



2008 CLASSIFIED STAFF COMPENSATION STUDY

April 18, 2008

FINAL

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Radford University
2008 Classified Staff Compensation Study
FINAL REPORT

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Executive Summary

In November 2007, Radford University engaged [The Segal Company](#) to evaluate the market competitiveness of the pay ranges, actual salaries, and hiring salary policies for its classified staff.

To determine the prevailing compensation practices for these jobs, we surveyed 11 four-year public institutions in Virginia that Radford identified as peer institutions for this purpose. Eight of these institutions answered the survey, as listed below¹.

1. College of William and Mary
2. James Madison University
3. Longwood University
4. University of Virginia (Charlottesville)
5. University of Virginia at Wise
6. Virginia Military Institute
7. Virginia State University
8. Virginia Tech University

The survey collected pay information as of March 2008 for 60 benchmark job titles that represent the University's classified staff in the following job families:

- Administrative and Office Support (4 job titles)
- Fiscal and Accounting (5 job titles)
- Educational Support (2 job titles)
- Library and Media (4 job titles)
- Information Technology (14 job titles)
- Law Enforcement / Security (5 job titles)
- Food Service (2 job titles)
- Housekeeping (2 job titles)
- Trades and Utilities (16 job titles)
- Other (6 job titles)

¹ The three institutions that chose not to participate in our survey are Old Dominion University, University of Mary Washington, and Virginia Commonwealth University

The survey requested information on the following:

- The role title, functional title, and pay band for the institution’s job that matches Radford’s benchmark job.
- The number of current budgeted positions in the job (whether filled or unfilled).
- The “shadow pay range” for each job (that is, the minimum and maximum that the university would actually pay an individual in the job within the State’s broad pay band).
- The maximum hiring salary (that is, the most that a new employee could be offered).
- The average actual salary for current employees in the job.

Summary of Findings

**TABLE 1
RADFORD’S PAY RATES
AS A PERCENT OF THE SURVEY AVERAGE**

Shadow Range Minimum	Shadow Range Maximum	Actual Average Salary
101%	79%	88%

Overall, we found that Radford’s current minimum pay rates are market competitive, while the maximum pay rates are about 20 percent below market¹. In addition, Radford’s actual salaries are (on average) below the market average, as shown in **Table 1**.

We found that most of the peer institutions do not use “shadow ranges” (or sub-ranges within the State’s broad pay bands), which would account for Radford’s market position at the maximum of the range. In other words, Radford designates a shadow maximum pay rate for each functional title that is (by necessity) lower than the State’s pay band, while many other Virginia institutions do not formally select a shadow maximum. Consequently, when Radford’s shadow maximums are compared to the official band maximum (as reported by the peer institutions), Radford appears to be below the market. *See pages 8 to 17 for more details.*

¹ Regarding the “hiring maximum”, the vast majority of institutions indicated that they have the authority to pay up to the band maximum, but that this would be a rare occurrence. Therefore, hiring salary maximum data was omitted from study results.

Nevertheless, we found that Radford’s current actual salaries are below market for 42 of the 60 job titles. Most of the benchmark titles in the following job families have current salaries that are significantly below the market average:

- Education Support
- Fiscal and Accounting
- Housekeeping
- Information Technology
- Law Enforcement
- Trades and Utilities
- Other (Miscellaneous)

In particular, we found that the following job titles have actual salaries that are at least 20% below the market average.

