

Compensation Review Committee

Interim Report

January 4, 2016

Introduction

In accordance with the Presidential Guidance Initiative on Faculty/Staff compensation (PG-09), the members of the Compensation Review Committee (CRC) have developed the following list of “talking points” that the college’s leadership may wish to incorporate into testimony given to Idaho legislators and other officials during the 2016 legislative session.

The overarching theme of all of the “talking points” is that LCSC salaries for faculty, classified staff, and professional staff are low compared with peer institutions, other four-year public colleges/universities in Idaho, the City of Lewiston, Nez Perce County, other state governments, private employers, and salary targets set by the state of Idaho. This situation raises serious concerns related to recruitment, retention, and employee morale.

Faculty

LCSC faculty salaries compare unfavorably with peer institutions and with other four-year public institutions in Idaho, as shown by the table below and in the accompanying spreadsheet.¹ Especially noteworthy:

- The average salary for Professors and Associate Professors at LCSC ranks as the lowest among the college’s 13 peer institutions.
- The average salary for Associate Professors at LCSC is the only salary among its peer group that is less than \$50,000.
- With only one exception (Full Professors at Idaho State University), across all professorial ranks, professors at LCSC make less relative to their peers than other professors throughout the state. For example, Associate Professors at LCSC make 81.2% of the salary of their peers whereas Associate Professors

¹ The peer institutions for LCSC are Black Hills State University, Bluefield State College, Colorado Mesa University, Dickinson State University, Indiana University-East, Kentucky State University, Missouri Southern State University, Missouri Western State University, Montana State University-Northern, Purdue University-North Central Campus, Shawnee State University, Southern Arkansas University-Main Campus, , and University of Minnesota-Crookston. The public four-year Idaho institutions are University of Idaho, Boise State University, and Idaho State University.

at all other public four-year institutions in Idaho make at least 85% of the salary of their peers.

LCSC Annual Faculty Salaries Relative to Peer Institutions

	Professor	Assoc. Professor	Asst. Professor	Instructor
LCSC Average	\$56,268	\$49,653	\$45,900	\$41,481
Peer Institution Average	\$74,489	\$61,152	\$53,936	\$42,552
LCSC % of Peer Institution	76%	81%	85%	97%

For complete list of peer institution salaries, please see accompanying spreadsheet.

Staff

Staff salaries are not competitive with those for comparable governmental positions in Idaho and other states, and they are below targets set by the state of Idaho. This situation results in costly staff attrition. Nevertheless, many employees have continued to take on additional duties without additional compensation.

- The FY 2017 Change in Employee Compensation and Benefits Report issued by the Idaho Division of Human Resources (IDHR) found that classified employee salaries are, on average, 22.6% below market. Policy rates (the target rates, per the state classification schedule) are 15.98% below market.
- Current information from IBIS (Idaho’s data warehouse) shows that, as of December 5, 2015, 118 LCSC classified employees are below the policy rate for their job classification.
- Two job advertisements in the *Lewiston Tribune* on November 15, 2015 illustrate the disparity in pay and qualifications between LCSC and Nez Perce County.
 - Office Specialist 2, LCSC - **\$11.00-\$12.25/hr.**, high school diploma or equivalent, with post-secondary education and/or training preferred
 - Scanner, Nez Perce County – **\$12.61-\$13.66/hr.**, high school graduate/equivalent
- There is a significant disparity between the state pay scale that LCSC uses and the pay scale used by the City of Lewiston for similar positions. That disparity for is laid out in the table below. Especially notable:

- In every case, the initial salary on the pay scale is higher for a city employee, with differences ranging from about \$5,100 (for an Admin. Asst. II) to over \$19,000 (for a licensed electrician).
- Overall, the average starting salary on the pay scale for a city employee for the job categories listed below is about \$12,000 higher than it is for the state of Idaho.
- City of Lewiston pay scales include annual raises for employees with satisfactory performance reviews.

