Governor Otter in his 2007 State of the State/State Budget Message stated *"We have great public employees. But we're not yet providing the kind of competitive salaries needed to keep our most skilled public servants, or to attract the most qualified people to fill the vacancies when they leave. For too long we've shorted them on pay and then padded their benefits."* His answer was to propose a 5% merit-based increase, *"We need a more market-driven compensation package for our state employees."* Governor Otter has not kept this conversation going and needs to be reminded of the commitment he made to *"work with Chairmen Shaefer and Andreason to get it done."* http://gov.idaho.gov/mediacenter/speeches/

# **Non-Monetary Compensation:**

PSO membership opinions show there is a belief the state and LCSC administrators use this as a distraction when addressing compensation issues. PSO believes Faculty and CSO should all agree to present a statement that collectively there will be no recommendations for non-monetary compensation.

- The non-monetary compensation package we already enjoy at LC is phenomenal and appreciated by everyone; I believe it is something that attracts new employees. If we want to retain seasoned employees, however, the focus needs to be on increasing monetary compensation. We don't need any more non-monetary frills; current employees need good solid salaries and regular raises. Otherwise, they won't be motivated to stay at LC if we continue with a culture of non-competitive salaries with little to no raises. People need to know that they will earn rewards for their hard work. The non-monetary benefits are not enough for these people and I know it because people have told me that all things being equal, they love their work and they love working at LC, and the only they would change or that would drive them away is the compensation.

If it is not agreed upon, PSO offers the following suggestions:

**Non-Monetary AY 2015-2016 ideas**
- Employee Volunteer Release Time (Established at Pace University in early 2000)
  - Staff member must receive permission from supervisor prior to volunteer work (this can be done by printing and filling out the Employee Service verification form)
  - Employees are entitled to 8 hours release time each 6 months with supervisor permission. Part-time employees can receive 4.
  - Employees can either volunteer during the work week, or during the weekend.
  - Employee must submit either a signed verification form or a form letter to their supervisor before release time can be applied.
  - Staff member must volunteer with a community organization that meets the following criteria:

- o Organization/partner is a recognized nonprofit or government organization or program.
  - o Employees cannot proselytize (advocate for a particular religion) as part of their volunteer hours. Community work with faith-based organizations is welcomed outside of this activity.
  - o Community organization/partner is willing to complete paperwork from the University
  - o Community organization's/partner's status and hours can be confirmed by the University.
  - o Volunteer does not receive monetary compensation for community work associated with the service.
  - o A direct family member (spouse, parent, etc.) cannot be your direct supervisor for the service.
  - o Employees are encouraged to continue work with an organization with which they have established ties, but the organization must still meet the above criteria.
  - o Volunteer release time is logged into our timesheets, just as vacation, personal, and or sick time would be.
- Exercise classes should be excluded from the 6 credit minimum for employee tuition reduction. This will give employees a chance to take 2 courses and an exercise class with the same tuition reduction
- *LCSC should fully fund flu shots for all employees. LCSC employees come into contact with a large number of individuals throughout campus. Some of these individuals show up to class or work with viral symptoms.*

# Performs Multiple Job Titles (Duties) or Other Duties as Assigned

Many positions at LCSC do not fit into just one job category or description. Many employees are classified in one position but performed duties in one or more job descriptions which are outside the employee's documented duties. By nature of a small institution, we hold multiple roles that would be distinct positions at larger institutions.

## Example 1

There are two telecommunications employees at LCSC. The job description indicates they are responsible for the campus phone system. The Telecommunications Manager has an extensive background in areas other than phone systems. His knowledge outside of telecommunications allows LCSC to take advantage of his knowledge, skills, and abilities. He has worked closely with Telecommunications Technician to train him in these various skillsets outside of the job requirement.

