

End of Year Report - Staff Compensation Committee 2023-24:

Submitted by Thecla Shubert (cochair), Cathy Buckley, AliciaRose Martinez, Chad Schonewill, and Mandy Sulfrian.

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Introduction:

If this year can be summarized in one word it would be collaboration. We are extraordinarily grateful for the collaborative relationships we've been able to build. Specifically, HR's willingness to listen to, work with, and seek insight from the committee had been such a delight. We believe that the current leadership, especially in HR, is more open to our ideas and to making employee centric choices than any administration we have seen in recent times. Our collaboration with the CC community has also strengthened. Last year we rolled out our communication plan, which included regular listening sessions and reports at ITL. We hope that this has helped us build trust with the community, and we know hearing directly from our constituents has improved the quality of our work. We are also thankful for our relationships with the Finance department, the Campus Budget Committee, our Faculty committee members, Staff Council, and everyone else who supports our work.

This report focuses largely on the findings from our staff compensation survey. Readers may also be particularly interested in our reflection and goals for next year. As mentioned in the next section, readers can expect an addendum to this report once the staff compensation decisions are finalized in June.

Fall Recommendation:

At the time of writing this report, staff compensation decisions have not yet been made. We will release an amendment this summer following the compensation announcement. However, at this point we know that two of our recommendations were enacted.

- The college added infertility care to our Cigna medical insurance with a lifetime maximum of \$25k.
- The college halted the plan to tie pay to performance, instead allowing the community to familiarize itself with the new feedback practices.

We are grateful for both of these successes. First, we want to recognize all the individuals who shared their stories and advocated for the addition of infertility care. Without their hard work and vulnerability this would not have been possible. Second, we'd like to thank HR and the college

administration who listened to our concerns and the concerns of this community regarding the speed at which the new feedback practices and performance pay were rolled out. This is a huge stress relief to the community and we believe it will allow us to be more thoughtful about the implementation of the new feedback practices and any tie to pay.

Again, decisions around our other recommendations have not yet been announced.

Spring Goals:

- Housing
 - The committee was interested in exploring a shared equity program to provide more affordable housing for staff and faculty. We reached out to former CC employee David Lord who is working on a shared equity program with a college in Florida. We wanted to hear about the success and struggles of that program. Unfortunately, due to schedule conflicts, we were unable to meet with David Lord, but hope to connect with him next year and to continue this work.
- Banner Project
 - Chad Schonewill recommended the idea of partnering with ITS to create a Banner dashboard where committee members could access and analyze compensation data to hopefully relieve the burden of HR of having to manually process our data requests. After speaking with our HR partners, we decided that it would be best for them to work on their own Banner tools and to prioritize that. We hope that this project may be a possibility and that we could use a highly condensed or redacted version of the dashboard HR develops. We will continue to keep this in mind for future years.
- Decoupling ourselves from the market
 - The committee continues to feel frustrated on the lack of true equity that coupling our compensation to the market presents. We know that a capitalistic market system will always present equity issues. We continue to make recommendations such as the flat dollar raise, but also recognize the steep challenges that a true decoupling would require. The committee did not make further recommendations in this area.
- Career progression
 - The committee conducted a survey largely centered around career progression in order to understand what the community most needs in this area. We will use these details to guide our recommendations for next year.
- Supplemental Pay, Additional Pay, Staff Teaching.
 - The committee met with Ryan Simmons to discuss current policies around supplemental pay and additional pay. Ryan shared HR's internal procedures for evaluating cases for supplemental or additional pay. The committee also discussed sustainability of staff taking on interim roles, additional duties, or teaching and how this (and the subsequent impact on their performance) also plays a role in the decision making process for additional optional duties like, in some cases, teaching. The committee recommends that HR publishes a shortened version of these procedures and considerations for clarity and transparency. The committee is happy to assist further with the development of a publishable version, upon request.