Benchmark Title	Radford Actual Salary as Percent of Market Average
IT SPECIALIST I (Supervisor, Student Computer Support Center)	69%
IT SPECIALIST II (Telecomm or Voice Engineer)	72%
TRADES TECHNICIAN III (Plumber/Steamfitter)	73%
TRADES MANAGER I (Landscape Superintendent)	73%
IT SPECIALIST II (Web Programmer)	74%
ENGINEERING TECHNICIAN III (Eng Tech/Design/Draftsman)	74%
EDUCATION SUPPORT SPECIALIST I (Application Processor)	75%
ADMIN & OFFICE SPECIALIST III (Senior Fiscal Technician/Assistant)	76%
ARCHITECT/ENGINEER I (Construction Project Manager)	76%
IT SPECIALIST I (Senior Install/Repair Technician)	77%
IT SPECIALIST I (Install/Repair Technician)	77%
LAW ENFORCEMENT OFFICER II (Sergeant)	78%
HUMAN RESOURCES ANALYST I (Analyst/Employment Specialist)	79%
LAW ENFORCEMENT OFFICER I (Police Officer)	80%
LAW ENFORCEMENT OFFICER II (Captain)	80%
TRADES TECHNICIAN III (HVAC Install/Repair Technician)	80%

It is important to keep in mind that actual salaries can be a function of many factors, including individual employee characteristics (such as experience/background/skills, years of service, or performance), as well as organizational characteristics (such as size of the institution, pay progression policies, and financial history). Therefore, actual salaries may not be the best representation of the University's market position for a particular job or individual employee.

Nevertheless, actual salaries are often the gauge by which employees measure their personal market position, so these comparisons can be an important indicator of the perceived market competitiveness of the University's pay rates. *See pages 8 to 17 for more details.*

Summary of Recommendations

To maintain a market-competitive compensation program that is appropriate for the University and consistent with Virginia's pay policies, we suggest that Radford should:

1. Evaluate pay band assignments for selected job titles.
2. Establish guidelines for individual pay rates.

These recommendations are outlined in more detail in the Study Recommendations section starting on page 18.

The next section describes the study's methodology, followed by the detailed findings and recommendations.

Study Methodology

With the assistance of Radford's Human Resources Department, we developed a customized survey document (shown in **Appendix A**) to collect information from 11 peer colleges and universities within the Commonwealth of Virginia. The survey was distributed via email on February 29, 2008 to the human resources department of each employer.

After a significant effort to follow up with each jurisdiction via email and telephone, we received completed survey responses from the following eight (8) institutions.¹

1. College of William and Mary
2. James Madison University
3. Longwood University
4. University of Virginia (Charlottesville)
5. University of Virginia at Wise
6. Virginia Military Institute
7. Virginia State University
8. Virginia Tech University

In consultation with the University's Human Resources Department, we identified 60 functional job titles (from the approximate 318 functional titles) that reflect Radford's current classified employees (shown in **Table 2** on the next page). These benchmark jobs represent 10 job families and cover over half of the current classified workforce.

To facilitate consistent job matches, we provided survey participants with a brief job summary of each benchmark that described the overall responsibilities and requirements for the job. The job summaries were based on Employee Work Profiles (EWPs) of employees that currently occupy these titles. The job summaries can be found in **Appendix A**.

¹ The institutions that chose not to participate in our survey are Old Dominion University, University of Mary Washington, and Virginia Commonwealth University.

