

# **PALOMAR COLLEGE**

Learning for Success

## **COMPENSATION STUDY FINDINGS AND RECOMMENDATIONS**

### **FINAL REPORT**

February 17, 2009

Prepared by:



Copyright © 2009 by The Segal Group, Inc., the  
parent of The Segal Company. All rights reserved.

#4053990v2

A large, white Segal logo is centered on a dark, textured rectangular background at the bottom of the page.

# 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

Table 9 shows how each benchmark compares to the market.

**TABLE 9**  
**CCE Overall Market Pay Ranges**

Benchmark Title	Palomar Community College District as a Percent of the Market Average		
	Range Minimum	Range Midpoint	Range Maximum
Academic Department Assistant	102%	112%	121%
Accountant	96%	106%	114%
ASL/English Interpreter	122%	129%	134%
Broadcast Engineer	139%	142%	144%
Broadcast Operator	110%	112%	113%
Buyer	93%	101%	108%
College Nurse	81%	89%	96%
Community Service Officer	87%	96%	103%
Custodian	94%	103%	110%
Database Administrator	142%	153%	160%
Education Center Assistant	89%	99%	106%
Enrollment Services Specialist	108%	114%	118%
Financial Assistance Advisor	97%	108%	116%
Graphic Specialist	95%	103%	110%
Groundskeeper	93%	103%	111%
Human Resources Assistant, Senior	84%	90%	94%
Instructional Support Assistant III	102%	113%	122%
IS Network Administrator	100%	110%	119%
IS Technical Services Specialist	110%	122%	131%
IS Technician	111%	123%	133%
Maintenance HVAC Technician	99%	108%	116%
Mechanic	93%	103%	111%
Office Specialist	94%	105%	114%
Program Coordinator - GFSP	88%	96%	101%
Program Coordinator - Student Activities	90%	93%	95%
Tutor	NA	NA	NA

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

The following job families are overall **above the market** midpoint:

- > Fiscal/Accounting
- > Information Technology
- > Instructional Support
- > Multimedia Technology

The following job families are overall **at the market** midpoint:

- > Campus Police
- > Maintenance Operations
- > Office Technical
- > Student Services/Guidance

**TABLE 10**  
**CCE as a Percent of Market by Job Family**

<b>Palomar Community College District as a Percent of the Market Average</b>			
<b>JOB FAMILY AND BENCHMARK TITLE</b>	<b>Range Minimum</b>	<b>Range Midpoint</b>	<b>Range Maximum</b>
<b>Campus Police</b>			
Community Service Officer	87%	96%	103%
<b>Average as a % of Market</b>	<b>87%</b>	<b>96%</b>	<b>103%</b>
<b>Fiscal/Accounting</b>			
Accountant	96%	106%	114%
<b>Average as a % of Market</b>	<b>96%</b>	<b>106%</b>	<b>114%</b>
<b>Information Technology</b>			
Database Administrator	142%	153%	161%
IS Network Administrator	100%	110%	119%
IS Technical Services Specialist	110%	122%	131%
IS Technician	111%	123%	133%
<b>Average as a % of Market</b>	<b>116%</b>	<b>127%</b>	<b>136%</b>
<b>Instructional Support</b>			
ASL/English Interpreter	122%	129%	134%
Instructional Support Assistant III	102%	113%	122%
<b>Average as a % of Market</b>	<b>112%</b>	<b>121%</b>	<b>128%</b>

Palomar Community College District as a Percent of the Market Average

JOB FAMILY AND BENCHMARK TITLE	Range Minimum	Range Midpoint	Range Maximum
<b>Maintenance Operations</b>			
Custodian	94%	103%	110%
Groundskeeper	93%	103%	111%
Maintenance HVAC Technician	99%	108%	116%
Mechanic	93%	103%	111%
<b>Average as a % of Market</b>	<b>95%</b>	<b>105%</b>	<b>113%</b>
<b>Multimedia Technology</b>			
Broadcast Engineer	139%	142%	144%
Broadcast Operator	110%	112%	113%
Graphic Specialist	95%	103%	110%
<b>Average as a % of Market</b>	<b>115%</b>	<b>120%</b>	<b>124%</b>
<b>Office Technical</b>			
Academic Department Assistant	102%	112%	121%
Buyer	93%	101%	108%
Education Center Assistant	89%	99%	106%
Enrollment Services Specialist	108%	114%	118%
Human Resources Assistant, Senior	84%	90%	94%
Office Specialist	94%	105%	114%
<b>Average as a % of Market</b>	<b>95%</b>	<b>103%</b>	<b>110%</b>
<b>Student Services/Guidance</b>			
College Nurse	80%	89%	96%
Financial Assistance Advisor	97%	108%	116%
Program Coordinator - GFSP	88%	96%	101%
Program Coordinator - Student Activities	90%	93%	95%
<b>Average as a % of Market</b>	<b>88%</b>	<b>95%</b>	<b>101%</b>

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

As requested by the District, Segal also compared CCE jobs to the market at the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentiles. This analysis can be found in **Appendix C**.