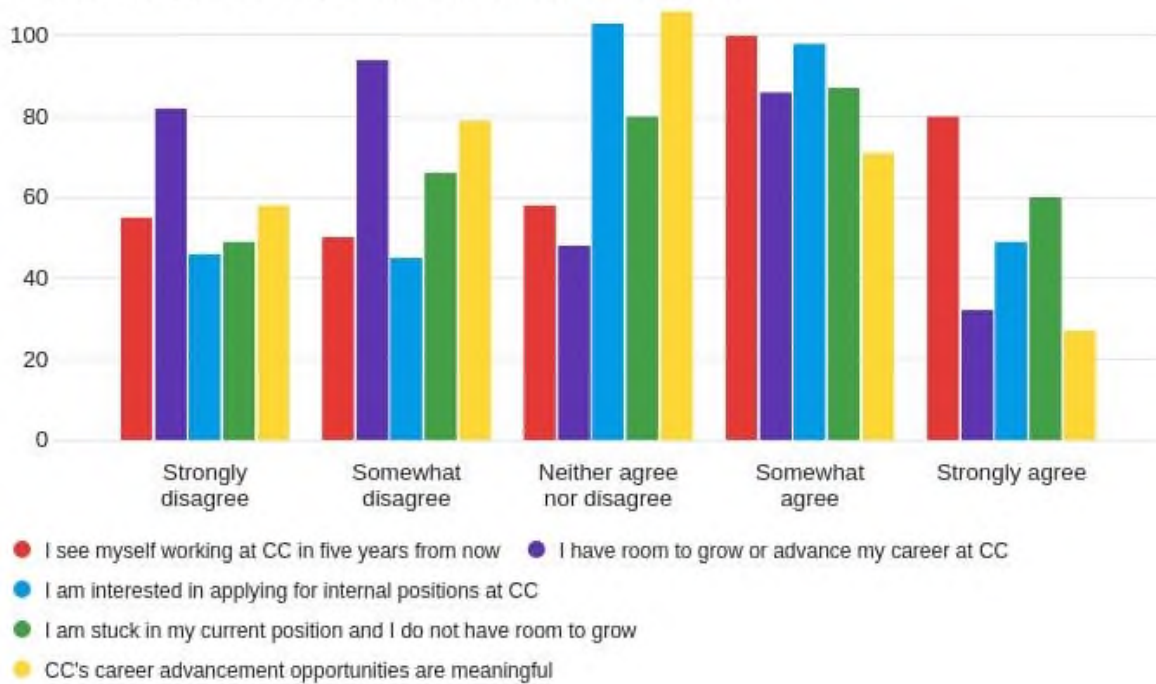
Survey Results:

The 2024 staff compensation survey focused on three elements: career growth, benefits, and workplace culture. We received 357 responses from the community.

Section one: Career Growth

Question one was a Likert ranking of statements relating to career growth.

Q1 - How strongly do you agree with the following statements:



| Statement | Strongly disagree | Somewhat disagree | Neither agree or disagree | Somewhat agree | Strongly agree |
|--|-------------------|-------------------|---------------------------|----------------|----------------|
| I see myself working at CC in five years from now | 55 (16.03%) | 50 (14.56%) | 58 (16.91%) | 100 (29.15%) | 80 (23.32%) |
| I have room to grow or advance my career at CC | 82 (23.98%) | 94 (27.49%) | 48 (14.04%) | 86 (25.15%) | 32 (9.36%) |
| I am interested in applying for internal positions at CC | 46 (13.49%) | 45 (13.20%) | 103 (30.31%) | 98 (28.74%) | 49 (14.37%) |

| | | | | | |
|--|-------------|-------------|--------------|-------------|-------------|
| CC's career advancement opportunities are meaningful | 58 (17.01%) | 79 (23.17%) | 106 (31.09%) | 71 (20.82%) | 27 (7.92%) |
| I am stuck in my current position and I do not have room to grow | 49 (14.33%) | 66 (19.30%) | 80 (23.39%) | 87 (25.44%) | 60 (17.54%) |

Using this data we can extrapolate people's overall satisfaction with CC's career advancement and growth opportunities. Using the means across all five Likert statements with "unsatisfied" being the mean of the total number of people who ranked "strongly disagree" or "somewhat disagree" on statements 1-4 and "strongly agree" or "somewhat agree" on statement 5, neutral being the mean of the total number of people who ranked "neither agree or disagree" on all statements, and "satisfied" being the mean of the total number of people who ranked "somewhat agree" or "strongly agree" on statements 1-4 and "strongly disagree" or "somewhat disagree" on statement five.

| Statement | Unsatisfied | Neutral | Satisfied |
|--|-------------|---------|-----------|
| OVERALL | 38.38% | 23.13% | 38.49% |
| I see myself working at CC in five years from now | 30.59% | 16.91% | 52.47% |
| I have room to grow or advance my career at CC | 51.47% | 14.04% | 34.51% |
| I am interested in applying for internal positions at CC | 26.69% | 30.21% | 43.11% |
| CC's career advancement opportunities are meaningful | 40.18% | 31.09% | 28.74% |
| I am stuck in my current position and I do not have room to grow | 42.98% | 23.39% | 33.63% |