**TABLE 2
BENCHMARK JOBS TITLES BY OCCUPATION GROUP**

Office Support	Law Enforcement
Admin & Office Spec II (Secretary / Administrative Assistant)	Emergency Coordinator I (Communications Officer)
Admin & Office Spec III (Senior Secretary / Admin Assistant)	Security Officer III (Parking Enforcement Officer)
Admin & Office Spec III (Office Manager)	Law Enforcement Officer I (Police Officer)
Gen Admin Supv I / Coord I (Executive Assistant)	Law Enforcement Officer II (Sergeant)
Fiscal / Accounting	Law Enforcement Officer II (Captain)
Admin & Office Spec III (Fiscal Technician/Assistant)	Food Service
Admin & Office Spec III (Senior Fiscal Technician / Assistant)	Food Service Tech I (Cook)
Finan Svcs Spec I (Grants Specialist)	Food Service Tech I II (Supervisor)
Finan Svcs Spec I (Accounting Support Supervisor)	Housekeeping
Finan Svcs Manager (Manager of Student Accounts)	Housekeeping Worker I (Entry Level)
Education Support	Housekeeping Supervisor
Educ Support Spec I (Application Processor)	Trades & Utilities
Educ Support Spec II (Compliance Coordinator)	Trades Tech I (Grounds Worker)
Library & Media	Trades Tech I (Senior Grounds Worker)
Media Specialist II (University Photographer)	Transportation Operator I (Motor Vehicle Operator A)
Media Specialist III (Senior Graphic Designer)	Store & Warehouse Spec (Warehouse Operations Assistant)
Library Specialist I (Circulation Specialist)	Trades Tech III (Painter)
Library Specialist II (Interlibrary Loan Supervisor)	Trades Tech III (Senior Trades/Utility Worker)
Information Technology	Utility Plant Spec II (Boiler Operator)
IT Spec I (Help Desk Technician)	Printing Tech III (Offset Press Operator)
IT Spec I (Install/Repair Technician)	Trades Tech III (Carpenter)
IT Spec I (Senior Install/Repair Technician)	Trades Tech III (Plumber/Steamfitter)
IT Spec I (Programmer)	Trades Tech III (Grounds Supervisor)
IT Spec I (Supervisor, Student Computer Support Center)	Trades Tech III (HVAC Install / Repair Technician)
IT Spec II (Computer Systems Engineer)	Trades Tech IV (Carpenter Supervisor)
IT Spec II (Help Desk Manager)	Trades Tech IV (Electrician Supervisor)
IT Spec II (Programmer/Analyst)	Trades Manager I (Landscape Superintendent)
IT Spec II (Systems Administrator)	Trades Manager I (Housekeeping Director)
IT Spec II (Telecomm or Voice Engineer)	Other
IT Spec II (Web Programmer)	Procurement Officer I (Contract Officer)
IT Spec II (Information Security Officer)	Engineering Tech III (Eng Tech/Design/Draftsman)
IT Spec III (Manager of Finan Software Engineering and Support)	PR & Marketing Spec III (Writer / Information Officer)
IT Manager I (Telecomm Network Supervisor)	Architect / Engineer I (Construction Project Manager)
	Human Resources Analyst I (Analyst / Employment Specialist)
	Human Resources Analyst II (HR Generalist)

The survey requested information on the following:

- The role title, functional title, and pay band for the institution's job that matches Radford's benchmark job.
- The number of current budgeted positions in this job (whether filled or unfilled).
- The "shadow pay range" for each job (that is, the minimum and maximum that the university would actually pay an individual in the job within the State's broad pay band).
- The maximum hiring salary (that is the most that a new employee could be offered).
- The average actual salary for current employees in the job.

Study Results

Overall Market Position

We typically consider a salary range to be “at market” if it is within ten percent of the survey average (that is, 95% to 105% of the market). Conversely, salaries “below market” are those that are less than 95 percent of survey average, while salaries “above market” are those over 105 percent of the survey average, as shown in the following table.

Pay Rate as a Percent of Market	Market Position
Less than 95% of the market average	Below Market
95% to 105% of the market average	At Market
Above 105% of the market average	Above Market

Overall, across all benchmark job titles, we found that the University’s scheduled pay ranges for classified staff are “at market” at the minimum of the range and “below market” at the maximum of the range, based on the definition above. This is primarily due to the fact that the University maintains shadow band ranges that are narrower than the broad pay ranges determined by State policy.

Nevertheless, we found that the University’s actual salaries are about 13 percent below market on average.

**TABLE 3
RADFORD’S SCHEDULED AND ACTUAL PAY RATES
AS A PERCENT OF THE SURVEY AVERAGE**

Shadow Range Minimum	Shadow Range Maximum	Actual Average Salary
101%	79%	88%

Naturally, we found some variation among the University’s job families and titles. The next several pages show the University’s market position for each benchmark title, grouped by job family.

Market Position by Job Family

Table 4 shows the market competitiveness of each benchmark job title, grouped by job family. **Appendix B** shows the detailed findings for each title and each survey respondent.

