



University of Louisville

*Benchmark Staff Compensation
Study Final Report
February 2002*



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Objectives of the Study

The objectives for conducting the Benchmark Staff Compensation study were the following:

- Work *with* the University of Louisville to develop workable, usable recommendations regarding the new compensation program with minimal disruption to the ongoing operational activities of the organization;
- Develop a formalized total compensation strategy and philosophy to support the University's strategic objectives;
- Assess the internal equity of the University's proposed staff salary structure;
- Collect and analyze comparable pay data from published surveys;
- Provide best practices information on the performance management program; and,
- Design a compensation program that aligns with the University's total compensation strategy.



- PwC conducted eight focus groups with randomly selected employees to discuss their perceptions, needs and concerns regarding the current compensation program. This allowed PwC to gather multiple perspectives concerning the existing compensation program, soliciting any improvements needed or required, and created buy-in to the system changes. The themes that were heard during these focus groups can be seen in Appendix A.
- PwC utilized a Position Information Questionnaire (PIQ) to collect current and relevant information regarding the duties and responsibilities of the jobs at the University. This information was used to compare the University positions internally to one another and to the marketplace.
- PwC developed a compensation philosophy with an overall objective to attract, retain and motivate all employees by providing a market competitive total compensation package (see Appendix B).
- PwC collected competitive market compensation data for the benchmark positions from 39 nationally published market survey sources (see Appendix C). The positions were matched to market survey benchmark jobs based on the minimum requirements, duties and responsibilities described in the PIQ provided by the University.



- To ensure accurate and relevant job matches, specific organizational criteria that reflect the characteristics of the University were targeted for the assessment. The types of organizations used for this analysis included:
 - Educational Institutions
 - Services
 - Not-for-profit organizations
- Based on the market data collected and job evaluation hierarchy, PwC designed a market competitive salary structure to help attract and retain qualified employees (see Appendix H).
- PwC reviewed the current performance appraisal system to ensure that the University was using a “best practices” approach and had a link between pay and performance. The complete report can be found in Appendix L.
- PwC conducted an internal equity assessment of the University of Louisville’s staff salary structure after the implementation of the new grades and accompanying pay adjustments. The purpose of this review was to ensure that the University’s policies are in compliance with the Equal Pay Act and Title VII of the Civil Rights Act (see Appendix M).



- Multiple regression analysis was used to evaluate differences in pay and pay influencing characteristics, and to test whether there are differences in pay by gender or race/ethnicity after accounting for the legitimate pay influences.
- Separate analyses were conducted for exempt and non-exempt staff employees.
- The analyses controlled for education, years of service, years in grade, weekly hours, and part-time status. Also, the analyses used a series of indicator variables representing the different Louisville employee groups and the proposed new grades.
- Two methods were used to detect differences in pay by gender or race/ethnicity:
 - We estimated the average pay differences by gender and by racial/ethnic group.
 - We compared the actual and predicted pay of each employee, and assessed the gender and racial/ethnic distribution of these pay differences.



The project began by gathering current, relevant information about the University's pay program to develop an in-depth understanding of the institution's culture, operations and critical issues as they relate to compensation. Information was obtained from the following sources:

Current Program/Organization Documentation

- PwC collected and reviewed current program/organization information, including:
 - Annual Report
 - Organization Charts
 - Payroll Data
 - Current Salary Structures
 - Current Administrative Policies
 - Current Performance Management Forms and Guidelines

Focus Groups

- PwC conducted 8 focus groups of randomly selected employees to gain their insight on the strengths and weaknesses of the current compensation system.

Refer to the Appendix for detail on common themes obtained from the focus groups.



Position Information Questionnaires (PIQ)

- PwC developed a customized questionnaire that captured current, accurate duty and responsibility information for all unique positions at the University of Louisville.
- PIQs were distributed during informational sessions conducted by PwC consultants at 2 locations on the campus. To the extent possible, all employees were encouraged to complete a questionnaire, however, at minimum PwC required one representative from each unique position classification to complete a questionnaire. Approximately 1,600 PIQ's were completed and analyzed.
- In addition to collecting position duty and responsibility information, the PIQ enabled PwC to evaluate each position based on 10 compensable factors. The factors selected by the University were:
 - Education
 - Experience
 - Impact of Actions
 - Complexity
 - Decision Making
 - Internal Communication
 - External Communication
 - Customer Relations
 - Managerial Skills
 - Job-Related Knowledge and Skills



Published Survey Research

- PwC and the University's Advisory Committee identified 181 benchmark positions for comparison to the market.
- PwC gathered market data from 39 published survey sources which report detailed base salary information for comparable positions (relative to duties and responsibilities). We matched the duties and responsibilities of the University positions to the duties and responsibilities of the positions in the published surveys. When gathering market data, PwC ensured the duties and responsibilities were at least an 80% match to the University positions.

Refer to the Appendix for a list of the survey sources.



Pay Equity Assessment

- PwC conducted the statistical analysis of pay equity using the projected salaries that resulted from the proposed new grade structure.
- The statistical approach used for the pay equity analysis was “multiple regression analysis.” This is a statistical technique that permits an analyst to examine the variations in salary from one employee to the next, removing all of the variation that can be accounted for by factors measured in the regression. In this case, the regression factors included employee group and grade, level of education, years of service at Louisville, years of service in grade, weekly hours, and part-time/full-time status. After controlling for these other factors, it is possible to test whether there is a significant impact of gender or racial/ethnic differences. If there are differences and those differences cannot be attributed to chance or randomness, then gender or racial/ethnic pay disparities are presumed to exist. If the regression shows no significant pay differences associated with gender or racial/ethnic differences, then there is a presumption of pay equity.
- The pay equity analysis was conducted separately for exempt and non-exempt employees. The two groups of employees were identified by the Fair Labor Standards Act code. It is typical to make this division because the compensation structure of non-exempt and exempt workers is often quite different.