We can derive the following conclusions from this data:

1. A 50/50 split between satisfied and unsatisfied is not where we want to be as an institution. We must aspire to do better. Especially when we consider that people who joined CC at later stages of their careers may be skewing the data towards the positive.
2. By far the area that people feel the most positive is that they see themselves working at CC in five years (at 52.47%). We hope that this means people are willing to stay with the institution as we improve and likewise acknowledge that this is a two-way commitment. We must commit to earning these folks loyalty and striving to always improve.
3. The statement that people felt most negative about was that they have room to grow or advance their career at CC (at 51.47%). This demonstrates clearly that we do have work to do to improve career advancement and insure that we are providing clear and accessible career paths to people who are interested in serving CC long term.

We also specifically asked "Are there any additional professional development opportunities you would find helpful?" In the short answer responses for this question, 18.95% of respondents mentioned that they would like to see career progression within their position or even "levels" of a given position. People want to be able to advance within a role and department they love without leaving for another position. 11.58% specifically mentioned the lack of growth opportunities of admin assistants and another 11.58% mentioned the need for competitive pay or living wages.

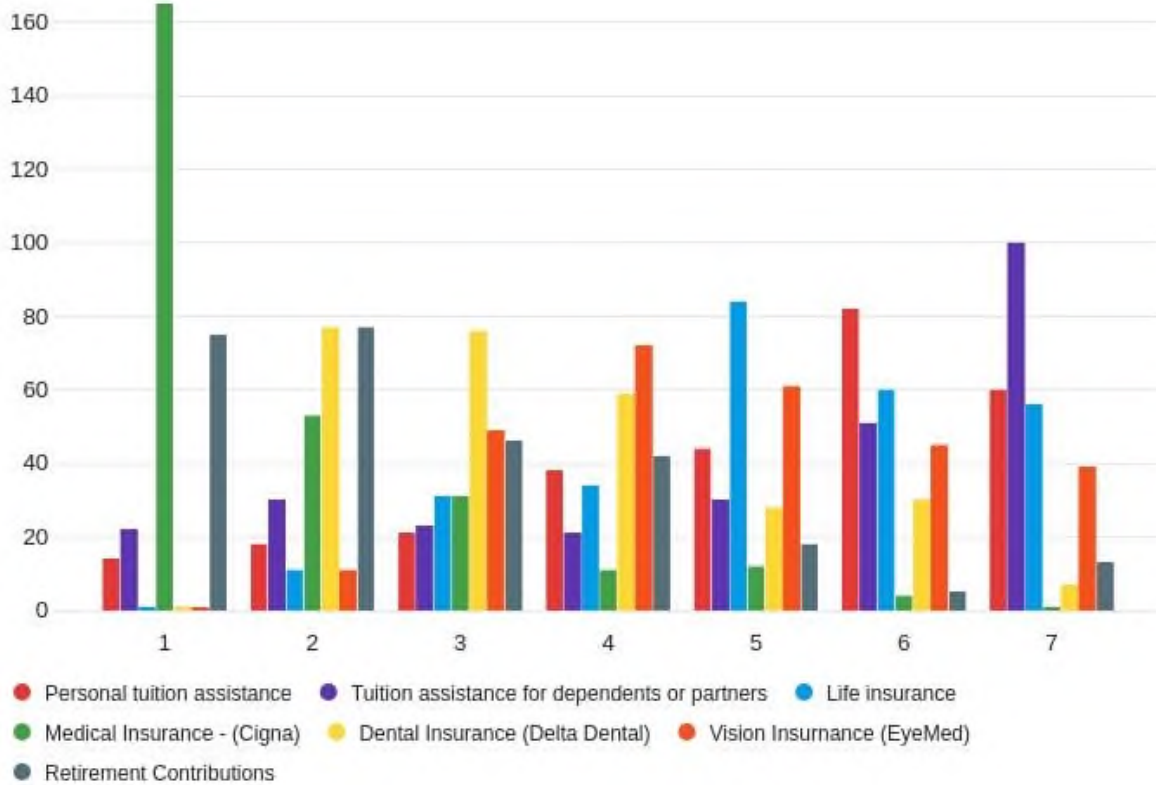
8.42% mentioned wanting pay for performance, 6.32% mentioned needing clearer paths forward, and another 6.32% mentioned more supervisor training. 6.32% also mentioned wanting more

leadership develop, and 5.26% mention wanting funding for attending conferences. Other topics were mentioned at a frequency of 4% or less.