The job families with the least market competitive pay rates (as measured by actual salaries) are:

- Education Support
- Fiscal and Accounting
- Housekeeping
- Information Technology
- Law Enforcement
- Trades and Utilities
- Other (Miscellaneous)

The remaining occupational groups (Administrative and Office Support, Food Service, and Library and Media) are generally closer to market, with some variation by job title, as shown on the following pages.

TABLE 4
RADFORD PAY RANGE AND ACTUAL AVERAGE SALARIES
AS A PERCENT OF MARKET AVERAGE

OVERALL MARKET Sorted by Job Family and Pay Band

JOB TITLE	Pay Band	As a % of Range Minimum	As a % of Range Maximum	As a % of Actual Average Salaries
Administrative and Office Support				
ADMIN & OFFICE SPECIALIST II (Secretary/Administrative Assistant)	2	108%	100%	101%
ADMIN & OFFICE SPECIALIST III (Senior Secretary/Administrative Assistant)	3	100%	76%	104%
ADMIN & OFFICE SPECIALIST III (Office Manager)	3	103%	78%	86%
GEN ADMIN SUPV I/COORDINATOR I (Executive Assistant)	4	119%	100%	113%
Education Support				
EDUCATION SUPPORT SPECIALIST I (Application Processor)	2	94%	86%	75%
EDUCATION SUPPORT SPECIALIST II (Compliance Coordinator)	3	100%	76%	82%

Figures shown in red are those that are at least 5% below market. Those shown in blue are at least 5% above market.

**TABLE 4
RADFORD PAY RANGE AND ACTUAL AVERAGE SALARIES
AS A PERCENT OF MARKET AVERAGE**

OVERALL MARKET Sorted by Job Family and Pay Band

JOB TITLE	Pay Band	As a % of Range Minimum	As a % of Range Maximum	As a % of Actual Average Salaries
Fiscal and Accounting				
ADMIN & OFFICE SPECIALIST III (Fiscal Technician/Assistant)	3	100%	76%	87%
ADMIN & OFFICE SPECIALIST III (Senior Fiscal Technician/Assistant)	3	104%	79%	76%
FINANCIAL SERVICES SPECIALIST I (Accounting Support Supervisor)	4	114%	96%	121%
FINANCIAL SERVICES SPECIALIST I (Grants Specialist)	4	100%	76%	82%
FINANCIAL SERVICES MANAGER I (Manager of Student Accounts)	5	103%	78%	96%
Food Service				
FOOD SERVICE TECH I (Cook)	1	97%	87%	105%
FOOD SERVICE TECH II (Supervisor)	2	98%	91%	89%
Housekeeping				
HOUSEKEEPING WORKER I (Entry Level)	1	96%	76%	89%
HOUSEKEEPING SUPERVISOR	2	90%	70%	81%
TRADES MANAGER I (Housekeeping Director)	5	115%	87%	105%

Figures shown in red are those that are at least 5% below market. Those shown in blue are at least 5% above market.

TABLE 4 continued
RADFORD PAY RANGE AND ACTUAL AVERAGE SALARIES
AS A PERCENT OF MARKET AVERAGE

OVERALL MARKET Sorted by Job Family and Pay Band

JOB TITLE	Pay Band	As a % of Range Minimum	As a % of Range Maximum	As a % of Actual Average Salaries
Information Technology				
IT SPEC I (Help Desk Technician)	4	100%	76%	89%
IT SPEC I (Install/Repair Technician)	4	100%	76%	77%
IT SPEC I (Senior Install/Repair Technician)	4	99%	75%	77%
IT SPEC I (Programmer)	4	109%	83%	91%
IT SPEC I (Supervisor, Student Computer Support Center)	4	109%	83%	69%
IT SPEC II (Computer Systems Engineer)	5	94%	71%	103%
IT SPEC II (Help Desk Manager)	5	83%	63%	87%
IT SPEC II (Information Security Officer)	5	87%	66%	93%
IT SPEC II (Programmer/Analyst)	5	95%	72%	95%
IT SPEC II (Systems Administrator)	5	93%	71%	81%
IT SPEC II (Telecomm or Voice Engineer)	5	87%	66%	72%
IT SPEC II (Web Programmer)	5	93%	71%	74%
IT MANAGER I (Telecomm Network Supervisor)	6	100%	76%	98%
IT SPEC III (Manager of Financial Software Engineering and Support)	6	100%	76%	83%
Law Enforcement				
EMERGENCY COORDINATOR I (Communications Officer)	3	100%	76%	100%
LAW ENFORCEMENT OFFICER I (Police Officer)	3	119%	100%	80%
SECURITY OFFICER III (Parking Enforcement Officer)	3	115%	92%	102%
LAW ENFORCEMENT OFFICER II (Captain)	4	97%	81%	80%
LAW ENFORCEMENT OFFICER II (Sergeant)	4	100%	76%	78%