Job Evaluation Hierarchy

- PwC’s objective was to develop a job evaluation program which would give the University a consistent way to measure all jobs according to a standardized set of compensable factors. The job evaluation program orders positions into a hierarchy based on their value or worth to the organization for the purpose of setting pay rates. It is important to remember that this process focuses on evaluating jobs, not employees.

- The point-factor job evaluation approach assists in the process of maintaining internal equity, or perceived fairness, of positions within the organization based on customized statistical models. In addition, point-factor job evaluation allows an organization to pay for what it values the most (i.e., “compensable factors” like education and experience). Finally, point-factor job evaluation remains applicable to a wide range of positions over an extended period of time and may help maintain what we refer to as “position control” or over time, maintain the number of different job titles that exist rather than promoting the creation of new ones.

- The means by which job data is collected is through a Position Information Questionnaire (PIQ). The PIQ is a validated, concise written document which summarizes job duties, and minimum requirements to facilitate the following processes:
 - Evaluating positions internally;
 - Pricing positions externally; and,
 - Recording job documentation.



Job Evaluation Hierarchy (continued)

- PwC reviewed the PIQ responses and “cleaned” them using standard statistical review processes. This methodology allowed PwC to evaluate the consistency of PIQ responses individually on a question by question basis, across individuals within a position, as well as versus other positions across the organization. What results from this analysis is a score for each position within the organization, as reported by incumbents for each factor on the PIQ. These responses were then assimilated into an overall hierarchy of positions.
- Several reviews of the job hierarchy occurred during the project process, primarily by the Advisory Committee with PwC acting as moderator. The objective of these reviews was to “sore-thumb” the data to make sure that the overall job hierarchy makes sense given the culture and objectives of the University. This sore-thumb procedure is a standard part of the PwC job evaluation process ensuring scores are reflected accurately within the organization.

Statistical Process Behind Job Evaluation

- Quantitative job evaluation, or the point-factor method of job evaluation that the University of Louisville has adopted, is based on the process of regression analysis. This is a scientific and systematic methodology commonly recognized as an industry standard for the most accurate means of assessing job data in a quantitative fashion.



Job Evaluation Hierarchy (continued)

- Once incumbents have filled out the PIQs, all of the data is entered into a database. Then the data is run through an automated software program that checks for gross inconsistencies within the data - such as answering a “7” for education (M.D., Ph.D., Law degree) for the minimum requirement which may be inconsistent with answering a “2” for complexity (routine). The software program “flags” such responses in order for PwC to make recommendations as to a more appropriate level of a particular factor, taking into consideration all of the factors.
- Information on the original PIQs reflects the actual duties and responsibilities of a given position as interpreted by each employee; some of this information has been modified by PwC during the cleaning process from what was originally submitted. Recalling that the underlying assumption of job evaluation is to assess a job, not an individual, we collect job data from incumbents and then “fine-tune” or “clean” it to the job level so that it makes statistical and organizational sense.
- What results from the process of job evaluation is a hierarchy of jobs across the entire organization. When developing the hierarchy for positions, a weighted point table is developed based on regression to determine which compensable factors are given higher values than others due to the strength of their relationship to market pay.
- The proposed hierarchy follows.



Market Assessment

- PwC gathered competitive market data from 39 published surveys for approximately 25% of the University's positions. These positions are considered "benchmark" positions.
 - Industry standard is typically an assessment of 25%-30% of positions within an organization.
 - The objective of a benchmark position is:
 - *The positions are common across a number of different employers.*
 - *The positions represent the entire range of jobs that are being evaluated within an organization.*
 - *The positions are generally accepted in the labor market for the purposes of setting pay levels.*
 - *The positions are those that have multiple incumbents, have difficulty with recruiting/retention, and/or are considered especially market sensitive.*
- Benchmark positions were matched to survey jobs based on job content and where possible, comparisons were made according to certain "scope" factors so data would more accurately reflect what was appropriate for the University, such as size (assets, number of employees, number of students), industry (education/not-for-profit) and geographic location.



Market Assessment (continued)

- The market competitive assessment indicates that the University's base salaries are 11.7% behind the competitive market data. Since market is typically defined as (+) or (-) 5.0% of the targeted market, which in this case is the **50th percentile**, the average base salary across positions can be considered to be lagging in relation to the proposed compensation strategy. We further enhanced our understanding of the University's competitive position in the market by providing an analysis on the current salary structure. We found, on average, that the salary structure lagged the market by approximately 14.5%.

Refer to the Appendix for a summary of the market data.



Salary Structure

- Based on the job evaluation and market assessment, PwC developed a revised point factor job evaluation system for the University of Louisville. Each employee was slotted into an appropriate pay grade based on a blend of both job evaluation results and competitive market data. Non-benchmark positions were slotted in a similar fashion relying on job evaluation points since market data was not available for those positions.
- Based on the job evaluation grade breaks and the market data, a market based salary structure was developed for the University.
 - Natural grade breaks within the job evaluation plan have been established. These breaks define the parameters for each grade within the salary structure.
 - Once grade breaks were established, PwC was able to calculate market averages for each grade. The structure was then built from the top, using the market averages for grade I as the starting point.
 - The midpoint of the salary structure was developed using the market 50th%ile of our comprehensive market assessment.
 - Next, the range spread for each grade was developed. The proposed range spread for each grade is wider than the current range spreads of 40% to 52% for the classified salary structure and 46% to 61% for the professional/administrative salary structure.
 - Grade increments were selected so as to minimize the midpoint to market median ratio, thus ensuring a stronger link to the market.