- Building Security System
  - Centrally manages the IT Department, Bookstore, and Library security systems. - looking to add the Center for Arts system to the management.
  - This alleviates the requirement to call Fisher Systems and be charged for a site visit.
- Fire Alarm Panels
  - Is the first call regarding fire alarm panel issues
  - This alleviates the requirement to call Fisher Systems and be charged for a site visit.
- Fire Suppression Systems
  - Is the first call regarding fire suppression systems
  - This alleviates the requirement to call Fisher Systems and be charged for a site visit.
- Emergency Notification System
  - Management of the campus emergency notification system
  - Is the first call regarding notification issues
  - This alleviates the requirement to call Fisher Systems and be charged for a site visit.
- Speech Privacy System
  - This is a new system assigned to provide speech privacy in various locations on campus

It is important to recognize these systems are not in the job description but have assimilated into the everyday tasks assigned to these employees though no formal recognition has been granted or documented. Should either of these employees leave LCSC, it would be impossible to find a Telecommunications employee to fill the "non-job related duties" related to the position.

## Example 2

The LCSC Registrar is also the Director of Admissions. Recent past had two individuals that held the position and it was combined into a single position. No other 4 year college/university in Idaho has this organizational structure. This creates a unique skillset required for the position

which is not achieved without extensive training at the college.  Should the incumbent leave LCSC, it would be impossible to hire an individual who could start the position and be effective within the first 6 months of employment.


**Example 3**
The LCSC IT department has a network team responsible for network infrastructure, server infrastructure, cyber security, along with numerous applications supported.  Idaho's other 4 year colleges/universities have individuals in each position.  The IT department cannot compete in the marketplace for individuals with experience to apply for network positions.  This requires the IT department to hire a current student or recent graduate and spend up to a year in training to provide the skillset to be successful in the position.  The inability of LCSC to hire experienced IT professionals can and will cause issues when key personnel decide to move on.  The Millennial Generation is a mobile workforce and will not hesitate to move on when opportunities are present.

**Example 4**
The Director of Events & Campus Card Services has multiple roles with the college.  Job descriptions include reference to Student Union Director, Events & Conference Services Coordinator, Campus ID Card Manager, and Employee Training Coordinator.  The Director of Events & Campus Card Services has multiple roles with the college.  Job descriptions include reference to Student Union Director, Events & Conference Services Coordinator, Campus ID Card Manager, and Employee Training Coordinator.  This creates a unique skillset required for the position in which you typically cannot hire without additional training.  Our hiring track record shows (get HR data to backup) that we cannot attract those with greater skills and experience because of salary so we have to hire and train.

# Salary Issues

- Failure to maintain cost of living adjustments year after year. Employee started in 2000 and in 2015 is about $1,000 below the cost of living adjustment to maintain the year over year salary. The state of Idaho and Lewis-Clark State College have not kept pace with a salary to meet the cost of living increases. Essentially, there have been no Merit Raise pay increases during the past 15 years for LCSC employees.

  - $42,000 – Salary in 2000
  - $57,627.91 – COLA comparison for FY2015
  - $56,639 – Actual FY 2015 Salary
  - -$988.91 – Difference

- Lewis-Clark State College needs to develop a pay schedule for long term faculty and staff. For example, any individual who has been in the same position at LCSC for 10+ years should be at the median or policy of the position to reflect the value of the position tenure. Failure to provide monetary and cost of living adjustments will lead to more employees leaving as a result of compensation issues. Lewis-Clark State College should increase focus on long term employees to get their salaries to the median/policy of their position. Failure to do so hampers the ability to attract and retain employees as many divisions/departments see increased position search failures.

- Market value of IT workers in the local region
  - Spring 2015 graduates obtained the following salaries (Associate Degrees)
    - $39,000 Pullman (PC Support)
    - $43,000 Lewiston (PC Support)
    - $44,000 Lewiston (PC Support)
    - $55,000 Lewiston (PC Support)
    - $19/HR as internship Lewiston (3 current students)
  - LCSC IT salaries for PC support (**CSO**) (1 – 9 years of experience)
    - $28,434
    - $28,840
    - $29,598
    - $31,768
    - $33,966
  - LCSC IT salaries for Network Support (**PSO**) ( 1, 7, and 11 years of experience)
    - $35,837
    - $43,667
    - $51,180
  - LCSC IT Faculty salaries (**Faculty**) (2 to 23 years of experience)
    - $41,694
    - $45,442
    - $54,394

This is troubling. Students with no experience and only an Associate's Degree are starting their careers at a higher pay level than LCSC's CSO, PSO, and Faculty members in the same field.