## CCE Recommendations

In addition to reviewing the market competitiveness of the current pay ranges, we also conducted an internal equity analysis. The purpose of an internal equity analysis is to identify appropriate pay relationships among jobs within a job family based on job content.

Typically, we would conduct an internal equity analysis using a **Market-Based Whole Job Method**. This method takes into consideration the market study findings as well as an internal comparison of jobs based on their overall similarities and differences.

We start by recommending appropriate grade assignments for the benchmark jobs (to ensure that the midpoint of the range is within 5% of the market average midpoint). We then identify the appropriate grade assignments for the non-benchmark jobs based on a comparison between the benchmark and non-benchmarks within the same job family based on their overall responsibilities, minimum requirements, place in the organizational hierarchy, and career path level.

Since many of the pay rates for CCE benchmark jobs are **above market**, our recommended process would result in **lower grades** for many jobs in this group. We understand that the District may be hesitant to propose grade reductions at this time.

Nevertheless, we have listed below in **Table 13** the current pay grade and the market-based pay grade for each CCE benchmark job title. Again, the market-based grades are determined by identifying the grade on the current pay structure that comes closest to the market average at the midpoint of the range. Among the 26 benchmark jobs, 11 would see a grade reduction, three would see a grade increase, and 12 would maintain the current grade.

**TABLE 13**

### Current Grades and Market-Based Grades

CCE Job Family and Benchmark Job	Current Grade	Proposed Grade
<b>Campus Police</b>		
Community Service Officer	G11	G11
<b>Fiscal/Accounting</b>		
Accountant	G32	G31
<b>Information Technology</b>		
IS Technician	G30	G23
IS Technical Services Specialist	G40	G34
IS Network Administrator	G45	G43
Database Administrator	G55	G50
<b>Instructional Support</b>		
Tutor	G15	G15
ASL/English Interpreter	G31	G22
Instructional Support Assistant III	G25	G22

CCE Job Family and Benchmark Job	Current Grade	Proposed Grade
<b>Maintenance/Operations</b>		
Custodian	G08	G08
Groundskeeper	G13	G13
Mechanic	G24	G24
Maintenance HVAC Technician	G27	G25
<b>Multimedia Technology</b>		
Broadcast Operator	G23	G20
Graphic Specialist	G21	G21
Broadcast Engineer	G40	G30
<b>Office Technical</b>		
Office Specialist	G10	G10
Education Center Assistant	G16	G16
Enrollment Services Specialist	G20	G20
Human Resources Assistant, Senior	G18	G21
Buyer	G22	G22
Academic Department Assistant	G23	G23
<b>Student Services/Guidance</b>		
Program Coordinator - GFSP	G20	G20
Financial Assistance Advisor	G24	G23
Program Coordinator - Student Activities	G25	G26
College Nurse	G35	G38

*Those shown in red represents a change in current grade.*

Consistent with the methodology described on the prior page, we have also recommended revisions to current grade assignments for all CCE jobs based on internal equity considerations (that is, identifying pay relationships among jobs in the same job family based on similarities and differences in job content).

**Appendix E** shows the recommended grade assignments for all CCE titles, taking into consideration both the market study results and internal equity relationships. While many of the proposed grade assignments are based on maintaining current pay relationships with benchmarks, we have also proposed changes to three jobs primarily based on internal considerations. These three jobs are:

- **Admissions Assistant - Athletics.** This job appears to be equivalent to the other two Admissions Assistant titles. Therefore, we recommend that the three be at the same pay grade (20)
- **Police Dispatch/Record Coordinator.** This job appears to be equivalent to other jobs in the Office/Technical job family for Program Assistants, Specialists, and Coordinators. Therefore, we recommend that these jobs be at the same pay grade (20).
- **Program Advisor - GFSP.** This job appears to be equivalent to the Financial Assistance Advisor and Academic Advisor. Therefore, we recommend that these jobs be at the same pay grade (23).

We understand that many factors influence the District's ability to implement these recommendations, including the availability of funds, other budgetary priorities, past practices for making similar changes, and negotiations with CCE, as well as employee morale. As you know, it is uncommon to make widespread compensation changes immediately.

Some human resources practitioners argue that market study results should be implemented quickly in order to ensure a consistent and fair application of the study results for all employees, as well as to ensure that the institution is demonstrating fiscal responsibility. On the other hand, many argue that employee morale and retention can be affected negatively by implementing such wide reaching changes immediately, especially when the changes involve lowering pay grades for many positions.