Refer to the Appendix for a copy of the proposed salary structure.



Cost of Implementation

- Based on our findings, various cost scenarios were prepared to bring employees to a market competitive level.
 - ***One Year Plan*** – *below minimum costs and predicted salary costs are paid all in one year*
 - Bringing all employees up to the minimum of the salary range costs approximately \$596,315.
 - Bringing all employees up to the predicted salary costs approximately \$2,676,384.
 - Therefore the total cost in one year for all adjustments is \$3,272,699.
 - ***Two Year Plan*** - *below minimum costs are paid in year one, predicted salary costs are paid in year two*
 - Bringing all employees up to the minimum of the salary range costs approximately \$596,315.
 - Bringing all employees up to the predicted salary costs approximately \$2,770,058.
 - » *The predicted salary cost assumes everyone is starting at the minimum of the salary range.*
 - » *The predicted salary cost assumes it takes an average performing employee 10 years to reach the midpoint of the salary structures and 22 years to reach the maximum.*
 - » *PwC is assuming a market adjustment of 3.5% in year two to the predicted salary cost.*
 - Therefore the total cost for the Two Year Plan is \$3,366,372.



Cost of Implementation

- Based on our findings, various cost scenarios were prepared to bring employees to a market competitive level.
 - ***Three Year Plan*** - *the below minimum costs are paid in year one, predicted salary costs are paid in years two and three*
 - Bringing all employees up to the minimum of the salary range costs approximately \$596,315.
 - Bringing all employees up to the predicted salary costs approximately \$2,867,010 or \$1,433,505 in years two and three.
 - » *The predicted salary cost assumes everyone is starting at the minimum of the salary range.*
 - » *The predicted salary cost assumes it takes an average performing employee 10 years to reach the midpoint of the salary structures and 22 years to reach the maximum.*
 - » *PwC is assuming a market adjustment of 3.5% in year three to the predicted salary cost.*
 - Therefore the total cost for a Three Year Plan is approximately \$3,463,325.

Refer to the Appendix for the detailed costing report.

Cost of Implementation

The following graph illustrates the costing plans described on the previous pages.

	Below Minimum	Predicted Salary	Total
1 Year Plan	\$596.3	\$2,676.4	\$3,272.7

	Year 1 (below min)	Year 2 (Predicted Salary)	Year 3 (Predicted Salary)	Total
2 Year Plan	\$596.3	\$2,770.1		\$3,366.4
3 Year Plan	\$596.3	\$1,433.5	\$1,433.5	\$3,463.3

Data in decimal thousands



Pay Equity Study

- Two different methods were used to test whether gender or racial/ethnic pay disparities exist.
 - The first method estimated the average pay difference between either male and female employees or between minority and non-minority employees, after removing all pay differences attributed to the factors of employee group, employee grade, education level, years of service, years in grade, weekly hours, and part-time/full-time status. If this remaining difference meets the benchmark level of statistical significance, pay disparities may exist; otherwise, pay equity is presumed.¹ For each of these tests, the gender or minority controls were added to the basic multiple regression equation.
 - The second method compared the proposed pay with the pay predicted for each employee by the pay regression. Predicted pay was estimated using coefficients for the pay factors derived from regressions that included the legitimate pay factors but omitted the gender or minority controls. Predicted pay was then subtracted from actual pay, and a measure of the statistical significance of this disparity was computed. Pay disparities may exist when there are different proportions of male and female employees, or of minority and non-minority employees, who are being paid significantly more or less than predicted by the pay regression.

¹ In social science research, the 0.05 (five percent) level is conventionally used as a benchmark of statistical significance. The 0.05 level is approximately equal to two standard deviations. Differences that fail to meet this benchmark level of statistical significance are thought of as being too small and/or unreliable to be attributable to anything other than chance or measurement error. Differences that meet this benchmark level have a small likelihood (one in 20) of being attributable to chance and thus are presumed to be related to the protected characteristic.



Pay Equity Study Findings: Average Pay Differences

- For non-exempt employees, there was no statistically significant pay disparity between males and females using the proposed salaries, after controlling for other pay influencing factors.
- For exempt employees, there was no statistically significant pay disparity between males and females using the proposed salaries, after controlling for other pay influencing factors.
- For non-exempt employees, there was no statistically significant pay disparity between minorities and non-minorities using the proposed salaries, after controlling for other pay influencing factors.
- For exempt employees, there was no statistically significant pay disparity between minorities and non-minorities using the proposed salaries, after controlling for other pay influencing factors.



Pay Equity Study Findings: Differences between Proposed Pay and Pay Predicted by Regression

- There was no statistically significant difference, at a significance level of five percent, in the proportions of female and male employees, or in the proportions of minority and non-minority employees, whose proposed salaries were significantly *less* than predicted by the salary regression. This was true for both exempt and non-exempt employees.
- There was no statistically significant difference, at a significance level of five percent, in the proportions of female and male non-exempt employees whose proposed salaries were significantly *more* than predicted by the salary regression. For the exempt employees, there was a smaller proportion of female than male employees whose proposed salaries were significantly *more* than predicted by the salary regression.
- There was no statistically significant difference, at a significance level of five percent, in the proportions of minority and non-minority exempt employees whose proposed salaries were significantly *more* than predicted by the salary regression. For the non-exempt employees, there was a smaller proportion of minority than non-minority employees whose proposed salaries were significantly *more* than predicted by the salary regression.