The positions listed for the recent graduates are at the CSO level.  The skills required for the position is lower than the skills required for the PSO and Faculty positions at LCSC.  How does LCSC retain current employees or attract new employees in the IT field when the salary gap is this large?

# <u>Benefits:</u>

PERSI projection in 2009 with 3% increase opposed to PERSI projection in 2014 with 3% increase.  This individual will received $200 per month decrease in retirement benefits.  Cost of living from 2009 - 2014 increased 10.28% which did not keep pace with our salary.

2009 Annual Statement    3% Salary/Yr. Increase
- Rule of 90 (6/1/2021)  $2,426.68

2014 Annual Statement    3% Salary/Yr. Increase
- Rule of 90 (6/1/2021)  $2,225.92

In 2012, we received a 1% increase in salary.  Many employees on this campus saw their take home pay decrease due to the increase in insurance costs for the employee and/or family.  It is important for the state of Idaho and LCSC to ensure increases in employee contributions to medical/dental be covered under salary increases.

Out of pocket maximum increases for healthcare have hurt a number of employees with medical issues.

# Increases to Revenue

Lewis-Clark State College needs a fresh approach to meet the goal for the FY14-18 Strategic Plan Objective 1E to *Recruit and retain highly qualified and diverse faculty and staff*. Competitive market value for the knowledge, skills, and abilities employee requirements is continually changing and must be maintained for LCSC to compete and flourish to deliver a quality education to the students. Lewis-Clark State College could increase tuition prices 10% and still maintain the lowest tuition cost of the 4 year institutions in Idaho.

**Lewis-Clark State College**
2015-2016 Academic Year Costs
- $6,000 – Tuition
- $6,570 – Room and Board
- $1,632 – Books and Supplies

$14,102 Base Costs

**University of Idaho**
2015-2016 Academic Year Costs
- $7,020 – Tuition
- $8,328 – Room and Board
- $1,448 – Books and Supplies

$20,400 Base Costs

**Idaho State University**
2015-2016 Academic Year Costs
- $6,784 – Tuition
- $5,662 – Room and Board (100 Meals semester (6.25 meals a week))
- $900 – Books and Supplies

$13,346 Base Costs

**Boise State University**
2015-2016 Academic Year Costs
- $6,876 – Tuition
- $7,566 – Room and Board
- $1,200 – Books and Supplies

$15,642 Base Costs

Review state percentage increase for salaries among state agencies. Many positions require the same or more skills than the larger universities yet smaller entities are falling further behind with each "percentage salary increase." For example, comparison of an employee in the same position at LCSC as opposed to the University of Idaho. LCSC employee makes $40,000 and UI employee makes $60,000. LCSC employee will receive $1,200 while UI employee receives $1,600. Gap in salary moves from 66.67% to 66.88%. Over a number of years, the discrepancy is realized to be substantial. Statements such as this also work for all LCSC employees. An individual making $40,000 and an individual making $25,000 still have the same expenses such as healthcare costs.

Student to teacher ratio is the best of the 4-year institutions in Idaho. This should be a premium and reflect in the outcomes of students. The old saying "you get what you pay for" needs to be visited. The service LCSC provides is a premium service and should be billed accordingly.

# Recommendations Moving Forward:

Many professional staff members are in a skilled trade. The comparison requirement to peer institutions must be eliminated. The knowledge, skills, and abilities associated with many positions on campus are required at all Idaho public institutions. By downgrading state of Idaho employees based on the institution size diminishes the ability to attract and retain the highest skilled labor force. It can be argued employees at Lewis-Clark State College require more skills than the other 4 year universities because of the increased job requirements to maintain educational support. Employees at the other 4 year schools would not have the skill set required to replace a LCSC employee. Any new person requires substantially more training to become successful in any position at LCSC.

The state of Idaho and Lewis-Clark State College Administrators must recognize the unique requirements for LCSC employees. The Professional Staff Organization recommends removing LCSC from the CUPA and HAY scale comparisons and developing a pay grade structure unique to Lewis-Clark State College to reflect competitive market salaries in the region.

## LCSC Professional and Classified Staff Positions

LCSC should implement an institutional pay grade scale for professional and classified staff employees similar to North Idaho College.