Figures shown in red are those that are at least 5% below market. Those shown in blue are at least 5% above market.

TABLE 4 continued
RADFORD PAY RANGE AND ACTUAL AVERAGE SALARIES
AS A PERCENT OF MARKET AVERAGE

OVERALL MARKET Sorted by Job Family and Pay Band

JOB TITLE	Pay Band	As a % of Range Minimum	As a % of Range Maximum	As a % of Actual Average Salaries
Library & Media				
LIBRARY SPECIALIST I (Circulation Specialist)	3	119%	100%	89%
MEDIA SPECIALIST II (University Photographer)	3	106%	89%	96%
LIBRARY SPECIALIST II (Interlibrary Loan Supervisor)	4	109%	83%	107%
MEDIA SPECIALIST III (Senior Graphic Designer)	4	95%	80%	92%
Other (Miscellaneous)				
ENGINEERING TECHNICIAN III (Eng Tech/Design/Draftsman)	4	100%	76%	74%
HUMAN RESOURCES ANALYST I (Analyst/Employment Specialist)	4	105%	80%	79%
PR & MARKETING SPECIALIST III (Writer/Information Officer)	4	109%	83%	84%
PROCUREMENT OFFICER I (Contract Officer)	4	100%	76%	81%
ARCHITECT/ENGINEER I (Construction Project Manager)	5	100%	76%	76%
HUMAN RESOURCES ANALYST II (HR Generalist)	5	100%	76%	89%

Figures shown in red are those that are at least 5% below market. Those shown in blue are at least 5% above market.

TABLE 4 continued
RADFORD PAY RANGE AND ACTUAL AVERAGE SALARIES
AS A PERCENT OF MARKET AVERAGE

OVERALL MARKET Sorted by Job Family and Pay Band

JOB TITLE	Pay Band	As a % of Range Minimum	As a % of Range Maximum	As a % of Actual Average Salaries
Trades & Utilities—General				
TRANSPORTATION OPERATOR I (Motor Vehicle Operator A)	1	87%	64%	122%
STORE & WAREHOUSE SPEC (Warehouse Operations Assistant)	2	101%	94%	94%
PRINTING TECH III (Offset Press Operator)	3	109%	83%	91%
TRADES TECH III (Carpenter)	3	109%	83%	84%
TRADES TECH III (HVAC Install/Repair Technician)	3	106%	89%	80%
TRADES TECH III (Painter)	3	100%	76%	87%
TRADES TECH III (Plumber/Steamfitter)	3	109%	83%	73%
TRADES TECH III (Senior Trades/Utility Worker)	3	100%	76%	84%
UTILITY PLANT SPEC II (Boiler Operator)	3	100%	76%	105%
TRADES TECH IV (Carpenter Supervisor)	4	100%	76%	90%
TRADES TECH IV (Electrician Supervisor)	4	100%	76%	100%
Trades & Utilities—Grounds				
TRADES TECH I (Grounds Worker)	1	97%	77%	85%
TRADES TECH I (Grounds Worker Senior)	1	88%	81%	86%
TRADES TECH III (Grounds Worker Supervisor)	3	119%	100%	98%
TRADES MANAGER I (Landscape Superintendent)	5	100%	76%	73%

Figures shown in red are those that are at least 5% below market. Those shown in blue are at least 5% above market.