| | |
|---|--------|
| Career progression within position/"levels" | 18.95% |
| Lack of growth for admin assistants | 11.58% |
| Competitive pay and living wages | 11.58% |
| Pay for performance | 8.42% |
| Clearer advance paths | 6.32% |
| More supervisor training | 6.32% |
| More leadership development | 6.32% |
| Funding to attend conferences | 5.26% |

Section two: Benefits

We also asked people to rank the benefits that are most important to them:



(X Axis – 1 being most important, 7 being least important).

| Benefit | Ranked top 3 most important | Ranked bottom 4 least important |
|---|-----------------------------|---------------------------------|
| Personal tuition assistance | 19.13% | 80.86% |
| Tuition assistance for dependents or partners | 27.07% | 72.92% |
| Vision insurance (EyeMed) | 21.66% | 78.34% |

| | | |
|---------------------------------|--------|--------|
| Dental insurance (Delta Dental) | 55.29% | 44.77% |
| Life insurance | 15.18% | 84.47% |
| Medical insurance (Cigna) | 89.89% | 9.78% |
| Retirement contributions | 71.48% | 28.16% |

A few considerations based on this data:

1. Medical insurance and retirement contributions are by far our most valued benefit.
2. Personal tuition assistance and vision insurance – by popularity – are our lowest valued benefits.
3. Some benefits may rank lowly but may be highly significant to individuals. For example, tuition assistance is not a very “popular” benefit but our short answer responses cite that for people who do use it, it is often the main reason they choose to work at CC. This sentiment can likewise apply to other benefits.

The short answer responses in some ways reflect the quantitative data, and in some ways differ. **When asked “What do you like about our current benefits,”** 37.5% of respondents listed retirement contributions. 32.2% of respondents listed medical insurance. These items were the top two items mentioned. Contrary to the qualitative data, the tuition benefit ranks as the third most mentioned benefit with 19.7%. Of those responses 36.59% mentioned tuition benefit for themselves, 26.83% mentioned tuition benefits for their spouses or dependents, and 36.59% do not specify.

After those top three benefits, 9.1% mentioned the affordable nature of CC benefits, 8.7% mention PTO, and 5.7 mention dental. A number of other benefit were mentioned with a frequency of 4% or less.

| | |
|--------------------------|-------|
| Retirement contributions | 37.5% |
| Medical insurance | 32.2% |
| Tuition Benefit | 19.7% |
| Affordability | 9.1% |
| PTO | 8.7% |
| Dental | 5.7% |

Contrary to that evidence, when asked **“what would you like to see changed about our current benefits,”** the number one area people comment on is the tuition benefits with 13.81% of responses. Some people raise dissatisfaction with the perceived inequality of not being able to use such a high cost benefit, others referenced not having time in their work schedule to further their education, and some also referenced dissatisfaction with the service requirement or scope of the benefit (both the institutions it can be used at and the amount it pays).

Following the tuition benefit, the most mentioned dissatisfactions are with the dental insurance (Delta Dental) at 9.95%. Here people primarily are dissatisfied by the plan’s lack of coverage for high cost procedures. Third, 7.73% of respondents mention dissatisfaction with our medical insurance (Cigna), primarily referencing high copays, out of pocket expenses, and prescription