*NIC Pay Grade Example*

| WORKING TITLE | PAY GRADE | SALARY MINIMUM | SALARY MIDPOINT | SALARY MAXIMUM |
|---|---|---|---|---|
| Instructional Technology Analyst | C13 | $21.23 | $24.41 | $27.60 |
| Outreach Technology Analyst | | | | |
| Technology Restoration Analyst | | | | |
| Technology Support Analyst | | | | |
| Web Application Developer | P07 | $40,268 | $60,322 | $70,375 |
| Infrastructure & Network Support Specialist | P08 | $55,295 | $66,354 | $77,413 |
| Instructional Technology Engineer | | | | |
| Network Operations Specialist | | | | |
| Senior Systems Analyst/Programmer | | | | |
| SharePoint/Database Administrator | | | | |
| Systems Engineer | | | | |
| UNIX Systems Administrator | | | | |
| Web Designer/Coordinator | | | | |

## NIC Professional Staff Structure

| | | | | | | FY15 PROFESSIONAL STAFF STRUCTURE | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Step: | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| Grade | MINIMUM | | | | | MIDPOINT | | | | | | | | MAXIMUM |
| P1 | $ 28,659 | $ 30,264 | $ 31,640 | $ 32,671 | $ 33,703 | $ 34,391 | $ 35,108 | $ 35,824 | $ 36,541 | $ 37,257 | $ 37,974 | $ 38,690 | $ 39,407 | $ 40,123 |
| P2 | $ 31,525 | $ 33,290 | $ 34,804 | $ 35,939 | $ 37,073 | $ 37,830 | $ 38,618 | $ 39,406 | $ 40,194 | $ 40,983 | $ 41,771 | $ 42,559 | $ 43,347 | $ 44,135 |
| P3 | $ 34,678 | $ 36,619 | $ 38,284 | $ 39,532 | $ 40,781 | $ 41,613 | $ 42,480 | $ 43,347 | $ 44,214 | $ 45,081 | $ 45,948 | $ 46,815 | $ 47,682 | $ 48,549 |
| P4 | $ 38,145 | $ 40,281 | $ 42,112 | $ 43,485 | $ 44,859 | $ 45,774 | $ 46,728 | $ 47,681 | $ 48,635 | $ 49,589 | $ 50,542 | $ 51,496 | $ 52,449 | $ 53,403 |
| P5 | $ 41,959 | $ 44,309 | $ 46,323 | $ 47,833 | $ 49,344 | $ 50,351 | $ 51,400 | $ 52,449 | $ 53,498 | $ 54,547 | $ 55,596 | $ 56,645 | $ 57,694 | $ 58,743 |
| P6 | $ 46,155 | $ 48,740 | $ 50,955 | $ 52,617 | $ 54,278 | $ 55,386 | $ 56,540 | $ 57,694 | $ 58,848 | $ 60,002 | $ 61,155 | $ 62,309 | $ 63,463 | $ 64,617 |
| P7 | $ 50,771 | $ 53,614 | $ 56,051 | $ 57,879 | $ 59,707 | $ 60,925 | $ 62,194 | $ 63,464 | $ 64,733 | $ 66,002 | $ 67,271 | $ 68,541 | $ 69,810 | $ 71,079 |
| P8 | $ 55,848 | $ 58,976 | $ 61,657 | $ 63,667 | $ 65,678 | $ 67,018 | $ 68,414 | $ 69,810 | $ 71,206 | $ 72,603 | $ 73,999 | $ 75,395 | $ 76,791 | $ 78,187 |
| P9 | $ 61,433 | $ 64,874 | $ 67,822 | $ 70,034 | $ 72,246 | $ 73,720 | $ 75,256 | $ 76,792 | $ 78,327 | $ 79,863 | $ 81,399 | $ 82,935 | $ 84,470 | $ 86,006 |
| P10 | $ 67,577 | $ 71,361 | $ 74,605 | $ 77,037 | $ 79,470 | $ 81,092 | $ 82,782 | $ 84,471 | $ 86,161 | $ 87,850 | $ 89,540 | $ 91,229 | $ 92,919 | $ 94,608 |
| P11 | $ 74,334 | $ 78,497 | $ 82,065 | $ 84,741 | $ 87,417 | $ 89,201 | $ 91,059 | $ 92,918 | $ 94,776 | $ 96,635 | $ 98,493 | $ 100,351 | $ 102,210 | $ 104,068 |
| P12 | $ 81,768 | $ 86,346 | $ 90,271 | $ 93,215 | $ 96,159 | $ 98,121 | $ 100,165 | $ 102,210 | $ 104,254 | $ 106,298 | $ 108,342 | $ 110,387 | $ 112,431 | $ 114,475 |
| P13 | $ 89,944 | $ 94,981 | $ 99,298 | $ 102,536 | $ 105,774 | $ 107,933 | $ 110,182 | $ 112,430 | $ 114,679 | $ 116,928 | $ 119,176 | $ 121,425 | $ 123,673 | $ 125,922 |
| P14 | $ 98,938 | $ 104,479 | $ 109,228 | $ 112,790 | $ 116,351 | $ 118,726 | $ 121,199 | $ 123,673 | $ 126,146 | $ 128,620 | $ 131,093 | $ 133,566 | $ 136,040 | $ 138,513 |