Note: The analyses do not account for other factors that may influence pay, such as relevant prior experience or performance. These additional factors must be considered on an individual basis in evaluating the salaries of individuals who are being paid significantly more than predicted by the salary regression

Refer to the Appendix for a complete report of the Pay Equity Study.



- **Adopt a compensation philosophy which aligns with the overarching business strategy:** PwC recommends that the University adopt a total compensation philosophy and strategy that reflects a market target at the 50th percentile. Our recommendation is based on our focus groups, discussions with the Advisory Committee, understanding of the competitive market and industry experience.
- **Adopt the proposed 9 grade salary structure using control midpoints:** PwC recommends that the University adopt the proposed 9 grade salary structure using control references, or midpoints, which target the appropriate compensation philosophy as proposed in the previous recommendation.
- **Implement the proposed job evaluation program:** PwC recommends that the University implement the job evaluation plan which utilizes the Position Information Questionnaire (PIQ) to establish minimum job qualifications, skills and responsibilities mapped to a targeted pay grade.
- **Adjust all employees to structure minimums:** PwC recommends adjusting those individuals below the proposed minimums to the structure minimum before implementing the new structures. This will ensure that internal equity is maintained in hire rates and that external competitiveness is a primary driver of the new plan.



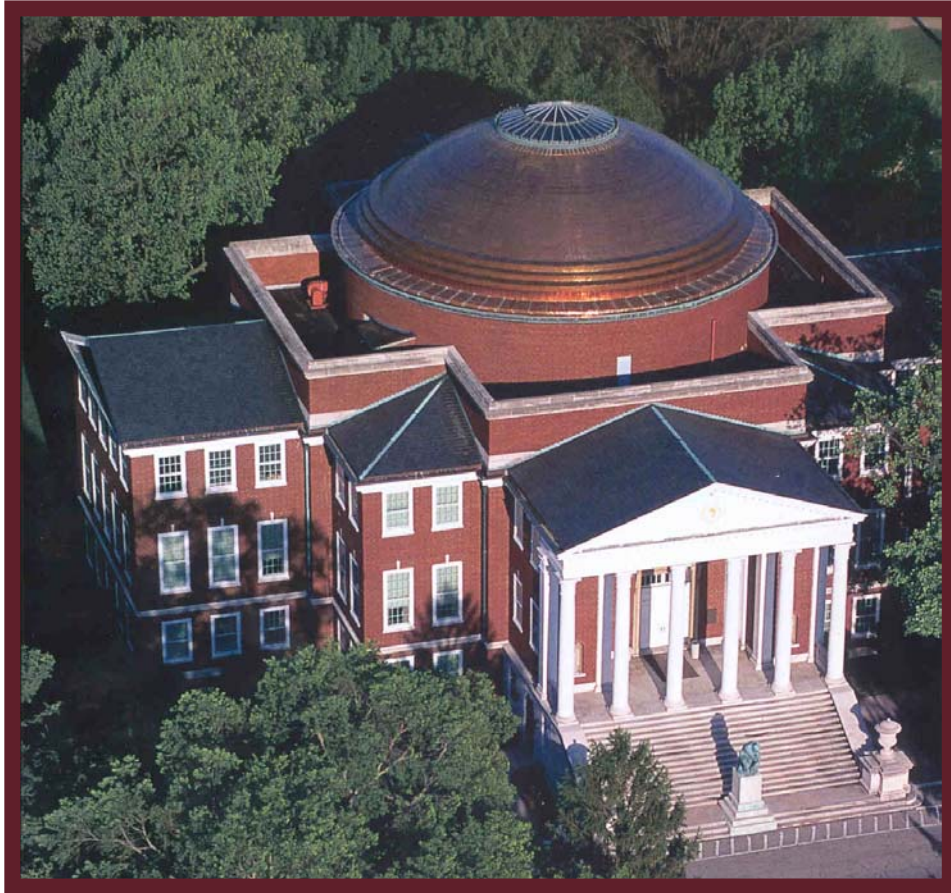
- **Adjust employees to their predicted salaries:** PwC recommends adjusting employees to their predicted salaries within a reasonable timeframe to ensure compliance with the Equal Pay Act and Title VII of the Civil Rights Act. The predicted salary analysis is a guideline for adjusting employee salaries based on the years in the current job. In conducting this analysis PwC assumed the following: 1) all employees' performance is "satisfactory", and 2) it takes a "satisfactory" performer 10 years to reach the midpoint of the salary grade and 22 years to reach the maximum of the salary grade.
- **Facilitate the completion of the Position Information Questionnaire for all positions:** PwC recommends that the University adopt the proposed methodology for documenting job descriptions. They are easily written using a PIQ. These job descriptions will provide the documentation necessary for legal purposes. In addition, the structure and format of the descriptions will facilitate adherence to required federal, state, and local regulations. For recruiting purposes, the PIQ provides the appropriate level of detail needed in making hiring decisions (e.g., for an advertisement in the newspaper for a specified position or to post an available position internally).
- **Develop a communications strategy to educate employees on compensation program components:** PwC's experience has shown that communication is critical to the immediate and long-term success of any compensation modifications to ensure manager and employee "buy in" to the program.