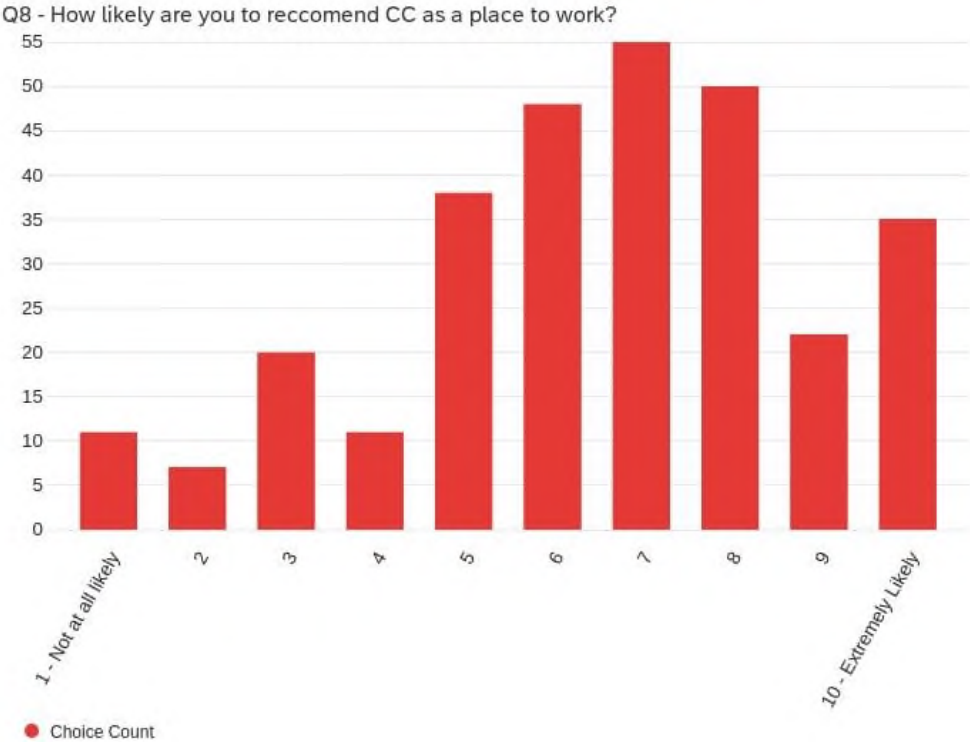
costs. An additional 5.52% of respondents also mentioned specifically wishing the college made higher contributions to the medical insurance costs.

6.63% of respondents wanted more PTO (in various forms), 6.08% mentioned that specific benefits don't apply to their stage of life and circumstances, 5.52% mentioned wanting more transparent or communication about existing benefits, 4.42% mentioned wanting free parking and another 4.42% mentioned wanting more flexibility and WFH opportunities. Other benefits were mentioned with a frequency of less 4% or less.

| | |
|---|--------|
| Tuition Benefit | 13.81% |
| Dental | 9.95% |
| Medical Insurance (coverage, copays, etc) | 7.73% |
| More PTO | 6.63% |
| Benefits don't apply | 6.08% |
| Higher contributions to medical insurance | 5.52% |
| More communication about benefits | 5.52% |
| Free parking | 4.42% |
| More flexibility and WFH | 4.42% |

Section three: Culture

Finally, we examined the culture of CC by asking people to rank “**how likely are you to recommend CC as a place to work**” on a scale of 1 to 10 with 1 being not at all likely and 10 being extremely likely. The mean response to this was 6.53.



This question was designed to find the [employee net promoter score](#) (eNPS). **Our overall eNPS score is -26.** Typically scores between 20-30 are considered good and scores of 40+ are considered excellent. Having a negative score is not considered good. We do put a caveat on this score: Qualtrics’s guide to NPS shares that NPS questions should not be combined with other survey questions because these questions can sway people’s NPS responses. Putting this question at the end of a survey about compensation and benefits may have swayed our score to the negative.

That being said, we acknowledge that this score shows we have a lot of work to do. To help determine the areas we most need to improve we asked two final questions.

We asked “What do you value most about working at CC/or why do you choose to continue working at CC?” 54.6% responded that their coworkers were a top value. This affirms what many of us know to be true – CC is a deeply relational workplace. 19.7% referenced work schedule flexibility, 14.7 said they liked CC students, 11% referenced the institution’s mission and values. With response rates between 10 and 4% people also mentioned (in order of most to least mentioned) that they enjoy their specific work or job, the benefits, having a sense of purpose, feeling valued and respected, growth and learning opportunities, tuition assistance, campus location, ADEI initiatives, pay, and independence/autonomy in the workplace. Other factors were mentioned at a rate of less than 4%.

| | |
|-----------------------------------|-------|
| Coworkers | 54.6% |
| Schedule flexibility | 19.7% |
| Students | 14.7% |
| Institutional mission and values | 11% |
| Enjoy their specific work | 9.6% |
| Benefits (general) | 9.6% |
| Sense of purpose | 8.2% |
| Feeling valued/respected | 6.4% |
| Growth and learning opportunities | 5.04% |
| Tuition Assistance | 5.04% |
| Location | 4.6% |
| ADEI initiatives | 4.6% |
| Pay | 4.13% |
| Independence/autonomy | 4.13% |
| PTO | 4.13% |

Similarly, we asked **“Why or why not would you recommend working at CC?”** The data here is a little more complicated because some people listed multiple items, responded only why they *would* recommend CC, only why they *would not* recommend CC, and some gave reasons both for and against. Instead of calculating how many *people* mentioned an item, we’ve calculated the percentage of total mentions a topic got out of the total number of all positive or negative item mentions For example, we received 222 responses to this question. There were positive things mentioned 182 times and negative things mentioned 240 times.