## NIC Classified Staff Structure

| | | | | | | FY15 CLASSIFIED STAFF STRUCTURE | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Step: | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Grade | MINIMUM | | | | | MIDPOINT | | | | | | | MAXIMUM |
| C1 | $11.82 | $ 12.23 | $ 12.64 | $ 13.05 | $ 13.32 | $ 13.59 | $ 13.84 | $ 14.10 | $ 14.35 | $ 14.61 | $ 14.86 | $ 15.12 | $ 15.37 |
| C2 | $12.41 | $ 12.84 | $ 13.27 | $ 13.70 | $ 13.98 | $ 14.27 | $ 14.54 | $ 14.80 | $ 15.07 | $ 15.33 | $ 15.60 | $ 15.86 | $ 16.13 |
| C3 | $13.03 | $ 13.48 | $ 13.93 | $ 14.38 | $ 14.68 | $ 14.98 | $ 15.26 | $ 15.54 | $ 15.82 | $ 16.10 | $ 16.38 | $ 16.66 | $ 16.94 |
| C4 | $13.68 | $ 14.16 | $ 14.63 | $ 15.10 | $ 15.42 | $ 15.73 | $ 16.02 | $ 16.32 | $ 16.61 | $ 16.90 | $ 17.19 | $ 17.49 | $ 17.78 |
| C5 | $14.37 | $ 14.87 | $ 15.36 | $ 15.86 | $ 16.19 | $ 16.52 | $ 16.83 | $ 17.14 | $ 17.45 | $ 17.75 | $ 18.06 | $ 18.37 | $ 18.68 |
| C6 | $15.09 | $ 15.62 | $ 16.14 | $ 16.66 | $ 17.00 | $ 17.35 | $ 17.67 | $ 18.00 | $ 18.32 | $ 18.65 | $ 18.97 | $ 19.30 | $ 19.62 |
| C7 | $15.84 | $ 16.40 | $ 16.94 | $ 17.49 | $ 17.86 | $ 18.22 | $ 18.56 | $ 18.90 | $ 19.24 | $ 19.57 | $ 19.91 | $ 20.25 | $ 20.59 |
| C8 | $16.63 | $ 17.22 | $ 17.79 | $ 18.36 | $ 18.75 | $ 19.13 | $ 19.49 | $ 19.84 | $ 20.20 | $ 20.55 | $ 20.91 | $ 21.26 | $ 21.62 |
| C9 | $17.47 | $ 18.08 | $ 18.68 | $ 19.29 | $ 19.69 | $ 20.09 | $ 20.46 | $ 20.84 | $ 21.21 | $ 21.59 | $ 21.96 | $ 22.34 | $ 22.71 |
| C10 | $18.34 | $ 18.98 | $ 19.61 | $ 20.25 | $ 20.67 | $ 21.09 | $ 21.48 | $ 21.88 | $ 22.27 | $ 22.66 | $ 23.05 | $ 23.45 | $ 23.84 |
| C11 | $19.25 | $ 19.93 | $ 20.59 | $ 21.25 | $ 21.70 | $ 22.14 | $ 22.55 | $ 22.97 | $ 23.38 | $ 23.79 | $ 24.20 | $ 24.62 | $ 25.03 |
| C12 | $20.22 | $ 20.93 | $ 21.62 | $ 22.32 | $ 22.79 | $ 23.25 | $ 23.68 | $ 24.12 | $ 24.55 | $ 24.99 | $ 25.42 | $ 25.86 | $ 26.29 |
| C13 | $21.23 | $ 21.97 | $ 22.70 | $ 23.43 | $ 23.92 | $ 24.41 | $ 24.87 | $ 25.32 | $ 25.78 | $ 26.23 | $ 26.69 | $ 27.14 | $ 27.60 |
| C14 | $22.29 | $ 23.07 | $ 23.84 | $ 24.60 | $ 25.12 | $ 25.63 | $ 26.11 | $ 26.59 | $ 27.07 | $ 27.54 | $ 28.02 | $ 28.50 | $ 28.98 |
| C15 | $23.40 | $ 24.22 | $ 25.03 | $ 25.83 | $ 26.37 | $ 26.91 | $ 27.41 | $ 27.91 | $ 28.41 | $ 28.92 | $ 29.42 | $ 29.92 | $ 30.42 |
| C16 | $24.57 | $ 25.43 | $ 26.28 | $ 27.13 | $ 27.69 | $ 28.26 | $ 28.79 | $ 29.31 | $ 29.84 | $ 30.36 | $ 30.89 | $ 31.41 | $ 31.94 |
| C17 | $25.80 | $ 26.70 | $ 27.59 | $ 28.48 | $ 29.08 | $ 29.67 | $ 30.22 | $ 30.78 | $ 31.33 | $ 31.88 | $ 32.43 | $ 32.99 | $ 33.54 |
| C18 | $27.09 | $ 28.04 | $ 28.97 | $ 29.90 | $ 30.53 | $ 31.15 | $ 31.73 | $ 32.31 | $ 32.89 | $ 33.48 | $ 34.06 | $ 34.64 | $ 35.22 |