- **Adopt the Salary Administration Guidelines:** PwC recommends the University adopt the proposed Salary Administration Guidelines to support the Salary Administration System, which will provide appropriate parameters for Human Resources and Administration to make pay decisions.
- **Conduct a benchmark audit similar to the one undertaken every three to five years:** PwC recommends that a benchmark audit of target positions similar to the effort undertaken in this study be performed every three to five years. It is possible to rotate which positions are used as benchmarks for market-pricing purposes; the data for positions used as benchmarks one year and not the next may simply be updated annually using a merit increase budget number which PwC can provide. In addition, we recommend updating the salary structure each year using projected salary structure adjustment numbers from published surveys. This is also a number PwC can provide. This will facilitate ongoing monitoring and assessment of the programs developed as well as ensure that salaries remain competitive.
- **Adopt the “best practices” recommendations for the Performance Appraisal System:** PwC recommends the University adopt the recommendations put forth to be in line with the best practices in the industry and to make the system consistent and fair for all employees.
- **Adopt a merit matrix which links an employees performance to the pay increase:** PwC recommends adopting a merit matrix to assist in rewarding and retaining high performers. If the University commits to rewarding high performing employees with competitive merit increases, their risk of losing key talent is decreased.



- **Review the number of HR staff:** According to the 2001 Saratoga Institute, Human Capital Benchmarking Report, there should be 1 HR staff to every 156 employees for the higher education industry. A ratio such as this staff at the University will help with the administration of Human Resource policies, procedures and programs. In particular, due to the new role of Human Resources with the proposed salary administration program an additional Compensation employee should be considered to help with the administration of the program.
- **Conduct annual pay equity analyses to ensure that equity is maintained after the proposed salary structure is instituted.** The same regression specifications that appear in the Pay Equity report can be used as long as the factors that influence pay at the University remains the same. These analyses can be conducted in-house, with assistance supplied by PwC.
- **Review the experience and performance of employees who are being paid significantly more than predicted by the salary regression to determine if the difference is justified.**
- **Institute a review of decisions on salaries for new hires by in-house staff familiar with the pay equity analysis to ensure that these new salaries meet the equity standards.**
- **Adopt a plan to enter the results of performance evaluations and information on prior work experience into the electronic employee database in the near future.** These factors are important determinants of pay and could have a decisive impact on the understanding of pay differences in future pay equity analyses.



Appendices



PwC conducted 8 focus groups with randomly selected employees at the University. The information collected is confidential; therefore, we have reported only the themes that were heard throughout the groups.

•What are the reasons why you came/remain working for the University of Louisville?

- The environment/atmosphere is conducive to employee satisfaction
 - Relaxed, family atmosphere produces less stress on the job
 - Job security/stability
 - Flexible schedule
 - Enjoy job and working with people at the University
- The benefits are generally richer than the corporate world
 - Tuition remission for self/family
 - Number of vacation/holiday days provided
 - 7 1/2% to 10% contribution of annual salary towards retirement



•What do you feel is the overall mission/business objectives of the University of Louisville?

- Business of the university is education
- Striving to become a Research I University
- Maintain competitive Division I athletics programs
- Public Service

•What do you feel you are currently paid for?

- Performance
- Longevity
- Promotion
- Education
- Responsibility
- Specific position required knowledge



•In addition to what you are currently being paid for, what do you feel you should be paid for?

- Creativity
- Dependability
- Experience
- Productivity
- Quality and Quantity of work
- Loyalty to the University
- Suggesting money saving ideas (i.e., eliminating wasteful behaviors)

•What are the strengths of the current compensation system?

- Thorough grievance procedure
- The people working with the system try to be as fair as possible
- Reclassification has helped for the Information Technology department



• *What are the weaknesses of the current compensation system?*

- Difficult to administer current compensation program for the University's professional, clerical and administrative staff
 - Lack of trust exists between most staff and the administration
 - Current salary ranges restrict the University
 - » Too many grades, too narrow ranges
 - » Reach maximum/cap relatively quick allowing for lump sum increases only thereafter
 - Inconsistency of program administration is prevalent
 - » Increases in level of duties and responsibilities does not necessarily equate to a reclassification
 - » Exceptions are often made for certain employees

• *Who should you be compared to in the marketplace for purposes of pay comparisons?*

- Other Division I Universities
- Fortune 500, for research
- Local Hospitals
- Midwest consortium



•*How do you feel about the performance management system?*

- The performance management system is not meaningful the way it is currently administered
 - Measures/objectives are not clearly defined at the beginning of the evaluation period making it difficult for employees to achieve thus causing system to seem unfair
 - Evaluations are inconsistent between departments
 - » Often the evaluator is the one who does not observe the work on a daily basis
 - » Although offered, not all evaluators have attended training
 - Merit increases are linked to scores which are arbitrary, not objective
 - Merit pool is too low making it hard to distinguish between excellent performance and unsatisfactory performance

•*What non-financial incentives might work that are not already offered?*

- Already strong in its offerings to university employees, the non-financial incentive system can be enhanced
 - Sincere words of appreciation from all levels of the organization (immediate supervisor on up)
 - Method for banking unused sick time to be used as vacation or additional pay
 - Parking fee waiver when commuting between campuses



•How are the communications at the University regarding the compensation program?