State of Idaho Position and Pay Scale	City of Lewiston Position and Pay Scale
Receptionist \$16,536 - \$29,515	Receptionist \$25,448 - \$37,009
Admin. Asst. I \$24,336 - \$43,451	Admin. Asst. \$33,656 - \$48,947
Admin. Asst. II \$28,413 - \$50,752	Secretary II \$33,586 - \$48,743
Financial Technician (state): \$24,336 - \$43,451	Payroll/Finance Specialist \$36,241 - \$52,706
Licensed Electrician \$28,413 - \$50,752 or \$35,901 - \$64,085	Licensed Electrician \$48,047 - \$67,540
Custodian \$16,536 - \$29,515	Custodian \$25,526 - \$36,504
Maintenance Craftsman \$21,133 - \$37,731	Maintenance Technician \$39,707 - \$52,426
Landscape Technician \$16,536 - \$29,515	Park Laborer \$26,371 - \$40,598

- This past year, nine out of 151 LCSC professional staff members left to seek other employment or because of relocation. While that may not seem like a large number, that turnover represents a significant expense for the college. According to the Society of Human Resource Management, it costs an estimated 38% of a professional employee's annual earnings to replace him/her. This includes costs for recruitment, training, and the loss of productivity due to the disruption in workflow. Even presuming all of the

nine people who left were at the low end of the pay scale above and made \$16,536/year, that would mean the expense of replacing them would be over \$56,000.

- An employee of the University of Idaho Physical Plant, a licensed journeyman in his trade, competed successfully for an open associate professor position in LCSC's Professional-Technical Programs (PTE). He accepted the LCSC job because of a passionate desire to teach college, but he took a \$6,000 pay cut to do so.
- A Program Coordinator at LCSC was hired eight years ago to oversee one area of responsibility. During his fifth year, this person began coordinating an additional program with more than 80 students and eight adjunct instructors. The pay for this person was not adjusted to account for the additional duties.

Additional

- LSCC faculty and staff salaries compare unfavorably with those in private industry. Governor Otter has publically stated that a market-driven compensation package is necessary to attract and retain skilled public employees.
 - Starting salaries of LCSC IT program graduates working for local private employers illustrate the point.
 - Four Spring 2015 AAS graduates hired by private employers for PC support positions in Lewiston and Pullman obtained starting salaries between \$39,000 and \$55,000.
 - LCSC classified staff in PC support positions with one to nine years of experience have salaries ranging from \$28,434-\$33,966.
 - LCSC professional staff in network support positions with one, seven, and eleven years of experience make \$35,837, \$43,667, and \$51,180 respectively.
 - LCSC faculty members in the IT program with experience ranging from two to 23 years earn salaries between \$41,694 and \$54,394.
- About four years ago, a student graduated with a B.A.S. from LCSC's Information Technology program and was hired by a regional company at approximately \$48,000/year. After four years of employment, he now makes

over \$65,000/year. To be sure, this speaks well of LCSC, because presumably the education he secured here made him attractive to this company. However, LCSC could never compete (at the moment) for hiring this graduate because the college cannot come close to matching his current salary. It is worth noting that, at that time the graduate secured the \$48,000/year job, LCSC's IT Department was advertising a Network position at \$34,000/year. The graduate never applied for the LCSC position.

- Idaho ranked seventh in the eight-state salary survey of government employees conducted by the National Compensation Association of State Governments (NCASG). Only New Mexico ranked lower. The seven other state governments included in this survey are Colorado, Montana, New Mexico, Oregon, Utah, Washington, and Wyoming.
- Of the roughly 287 job searches conducted by LCSC over the past four years, at least 8% were failed. While it is difficult to say with absolute certainty why each search failed, anecdotal evidence suggests that, at least in some cases, preferred candidates turned down job offers or withdrew because of the salary.
- Evidence suggests that low salaries deter qualified applicants from applying for positions at the college. One LCSC employee reports that "I've communicated open positions on campus with past and current colleagues. When I tell them the salary, they laugh at it. This occurred when Physical Plant was looking for an Electrician and Information Technology was looking for Web and Network employees... How many applicants do not apply for a position because of the salary? How many search committees view the applicant pool as substandard?"

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