# CRC Outcome Requests

The Professional Staff Organization requests the following items be addressed at the end of the academic year.

- Administration should address and report outcomes of each recommendation by the CRC
  - We expect the administration to provide feedback on the ideas already submitted; i.e. whether any of them have merit or are in the realm of possibility, which ones are potential talking points for the State Board or legislature and which ones are under the President's purview. The intent of this point is to save us from wasting our breath every year coming up with ideas that will never happen.
- LCSC employees review the annual budget books and noticed some employees see substantial pay increases while others do not. PSO requests more transparency as to the reason for specific pay increases (what calculation model is used.)
- FAC representation indicates there is a communication gap on how the equation for salary increases is implemented. Recommendation is to publish the equation for employees to review
- FAC representation indicates departments are obtaining raises for employees above the various CEC proposals. How do grant funded employees receive salary increases?

# Idaho in Session – January 7, 2016

There are state agencies providing one time retention bonuses to employees.  This should be a state policy to reward long term employees for commitment to service.
- Only 20% of workforce not to exceed $2,000

Create a bonus in excess of savings to the state of Idaho.  If an employee can identify and implement an agency on-going cost savings item, the employee should be rewarded with a bonus

They just talked about keeping pace with the national average of a 3% increase in pay in order to maintain the level nationally.  The problem is a 3% increase in other states is not a 3% increase in Idaho which increases the salary gap for Idaho employees compared on a national level.

There is discussion about the classified pay scale.  One of the facts presented is during the past 10 years, it has only been increased one time at 1%.  They are touting how they moved state employees from 90% to 87% below policy.  With no increases in the pay scale in the past 10 years, this is very misleading.  It does not take into account cost of living or market values of the positions.  Might be a good idea to present ideas to review/adjust the pay scale accordingly.  The presenter was pressed on who is responsible to do this and he walked around the discussion.

Many agencies have their own salary schedule.  LCSC should create a salary schedule

# Employee Salary and Contract Recommendation

Implement a 51 week contract.  Employees are on a 52 week contract.  The closure over the Christmas holiday or the week of July 4th are potential dates to consider.  Implement ADT for the 5 days.  This would allow for departments to schedule work when campus is closed so disruption of campus during work hours can be limited.

Create a cost model to reward employee longevity.  Many employees are frustrated that new employees start at a salary close to their own.  There should be a structured approach to ensure employees with 10+ years of service to the college should at least be at the midpoint or median of their classification.