- In general, the level of communications varies dependent upon where department employees reside
 - Various Directors, Deans, Unit Business Managers do not filter the information down to staff
 - E-mails are not consistently sent out to staff
- Other means of communication prove to be effective
 - Letters from President
 - Hard copies of announcements
 - Internet is accessible by most employees



I. Forward

This document sets forth the compensation philosophy and objectives of the University of Louisville. Its contents reflect the collective thinking of the Advisory Committee and Human Resources whose responsibility it is to shape and manage the University's compensation philosophy.

A compensation philosophy has two major purposes. First, it serves to express the University's priorities and commitment to its staff. Second, it is a tool provided to management to administer a competitive compensation program which reflects the goals and values of the institution.



I. Overall Compensation Philosophy

The University of Louisville strives to offer a competitive and internally equitable total compensation package that consists of base pay, appropriate pay adjustments, market/merit adjustments, and benefits. The primary objective is to maintain a compensation system which best enables the University to recruit and retain a high quality employee base.

The University's compensation system is designed to:

- support the University's mission and objectives,
- reinforce performance,
- ensure external competitiveness,
- maintain internal equity, and
- provide fair and consistent program administration

Position classification does not indicate the value of each individual's contribution nor does the classification system evaluate individual performance. Individual performance will be evaluated through the performance management tool.



The classification system is based on market-sensitive pay ranges (minimum, midpoint, maximum) and internal quantitative job evaluation. **The goal is to ensure that each employee is paid within the respective salary range taking into consideration total compensation.**

Several factors determine when an individual will reach the midpoint of his or her pay range including performance, years of service, position level, years of related job experience, and the annual salary pool that the University can provide. Generally, it will take 10 years of service at the University to reach the pay range midpoint.

When market fluctuations cause difficulties in the recruitment or retention of specific positions, the Associate Vice President of Human Resources will reevaluate and make recommendations for the position's grade and/or pay range accordingly. The compensation package will be reviewed annually and, provided the salary pool dollars are available, increases will be given that reflect market and job performance.



Generally, the University will hire new staff at the minimum of the appropriate pay range. There are occasions that require consideration for hiring above the minimum. For example:

- there is difficulty in recruiting for a position, or
- the candidate has extensive job-related experience.

The midpoint will generally serve as the maximum beginning salary and on occasion there may be exceptions.

The supervisor/manager plays a key role in the University's salary management program. No one is in a better position to recognize the position requirements, performance and contributions of employees. The performance and salary judgments that the supervisor/manager make are the cornerstone of an effective salary program. Managers must exercise good judgment and take responsibility for salary decisions. The compensation philosophy will help to set the guidelines in the salary administration manual to perform this important role.



III. Specific Objectives

Support of the University's Objectives:

The overall compensation program will incorporate and reflect the University objectives, values and evolving strategic total compensation plan.

Performance-Based:

The compensation program will recognize the highest achievers. The objective is to have a performance management tool that is measurable, consistent and links performance to the University's strategic plan.

Externally Competitive:

We position salary ranges at the 50th percentile of the relevant market for similar organizations with strong benefits packages.

The market comparisons are based on the level of the position, the job duties and responsibilities, and the geographic area from which we recruit the position.

Generally, the applicable market is as follows: Classified staff - local market that encompasses the surrounding Louisville area, Professional/Administrative - regional market.



All market comparables encompass public and private organizations of similar size, scope and/or comparable fields. A national market may be used for difficult to recruit positions.

Internally Equitable:

The classification team, in conjunction with Human Resources, evaluates each position to determine the minimal requirements for the following key factors:

- Formal Education
- Work Experience
- Impact of Actions
- Complexity
- Decision Making
- Communication
- Customer Relations
- Managerial Skills
- Job Related Knowledge & Skills



The Classification System approach measures quantitative job evaluation incorporating market-sensitive pay. This system allows us to compare minimum qualifications and skills for each position to other internal positions. The project consultant, PricewaterhouseCoopers, then matched levels for each job with the external markets, thereby ensuring both internal and external equity. This methodology is fair, consistent and best enables the University to recruit and retain high quality employees.

Administered:

The Human Resources Department will administer the program fairly and equitably by:

- Placing a section within the policies and procedures manual that documents practices and guidelines for the program;
- Providing appropriate training and ongoing communication with managers and supervisors on the design and use of the program;
- Appointing a classification team to meet on an exceptions basis by Human Resources to ensure validity and consistent application of the methodology - ultimate accountability to the Associate Vice President of Human Resources; and,
- Teaming with the managers in salary decisions to maximize on their knowledge of how compensation is administered throughout the University providing flexibility and guidance enabling each department to make sound compensation decisions.



List of Published Surveys Used

- *Abbott Langer: Compensation in Nonprofit Organizations, 12th Edition*
- *Abbott Langer: Compensation in the Human Resources Field, 19th Edition*
- *Abbott Langer: 1999 Compensation in Information Technology by Skill Sets*
- *Bureau of Labor Statistics 1999*
- *College and University Personnel Association: 1999/2000 Mid-Level Administrative/Professional Salary Survey*
- *College and University Personnel Association: 1999/2000 Administrative Compensation Survey*
- *College and University Personnel Association: 2000/2001 Administrative Compensation Survey*
- *Cordom Associates: Salary Survey of Nonprofit Organizations*
- *Dietrich Associates: 2001 Architectural Salaries Survey*
- *Dietrich Associates: 2000 Engineering Salaries Survey*
- *Dietrich Associates: 2000 Laboratory Technician Salaries Survey*
- *Dietrich Associates: 2000 Support Services Salaries Survey*
- *Economic Research Institute: 2000 Salary Assessor*
- *Economic Research Institute: Executive Compensation Assessor*
- *HCS: 2000/2001 Hospital Salary & Benefits Survey*
- *HCS: 2000/2001 Homecare Salary & Benefits Survey*
- *MGMA: 2000 Physician Compensation and Production Survey*
- *PricewaterhouseCoopers/Unifi Survey of Not-for-Profit Compensation 2000*
- *PricewaterhouseCoopers/Unifi Survey of Compensation for Information Technology Positions 2000*