With this in mind, on the positive side, community, culture, and colleagues received a ranking of 28.57%, benefits (general, unspecified) received a rank of 13.19%, PTO received a rank of

7.14%, schedule flexibility ranked 6.59% and working with students ranked 5.50%. Other items were mentioned at a rank of less than 4%.

| | |
|--------------------------------|--------|
| Community, Culture, Colleagues | 28.57% |
| Benefits (unspecified) | 13.19% |
| PTO | 7.14% |
| Schedule flexibility | 6.59% |
| Working with students | 5.50% |

On the negative side, pay received a rank of 35.41%, lack of trust in leadership ranked 9.17%, lack of career growth ranked 5.42%, the stresses of high turnover ranked 5%, not enough ADEI work, inconsistent or unclear policies and practices, power differentials (primarily between staff and faculty, all ranked 4.58% and the workload ranked 4.17%. Other items were also mentioned at a rank of less than 4%.

| | |
|--|--------|
| Pay | 35.41% |
| Lack of trust in leadership | 9.17% |
| Lack of career growth | 5.42% |
| Stress from high turnover | 5.0% |
| Not enough ADEI work | 4.58% |
| Unclear or inconsistent policies and practices | 4.58% |
| Power differentials | 4.58% |

Five year plan:

In 2021 the committee was asked to put together a five year plan of work. We'd like to reflect on that plan and the goals set out for 2023/24:

- Recommend a suite of possible interventions that the college could make to ease the cost of housing for staff and faculty
 - o As aforementioned, the committee had intended to meet with David Lord – a former CC member who is now working with a college in Florida on a shared equity housing program. Unfortunately, due to scheduling conflicts we were unable to do so. We hope to do so in the future and hear about the housing solutions that have worked for him.
- Study possible changes in insurance coverage for dental and vision care.
 - o As part of our staff compensation survey we asked about benefits, including dental and vision care. We will be using that data to prioritize changes in the upcoming years.
- Continue working on a proposal for a system of progression/career growth for staff
 - o In our fall recommendation we recommended that the college continue the acceleration model introduced in 2022/23. We also conducted a survey to study career growth and intend to use that data next year to introduce further recommendations on this topic.
- Develop a process for more open communication with the campus community

- Following the communication plan introduced in 2022/23, the committee has been committed to holding regular listening sessions and presenting at ITL. We also have been partnering with Lori Segar to release regular minutes from our meetings.
- Address the issue of inequitable accrual of vacation time between exempt and non exempt staff
 - This issue was addressed by the HR team without the need for a recommendation from the committee. Exempt and non exempt staff now accrue vacation time at the same rate, which nearly doubled the vacation time for many hourly staff.

Goals for Next Year

We would like to summarize our procedural goals for next year.

We acknowledge that although we always rank our priorities in our recommendation, we also recognize that we often “over” recommend. We worry that the widespread scope of our recommendations make our suggestions seem unrealistic, even when many of the individual recommendations may be doable. For this reason, we would like to put more time into carefully considering trade offs and competing priorities. Those of us who attended the open form with HR found the trade offs exercise Ryan presented particularly helpful.

In addition to this, we believe that some market research regarding the annual raises of our peer institution or regional peers could be helpful. Part of our work is made difficult by the fact that we have no idea what our budget for the year will be – will tuition increase 4%, 12% etc. This makes it challenging for us to know what types of recommendations would actually be realistic. We believe that a better understanding of market compensation trends could help us to be more effective in our recommendations, have better understanding of the scope of budget the board might approve, and to more carefully consider tradeoffs.

We also hope to improve our new staff onboarding through both compiling onboarding materials, hosting info sessions, and scheduling a “comp 101” training with Ryan or other HR members.

We welcome and accept further feedback from our constituents and partners.

Addendum to the Staff Compensation Committee End of Year Report 2023-4:

At the time of writing our end-of-year report, the staff salary decisions had not yet been finalized. Therefore, we did not respond fully to the outcome of our recommendations. We would like to do so now.