Bonus recommendation based on years of service?  Should include Merit Based?

| 5 Years | 10 Years | 20 Years | 30 Years |
|---------|----------|----------|----------|
| $100    | $250     | $500     | $1,000   |

Salary adjustment profile to achieve median salary based on years of service

| Year 1 | Year 5 | Year 10 |
|--------|--------|---------|
| 70% of median | 85% of median | 100% of median |

# CUPA

CUPA changed the total expenses for each quartile this year.  Last year Quartile 2 was $30M - $48M and this year Quartile 2 is $29M - $49M.

The Budget Office did say that our total expenses went down because of some grants that we no longer have.  In the future, we may be staying in Quartile 2 if that continues.

| As of 6/8/2014CSO Policy(HAY) | CUPA T3 (2014-15 Academic Year) | CUPA T2 (2014-15 Academic Year) | CUPA T2 (2015-16 Academic Year) | CUPA T3(2015-16 Academic Year) | |
|---|---|---|---|---|---|
| 65,437 | 60,616 | 56,385 | 57,026 | 62,462 | Network Admin |
| 57,886 | 55,790 | 54,267 | 53,871 | 56,055 | Sys Admin |
| 72,301 | 48,945 | 48,690 | 49,320 | 50,414 | Helpdesk Mgr |
| 65,437 | 60,616 | 56,385 | 57,026 | 62,462 | Network Admin |
| 65,437 | 67,425 | 59,898 | 60,000 | 68,895 | IT Program Sr. |
| 57,886 | 60,616 | 56,385 | 57,026 | 62,462 | Network Admin |
| 85,637 | 81,600 | 63,660 | 61,088 | 84,114 | Head Admin Comp |
| 57,886 | 54,498 | 46,875 | 49,980 | 55,189 | Program Analys |
| 57,886 | 60,078 | 50,343 | 51,515 | 65,624 | Web Master |
| 72,301 | 60,879 | 64,401 | 62,000 | * | IT Prog Supervisor |

The 2017 Idaho Division of HR Report to the Governor again (Change in Employee Compensation and Benefits Report. They do not use CUPA as a source for data analysis! (http://dhr.idaho.gov/PDF%20documents/Compensation/FY2017CECFINAL.pdf)

The problem with CUPA is they research and use statistical data from Academic Institutions. I cannot see (reading their website again) where they take into consideration the relevant competitive job market or cost of living data. Then (if I understand the 70%, 80% strategy), our salaries are further lowered from the possible max., to 70% - 80% of max. Under this strategy, LCSC should increase our PTE footprint, rather than academic studies, because our (PTE) students can today get degrees (in a shorter timeframe, and at less cost, debt) in networking, instrumentation, Mechatronics, PLC, etc., and go into a career in manufacturing and make far, far more $$ than LCSC PSO, Faculty, Staff, Directors, Deans, etc.

Below is a comparison of 2014-2015 PSO member's salary to the CUPA median.  There are a number of PSO employees who fall well below the median for their title classification.

| Percentage | Employees | Avg. | Range |
|---|---|---|---|
| <50% | 1 | (-$85,074) | |
| 50-59.99% | 1 | (-$25,755) | |
| 60-69.99% | 8 | (-$30,901.50) | (-$17,270 - -$36,610) |
| 70-79.99% | 6 | (-$11,657.50) | (-$9,430 - -$26,761) |
| 80-89.99% | 23 | (-$8,795.50) | (-$4,887 - -$13,049) |

| 90-90.99% | 15 | (-$2,296.50) | (-$108 - -$4,781) |
| >100% | 7 | (+$3,982) | ($1,142 - -$6,822) |

Below is the 2015-2016 PSO member's salary to the CUPA median.

| Percentage | Employees | Avg. | Range |
|---|---|---|---|
| <50% | 0 | | |
| 50-59.99% | 1 | (-$68,000) | |
| 60-69.99% | 2 | (-22,167) | (-$21,189-23,146) |
| 70-79.99% | 3 | (-14,948) | (-11,225-23,146) |
| 80-89.99% | 21 | (7,522) | (-4,159-15,109) |
| 90-90.99% | 16 | (2,208) | (-436-4,562) |
| >100% | 37 | (+3,951) | (0+15,207) |