List of Published Surveys Used

- *Towers Perrin: 2000 Middle Management and Professional Database*
- *Towers Perrin: Not-for-Profit Management Compensation Report*
- *Watson Wyatt: 2000/2001 Financial Institutions Benchmark Compensation Report*
- *Watson Wyatt: 2000/2001 Geographic Report on Accounting and Finance Personnel Compensation*
- *Watson Wyatt: 2000/2001 Geographic Report on Human Resource Personnel*
- *Watson Wyatt: 2000/2001 Geographic Report on Information Technology Personnel*
- *Watson Wyatt: 2000/2001 Geographic Report on Office Personnel Compensation*
- *Watson Wyatt: 2000/2001 Geographic Report on Professional & Scientific Personnel Compensation*
- *Watson Wyatt: 2000/2001 Geographic Report on Technician & Skilled Trades Personnel Compensation*
- *Watson Wyatt: 2000/2001 Geographic Report on Sales and Marketing Personnel*
- *Watson Wyatt: 2000/2001 Geographic Report on Supervisory Management Compensation*
- *Watson Wyatt: 2000/2001 Hospital & Healthcare Management Personnel Compensation Report*
- *Watson Wyatt: 2000/2001 Hospital & Healthcare Professional, Nursing & Allied Services Personnel Compensation Report*
- *Watson Wyatt: 2000/2001 Industry Report on Middle Management Compensation*
- *Watson Wyatt: 2000/2001 Industry Report on Top Management Compensation*
- *Watson Wyatt: 2000/2001 Report on Information Technology Personnel Compensation*
- *William M. Mercer: 1999/2000 Finance, Accounting and Legal Compensation Survey*
- *William M. Mercer: 1999/2000 Information Technology Compensation Survey*
- *William M. Mercer: 1999/2000 Integrated Health Networks Compensation Survey*
- *William M. Mercer: 1999/2000 Metropolitan Benchmark Compensation Survey*



- **Job Title** - the unique job title from the University of Louisville's payroll
- **Number of Incumbents** - the number of employees in each of the unique job titles
- **Published Survey Data** - market data collected from the national published compensation surveys housed by PwC
 - *Average Base* - the average salary of those organizations that reported for the job title
 - *25th Percentile* - the value in an array that falls at the first quarter, or 25th percentile, of the sample data. Seventy-five percent of the values in the sample are greater in magnitude than the 25th percentile value
 - *40th Percentile* - the value in an array that falls at the 40th percentile of the sample data. Sixty percent of the values in the sample are greater in magnitude than the 40th percentile value
 - *50th Percentile (or the median)* - the value in the middle of an odd numbered array of data when the values are ordered by magnitude. Half of the values in the sample fall above this number and half fall below it. When the array contains an even number of values, the median is midway between the central values



• **Average Salary Market Comparison** - the percent difference between the University of Louisville's average salary for each job title and the published survey data

- *Average Base - the percent difference between Louisville's average base salary and the published survey's average base salary*
- *25th Percentile - the percent difference between Louisville's average base salary and the published survey's 25th percentile market data*
- *40th Percentile - the percent difference between Louisville's average base salary and the 40th percentile market data*
- *50th Percentile (or the median) - the percent difference between Louisville's average base salary and the published survey's 50th percentile*

• **Midpoint to Market Comparison** - the percent difference between the University of Louisville's salary structure midpoints for each job title and the published survey data

- *Average Base - the percent difference between Louisville's salary structure midpoints and the published survey's average base salary*
- *25th Percentile - the percent difference between Louisville's salary structure midpoints and the published survey's 25th percentile market data*
- *40th Percentile - the percent difference between Louisville's salary structure midpoints and the 40th percentile market data*
- *50th Percentile (or the median) - the percent difference between Louisville's salary structure midpoints and the published survey's 50th percentile*