Special Note Regarding Actual Salaries

It is important to keep in mind that actual salaries can be a function of many factors, such as individual employee characteristics (such as performance history, background/experience/skills, years of service), as well as organizational characteristics (financial history, pay progression policies, size of the organization, etc.). Consequently, we suggest that average salaries provide a less accurate picture of University's market position compared to scheduled salary ranges.

Nevertheless, below market actual salaries may result in employees' negative perceptions of their personal market position, regardless of the relative competitiveness of the scheduled range. As a result, we recommend that any salary adjustments based on these market findings should also take into consideration other factors such as each employee's years of experience, years of service, performance history, as well as internal equity relationships within departments and across the University.

Pay Band Assignments

In general, we found that Radford's pay band assignments are consistent with the peer employers. However, we found two instances where most of the comparators' benchmark matches are classified to higher pay bands than those of Radford's benchmarks, as shown in **Table 5**. The University may want to review the classification assignments for these jobs to ensure that their pay band assignment is consistent with State classification policies. Detailed market information, including comparator pay band assignments can be found in **Appendix B**.

**TABLE 5
RADFORD PAY BAND ASSIGNMENTS COMPARED TO
MARKET PAY BAND ASSIGNMENTS**

JOB TITLE	Radford Pay Band	Market Pay Band
EDUCATION SUPPORT SPECIALIST I (Application Processor)	2	3
LAW ENFORCEMENT OFFICER II (Captain)	4	5

Hiring Range Policies

Our survey also asked about policies for new employee starting salaries. **Table 6** summarizes the various policies of each respondent.

All peer institutions have the ability to hire new employees above the range minimum, with varying degrees of latitude. Generally, the respondents' policies can be summarized into the following two categories:

1. Hiring salaries are based on each individual applicant's education and experience (compared to the minimum required for the job), as well as other factors such as internal equity and amount budgeted for the position. Under this type of policy, starting salaries may go as high as the maximum of the range, depending on the circumstances.
2. Hiring managers have the ability to offer a hiring salary up to a designated percentage (such as 10-15% increase) over the applicant's current salary.

Table 6 on the next page summarizes each peer institution's policy.

**TABLE 6
PEER INSTITUTIONS' HIRING SALARY POLICIES**

Peer Institution	Hiring Salary Policy
College of William and Mary	Hiring managers have flexibility to start new employees at the minimum of the pay band up to a rate that is not more than 15% above the selected candidate's current salary.
James Madison University	Hiring supervisors can offer a starting salary up to 10% above the applicant's current salary. Anything above 10% must fall within the amount budgeted for the position, be reviewed by HR and approved by the appropriate division head before an offer is made.
Longwood University	Agency heads can negotiate a salary from the minimum of the assigned salary range to 15% above the current salary. Salary offers must be at or above the minimum and cannot exceed the maximum of the assigned salary range. Agency heads, or their designees, have the authority to approve starting pay above 15% with documentation that the appropriate pay factors were considered, and negotiations transpired.
University of Virginia	Departments can recommend a salary using the entire pay band. Starting salaries cannot exceed the pay band maximum. Departments are encouraged to utilize market information when making compensation decisions. The University has a minimum hiring rate of \$21,092 for pay bands 1 and 2.
University of Virginia at Wise	The starting salaries for classified employees are based primarily on education and experience. Also taken into consideration are the salaries of similar positions, particularly in that department.
Virginia Military Institute	Starting salaries above the minimum for the State pay band are determined on a case-by-case basis with permission from the Human Resources Office. HR takes into consideration: salaries for current employees in the same or similar role title, the current salary of the finalist, and the available budget.
Virginia State University	Starting salaries are based on an analysis of the university's agency business need, internal salary market, budget implications, the candidate's relevant work experience and education, KSAs, relevant training, current salary, the external salary market and market availability.
Virginia Tech University	Starting salaries are determined on a case-by-case basis. Factors considered include: current/most recent salary of candidate, qualifications including work experience and education, market rate of pay for position being offered, internal equity, pay band range, state pay policies, etc.
Radford University	Starting salaries may be negotiated up to 15% above candidate's current salary or the minimum of the pay band, which ever is greater. Starting salaries above 15% of current/most recent salary must be approved by the Human Resources Director with supporting documentation. Pay factors considered include: business needs, internal equity, duties and responsibilities, candidate's relevant employment history and academic qualifications, total compensation, etc.