With this in mind, we have recommended two implementation plans.

#### **Option 1:**

- Year 1 – adjust the three (Human Resources Assistant, Senior; Program Coordinator, Student Activities, and College Nurse) jobs that are below market, implement internal equity adjustments for the three (Admissions Assistant – Athletics, Police Dispatch/Record Coordinator, and Program Advisor - GFSP) classifications that are not affected by market data, and implement ranges for new classifications that resulted from the classification study.
- Years 2 and 3 – redline those jobs that are greater than 5% over market and work with CCE to adjust the salary grades to the appropriate grade through attrition and negotiation of placement into ranges that are closer to the market as indicated in **Appendix E (salary grade changes are indicated in red)**.

#### **Option 2:**

- Year 1 – adjust the three (Human Resources Assistant, Senior; Program Coordinator, Student Activities, and College Nurse) jobs that are below market, implement internal equity adjustments for the three (Admissions Assistant – Athletics, Police Dispatch/Record Coordinator, and Program Advisor - GFSP) classifications that are not affected by market data, and implement ranges for new classifications that resulted from the classification study.
- Years 2 - 4 – redline those jobs that are greater than 5% over market until the market catches up through attrition and natural market changes while placing new employees in the proposed grade. This will require that the District monitor the market to account for any changes and consider conducting a market study in year 3.



APPENDIX A  
**Palomar College**  
**Detailed Market Data (Adjusted)**  
**Academic Department Assistant**  
**CCE**

Respondent	Matching Job Title	Match Strength	EE Count	Range Minimum	Range Midpoint	Range Maximum	Average Salary
<b>Custom Data Sources</b>							
Cerritos College	Division Secretary Clerk	Equal To		\$38,650	\$42,479	\$46,308	NA
Long Beach Community College	Academic Administrative Assistant	Equal To	11	\$49,470	\$55,214	\$60,957	NA
Riverside Community College	Instructional Department Specialist	Equal To	23	\$40,855	\$47,790	\$54,725	\$48,630
<b>Palomar College</b>			<b>29</b>	<b>\$43,708</b>	<b>\$54,509</b>	<b>\$65,310</b>	<b>\$55,061</b>
<b>Custom Market Average</b>				<b>\$42,992</b>	<b>\$48,494</b>	<b>\$53,997</b>	<b>\$48,630</b>
<b>Palomar College As a % of Custom Market Average</b>				<b>102%</b>	<b>112%</b>	<b>121%</b>	<b>113%</b>
<b>Palomar College</b>				<b>\$43,708</b>	<b>\$54,509</b>	<b>\$65,310</b>	<b>\$55,061</b>
<b>Overall Comparator Market Average</b>				<b>\$42,992</b>	<b>\$48,494</b>	<b>\$53,997</b>	<b>\$48,630</b>
<b>Palomar College As a % of Overall Market Average</b>				<b>102%</b>	<b>112%</b>	<b>121%</b>	<b>113%</b>

NA = Data Not Available

All data is adjusted based on geographic differences in the cost of labor and/or effective date of published data, as applicable

Long Beach Community College - Employee count not provided

APPENDIX A  
Palomar College  
Detailed Market Data (Adjusted)

**Accountant  
CCE**

Respondent	Matching Job Title	Match Strength	EE Count	Range Minimum	Range Midpoint	Range Maximum	Average Salary
<b>Custom Data Sources</b>							
Cerritos College	Account Tech IV	Less Than		\$47,457	\$52,267	\$57,076	NA
City of Escondido	Accountant II	Greater Than		\$58,753	\$69,031	\$79,309	NA
City of San Marcos	Accountant I	Equal To	0	\$56,424	\$62,502	\$68,580	NA
City of Vista	Accountant	No Response	2	\$54,738	\$60,634	\$66,530	\$61,999
Long Beach Community College	Accountant	Equal To	2	\$56,305	\$62,863	\$69,421	NA
Riverside Community College	Accounting Technician	Equal To	2	\$60,384	\$70,651	\$80,919	\$77,976
Southwestern College	Accountant	Equal To		\$63,614	\$70,495	\$77,376	NA
<b>Palomar College</b>			<b>4</b>	<b>\$54,481</b>	<b>\$67,915</b>	<b>\$81,348</b>	<b>\$69,833</b>
<b>Custom Market Average</b>				<b>\$56,811</b>	<b>\$64,063</b>	<b>\$71,316</b>	<b>\$69,987</b>
<b>Palomar College As a % of Custom Market Average</b>				<b>96%</b>	<b>106%</b>	<b>114%</b>	<b>100%</b>
<b>Public Schools Data Sources</b>							
Escondido Union School District	Accountant	No Response	3	\$41,441	\$47,171	\$52,901	NA
<b>Palomar College</b>			<b>4</b>	<b>\$54,481</b>	<b>\$67,915</b>	<b>\$81,348</b>	<b>\$69,833</b>
<b>Public Schools Market Average</b>				<b>\$41,441</b>	<b>\$47,171</b>	<b>\$52,901</b>	<b>NA</b>
<b>Palomar College As a % of Public Schools Market Average</b>				<b>131%</b>	<b>144%</b>	<b>154%</b>	<b>NA</b>
<b>Published Data Sources</b>							
WW Prof Admin Personnel	Accountant Level 1	Equal To	744	\$35,966	\$46,592	\$57,219	\$44,685
<b>Palomar College</b>			<b>4</b>	<b>\$54,481</b>	<b>\$67,915</b>	<b>\$81,348</b>	<b>\$69,833</b>
<b>Published Market Average</b>				<b>\$35,966</b>	<b>\$46,592</b>	<b>\$57,219</b>	<b>\$44,685</b>
<b>Palomar College As a % of Published Market Average</b>				<b>151%</b>	<b>146%</b>	<b>142%</b>	<b>156%</b>

