Vision, Life. The rate for 2008-09 is \$11,898.

Note: City of Escondido, El Camino College, Riverside Community College, Santa Clarita College, Santa Rosa Junior College, San Diego County Community College, and Southwestern College did not respond to this question.



## Competiveness of the District's Market Ranges

In general, Segal considers a salary range to be "at market" if it is within +/- 5% of the market average – that is, 95 percent to 105 percent of the market average. Salaries below market are those that are less than 95 percent of the market average, while salaries above market are those over 105 percent of the market.

When reviewing all salary data available, the District is **at** market average at the range minimum, and **above** at the midpoint and maximums as illustrated in **Table 7**.

**TABLE 7**  
**District's Overall Market Position**

	Palomar Community College District		
	Range Minimum	Range Midpoint	Range Maximum
CCE Overall %	104%	112%	119%
CAST/AA Overall %	98%	117%	131%
District Overall %	101%	115%	126%

Below Market = Less than 95%    At Market = 95% to 105%    Above Market = Greater than 105%

Out of forty-eight (48) benchmarks, forty-three (43) are at or above market average. The next two sections of this report provide details of the study findings for each employee group followed by our recommendations for each group.



# CCE Market Study Findings

## Benchmark Job Titles

The classified custom survey solicited salary information on 26 benchmark job titles. These benchmarks were selected to represent a cross-section of the District's current classification and compensation structures.

### Campus Police:

- Community Service Officer

### Fiscal/Accounting:

- Accountant

### Information Technology

- Database Administrator
- IS Network Administrator
- IS Technical Services Specialist
- IS Technician

### Instructional Support:

- ASL/English Interpreter
- Instructional Support Assistant III
- Tutor

### Maintenance Operations:

- Custodian
- Groundskeeper
- Maintenance HVAC Technician
- Mechanic

### Multimedia Technology:

- Broadcast Engineer
- Broadcast Operator
- Graphic Specialist

### Office Technical:

- Academic Department Assistant
- Buyer
- Education Center Assistant
- Enrollment Services Specialist
- Human Resources Assistant, Senior
- Office Specialist

### Student Services/Guidance

- College Nurse
- Financial Assistance Advisor
- Program Coordinator – GFSP
- Program Coordinator – Student Activities

Table 8 compares CCE’s salary ranges to the markets that were surveyed.

**TABLE 8**  
**CCE Overall Market Position**

	Palomar Community College District as a Percent of the Market Average		
	Range Minimum	Range Midpoint	Range Maximum
Custom Survey <sup>1</sup>	101%	110%	117%
Public Schools	119%	132%	142%
Published Survey <sup>2</sup>	132%	129%	128%
Overall	104%	112%	119%

<sup>1</sup>Custom for the purposes of this survey includes higher education and municipalities.

<sup>2</sup>Published for the purposes of this survey includes private sector data.

Below Market = Less than 95%    At Market = 95% to 105%    Above Market = Greater than 105%

In general, Segal considers a salary range to be “at market” if it is +/- 5% of the market average – that is, 95 percent to 105 percent of the market average. Salaries below market are those that are less than 95 percent of the market average, while salaries above market are those over 105 percent of the market.

Using these standards and the custom survey data cut, the market data suggest that the CCE pay ranges are, on average, **above** market at the midpoint of the range. Out of twenty-six (26) benchmarks, twenty-two (22) are at or above average.

Comparing the CCE’s midpoint pay rates by job title to the average midpoint pay rates of the responding jurisdictions in the custom survey, Segal found that:

- 3 job titles are more than 5% below the market midpoint
- 9 job titles are within +/- 5% of the market midpoint
- 13 job titles are more than 5% above the market midpoint
- 1 job title had no market data