Recommendations

Recommendation #1—Evaluate Pay Band Assignments for Selected Job Titles

As stated in the Study Findings section, we found two jobs that, when compared to pay band assignments of comparator job matches, may potentially be mis-graded.

We suggest that the University evaluate these pay band assignments in light of the market study findings. Naturally, this evaluation should take into consideration other issues such as the job’s responsibilities and minimum requirements, the hierarchy of jobs in the job family, as well as any potential pay compression issues with supervisors/managers.

JOB TITLE	Radford Pay Band	Market Pay Band
EDUCATION SUPPORT SPEC I (Application Processor)	2	3
LAW ENFORCEMENT OFFICER II (Captain)	4	5

Recommendation #2—Establish Guidelines for Individual Pay Rates

We found that the actual salaries paid to Radford’s classified staff are below the market average for many titles.

In addition, we noticed that many of your classified staff salaries are close to (and in some cases lower than) the shadow minimum for their job. As shown in **Table 7** below, ten percent of classified employees have a base salary that is lower than the shadow minimum, while another third have salaries less than ten percent above the minimum.

TABLE 7
DISTRIBUTION OF CLASSIFIED STAFF BY POSITION IN THE PAY RANGE

Pay as % of Shadow Minimum	# of Classified Employees	% of Classified Employees
<100%	55	10%
100% - 109%	190	34%
110% - 119%	117	21%
120% - 129%	72	13%
130% - 139%	42	8%
140% - 149%	29	5%
150% - 159%	23	4%
160% - 169%	18	3%
170% or more	9	2%
TOTAL	555	100%

As you know, the peer institutions surveyed for this study operate within the policies of the Virginia compensation system, which uses a broadband pay system. Nevertheless, Virginia agencies and institutions have some leeway with regard to setting individual salaries.

We suggest that you should take the following steps to determine whether employee's current salaries are appropriate.

- 1) Evaluate (and consider updating) the current shadow ranges to ensure that the rates for each job are market competitive.
- 2) Consider developing a compensation strategy that establishes guidelines regarding desired salary level based on such factors as a) individual work experience or years of service; b) target market position; and c) individual performance.
- 3) Determine the feasibility of adjusting current employees' salaries to comport with whatever compensation strategy is developed in Step 2.

By way of example, you might wish to consider developing a formal compensation strategy that states something like the following:

Radford strives to provide compensation that recognizes both market conditions and internal equity. As such, the University's Department of Human Resources has established the following pay targets for classified staff:

- *Minimum pay rates will be established for each functional title that are within plus-or-minus five percent of the peer institution average.*
- *Employees progress through the pay band based on years of service and performance, in accordance with the State's compensation policies and the University's annual merit budget limits.*
- *Employees with fewer than three years of directly related experience (either within or outside of the University) and satisfactory performance history will have a target pay rate of between 100% and 110% of the range minimum.*
- *Employees with three to six years of directly related experience (either within or outside of the University) and satisfactory performance history will have a target pay rate of between 110% and 120% of the range minimum. [and so on...]*

We think that a set of guidelines such as this will assist your human resources staff and hiring managers to establish and defend appropriate pay levels for both new hires and existing employees, while providing sufficient flexibility to:

- 1) Accommodate the University's fiscal conditions that may change from year to year,
- 2) Recognize differences in market conditions among occupational groups, and
- 3) Take into consideration individual performance.

We look forward to discussing these findings and recommendations with you.