Summary:

| Recommendation: | Decision: |
|--|--|
| Living wage: increase to approximately \$18.61 to match the Glasmeier index. | Although there were some differences in how the living wage increase was administered, the living wage was included |
| Rebanding: fund the rebanding project to bring all employees to their new band minimum | This recommendation was fully accepted and the rebanding project was funded. |
| Expanded Living Wage: Adopt the definition of a two adult one child household size | This recommendation was not adopted due to the reasons explained in item one |
| Progression/Acceleration raises: prioritize moving people towards the midpoint of their band | This recommendation was accepted and is being enacted through the “quartile raises” this year. |
| 12 month employees: bring all employees up to a 2080 full time schedule | No specific action was taken this year, but we continue to keep this issue in the conversation and HR has met with many of the impacted staff and their division head. We will continue working on this issue next year. |
| Infertility care: offer infertility care with a \$25k lifetime maximum | This recommendation was fully implemented with coverage starting July 1 st , 2024. |
| Transparent raises: offer more in depth information in raise letters | The compensation letters did include additional details that broke down the factors that contributed to a persons raise. |
| Pay for performance: at least temporarily halt the move to a pay for performance model to allow the community to adapt to new feedback practices | The college did decide to postpone conversations around pay for performance for the time being. These conversations may resume after the community has adjusted to the new feedback practices. |
| | Tenure – adjustments made based on tenure for people under the 30 th percentile. |
| | Compression – adjustments based on the gap between supervisor and supervisees for those with a gap of less than 3% (depending on quartile, may be more, up to \$6000). |

[Read the full details of the 2024-5 compensation announcement](#)

Additional Details:

First, we recommended that the college continue its commitment to meeting the MIT Glasmeier living wage for 2024. We estimated based off of CPI that this would require an increase from the 2023 living wage of \$17.48 to an estimated \$18.61.

However, the Glasmeier living wage went up by 22% and far exceeded any estimates we made. The committee, in partnership with HR and the CBC are still working to find out what caused this jump – whether it was an error, a change in methodology, or caused by other more organic factors.

The college was unable to match this 22% increase in living wage, but nonetheless continued to prioritize living wage by increasing CC's practical minimum to \$19.25. This is a 10% increase and is the largest percentage increase of any raise being provided this fiscal year.

Although it is unfortunate that this year's budget did not allow for us to fully meet the living wage metric, we recognize that the increase was unprecedented and that the college still surpassed our initial expectations of what the living wage would be.

Second, we recommend that the college allocate funds towards the rebanding process and ensure that everyone is brought up to their new band minimum. The college fulfilled this recommendation. This will ensure that our system is clear and equitable. We hope it also helps with retention for those impacted.

Third, we recommended further expanding our definition of living wage to better support families. As mentioned in section one, there were unprecedented pressures on living wage expenses this year and therefore this recommendation was not fulfilled.

Fourth, we recommended the college continue the system of progression or acceleration raises introduced in 2022-23. This recommendation has been fulfilled with what are being called quartile increases.

Furthermore, we recommended the following ratio for acceleration:

- 3.5% for quartile 1
- 2.5% for quartile 2
- 1.75% for quartile 3
- 1% for quartile 4

The college went with a very similar ratio:

- 3.5% for quartile 1
- 2.7% for quartile 2
- 2% for quartile 3+

All in all, the decision very closely matched our recommendations and also followed precedent established in 2023-24.

Fifth, we recommended that all employees be brought up to 12 month 2080 schedules. This is still an ongoing conversation and we continue to partner with HR to see how we can better support our FTE < 2080 employees and to discuss possible solutions.

Finally, as mentioned in our original report, the college adopted our recommendation to introduce fertility care to our health care coverage. They were able to do so in a way that had a minimal impact on employee costs. They also took into account our community's concerns about implementing a pay for performance system this year and have decided to reevaluate that decision once the

community is more confident in our new feedback practices. Finally, the college took into account our feedback around salary letter transparency and broke down raises in greater detail than we've seen in previous years.

All in all, this has been a highly successful year for the committee, and specifically for forging strong collaborative relationships with HR. This relationship allowed us to work towards having many of our recommendations approved and to establish common goals and priorities.

Additional decisions around compensation, addressing tenure and compression, can be read about in further detail on the HR website. Details about pay for performance and fertility care can be read in the text of our original end-of-year report.