APPENDIX A  
**Palomar College**  
**Detailed Market Data (Adjusted)**

<b>Palomar College</b>	<b>\$54,481</b>	<b>\$67,915</b>	<b>\$81,348</b>	<b>\$69,833</b>
<b>Overall Comparator Market Average</b>	<b>\$52,787</b>	<b>\$60,245</b>	<b>\$67,703</b>	<b>\$61,553</b>
<b>Palomar College As a % of Overall Market Average</b>	<b>103%</b>	<b>113%</b>	<b>120%</b>	<b>113%</b>

NA = Data Not Available

All data is adjusted based on geographic differences in the cost of labor and/or effective date of published data, as applicable

Cabrillo College - Employee count not provided

City of Escondido - Employee count not provided

Santa Barbara City College - Employee count not provided

Southwestern College - Employee count not provided

2008 Watson Wyatt Professional Administrative Personnel Survey eff date 3/1/08, data cut: Community College Industry Analysis: Education

APPENDIX A  
Palomar College  
Detailed Market Data (Adjusted)

**ASL/English Interpreter  
CCE**

Respondent	Matching Job Title	Match Strength	EE Count	Range Minimum	Range Midpoint	Range Maximum	Average Salary
<b>Custom Data Sources</b>							
Cerritos College	Community Services Coord/SPV DSPS	Equal To		\$54,578	\$60,161	\$65,745	NA
Riverside Community College	Senior Interpreter	No Response	4	\$40,855	\$47,790	\$54,725	\$44,202
San Diego Community College	Sign Language Interpreter Sr.	Equal To		\$35,604	\$46,150	\$56,697	NA
<b>Palomar College</b>			<b>4</b>	<b>\$53,137</b>	<b>\$66,244</b>	<b>\$79,350</b>	<b>\$59,520</b>
<b>Custom Market Average</b>				<b>\$43,679</b>	<b>\$51,367</b>	<b>\$59,056</b>	<b>\$44,202</b>
<b>Palomar College As a % of Custom Market Average</b>				<b>122%</b>	<b>129%</b>	<b>134%</b>	<b>135%</b>
<b>Public Schools Data Sources</b>							
Escondido Union School District	Interpreter for the Deaf	No Response	3	\$35,735	\$37,533	\$39,331	NA
<b>Palomar College</b>			<b>4</b>	<b>\$53,137</b>	<b>\$66,244</b>	<b>\$79,350</b>	<b>\$59,520</b>
<b>Public Schools Market Average</b>				<b>\$35,735</b>	<b>\$37,533</b>	<b>\$39,331</b>	<b>NA</b>
<b>Palomar College As a % of Public Schools Market Average</b>				<b>149%</b>	<b>176%</b>	<b>202%</b>	<b>NA</b>
<b>Palomar College</b>				<b>\$53,137</b>	<b>\$66,244</b>	<b>\$79,350</b>	<b>\$59,520</b>
<b>Overall Comparator Market Average</b>				<b>\$41,693</b>	<b>\$47,909</b>	<b>\$54,125</b>	<b>\$44,202</b>
<b>Palomar College As a % of Overall Market Average</b>				<b>127%</b>	<b>138%</b>	<b>147%</b>	<b>135%</b>

NA = Data Not Available

All data is adjusted based on geographic differences in the cost of labor and/or effective date of published data, as applicable

San Diego Community College - Employee count not provided

Santa Rosa Junior College - Employee count not provided