Job Title	Number of Incumbents	Published Survey Data				Avg Sal Mkt Comparison				Mid Pt Mkt Comparison			
		Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile
Academic Advisor	10	\$31.0	\$28.8	\$28.5	\$29.4	-28.0%	-22.7%	-21.6%	-24.2%	-16.7%	-10.5%	-9.3%	-12.3%
Academic Counselor II	6	\$32.3	\$29.3	\$30.4	\$31.4	-5.7%	4.2%	0.3%	-2.9%	-2.3%	8.0%	3.9%	0.6%
Accountant II	5	\$37.4	\$33.7	\$34.4	\$35.8	-19.0%	-10.1%	-11.8%	-15.5%	-12.9%	-3.3%	-5.1%	-9.1%
Accounts Payable Specialist	6	\$23.2	\$20.3	\$21.5	\$22.3	-13.9%	-1.4%	-6.8%	-10.2%	-9.6%	3.6%	-2.1%	-5.7%
Admin Assistant I	109	\$34.2	\$27.7	\$31.3	\$33.1	-18.6%	0.2%	-11.0%	-16.0%	-18.9%	-0.2%	-11.4%	-16.3%
Admin Assistant II	20	\$35.6	\$29.6	\$32.8	\$34.7	-10.3%	7.9%	-2.7%	-8.2%	-16.8%	0.1%	-9.8%	-14.8%
Admin Systems Analyst	9	\$46.7	\$39.7	\$42.4	\$44.9	-23.8%	-10.2%	-15.9%	-20.8%	-21.9%	-8.0%	-13.8%	-18.8%
Administrative Manager, CEC	1	\$65.3	\$59.7	\$62.6	\$64.4	4.7%	14.4%	9.1%	6.0%	-31.2%	-24.8%	-28.3%	-30.3%
Admissions Counselor II	1	\$29.7	\$27.4	\$28.5	\$29.6	-9.3%	-1.8%	-5.6%	-9.2%	6.9%	15.7%	11.2%	7.0%
Architect Senior	1	\$54.0	\$48.1	\$51.6	\$53.9	-7.3%	4.2%	-2.9%	-7.0%	-27.6%	-18.7%	-24.3%	-27.4%
Architectural Designer II	1	\$31.8	\$28.6	\$30.3	\$31.6	-10.6%	-0.6%	-6.4%	-10.1%	-6.9%	3.6%	-2.4%	-6.3%
Assoc Dir Student Fin Aid	1			\$49.8	\$52.0			-7.0%	-11.0%			-9.8%	-13.7%
Assoc Dir of Alum	1			\$47.9	\$50.1			-26.6%	-29.7%			-6.3%	-10.4%
Asst Controller	1	\$79.7	\$66.3	\$75.1	\$80.9	-4.9%	14.3%	1.0%	-6.3%	-35.2%	-22.2%	-31.3%	-36.2%
Asst Dir Budget & Fin plan	1	\$68.8	\$62.2	\$64.3	\$66.4	-5.3%	4.6%	1.2%	-1.9%	-25.0%	-17.1%	-19.8%	-22.2%
Asst Dir HSC-Fitness Ctr	1	\$37.8	\$35.8	\$34.7	\$36.0	-18.2%	-13.7%	-11.0%	-14.2%	3.6%	9.2%	12.6%	8.6%
Asst Dir Intramural Sports	1			\$43.1	\$45.1			-6.3%	-10.4%			-15.3%	-19.0%
Asst Dir News & Pub Info	1			\$47.0	\$49.2			-0.7%	-5.0%			-10.9%	-14.8%
Asst Dir Planning	1	\$57.2	\$46.9	\$61.7	\$65.7	5.1%	28.2%	-2.6%	-8.6%	3.7%	26.5%	-3.9%	-9.8%
Asst Dir Purchasing	1	\$59.9	\$51.4	\$50.6	\$53.7	-10.6%	4.1%	5.7%	-0.3%	-19.7%	-6.4%	-5.0%	-10.4%
Asst Supt Custodial Services	2	\$30.4	\$26.1	\$32.7	\$34.2	8.9%	26.7%	1.1%	-3.3%	4.3%	21.4%	-3.2%	-7.4%
Asst to President	1	\$43.0	\$37.8	\$43.1	\$46.8	16.0%	31.9%	15.7%	6.7%	-9.1%	3.3%	-9.4%	-16.4%
Auditor II	1	\$44.6	\$39.0	\$41.8	\$43.8	-21.1%	-9.6%	-15.7%	-19.6%	-28.9%	-18.6%	-24.1%	-27.6%
Biomedical Engineer	2	\$38.1	\$33.9	\$37.0	\$38.2	-2.1%	10.1%	0.7%	-2.4%	-11.2%	-0.3%	-8.7%	-11.5%
Bursar	1			\$64.2	\$67.1			-0.6%	-5.0%			-25.0%	-28.4%
Buyer II	3	\$34.3	\$28.7	\$30.8	\$32.5	-14.3%	2.4%	-4.6%	-9.6%	-5.2%	13.2%	5.4%	0.0%
Carpenter	14	\$29.6	\$25.9	\$27.7	\$29.1	-20.6%	-9.4%	-15.2%	-19.2%	-18.2%	-6.7%	-12.7%	-16.8%
Cashier II	2	\$18.5	\$17.3	\$18.4	\$19.3	-1.0%	6.0%	-0.8%	-5.1%	6.1%	13.5%	6.3%	1.6%
Clerk Sr	31	\$22.1	\$20.4	\$21.1	\$21.7	-14.0%	-7.1%	-9.9%	-12.4%	-11.3%	-4.1%	-7.1%	-9.7%
Clinical Data Manager, ICT	1	\$62.9	\$57.5	\$60.2	\$62.0	-29.1%	-22.4%	-25.9%	-28.0%	-33.4%	-27.1%	-30.4%	-32.4%
Clinical Physicist	1	\$99.4	\$90.5	\$95.1	\$98.2	-48.2%	-43.1%	-45.9%	-47.5%	-57.9%	-53.7%	-55.9%	-57.3%
Clinical Research Nurse	1			\$45.7	\$47.8			-1.5%	-5.8%			21.0%	15.8%
Communication/Mktg Specialist	2	\$37.8	\$32.2	\$34.5	\$36.2	-6.9%	9.3%	2.0%	-2.8%	-3.4%	13.3%	5.8%	0.8%
Communications Analyst Sr	2	\$56.3	\$51.8	\$54.1	\$55.5	-5.6%	2.7%	-1.6%	-4.2%	-1.8%	6.7%	2.3%	-0.4%
Compensation Analyst	1	\$42.2	\$37.9	\$37.5	\$39.0	-23.1%	-14.2%	-13.4%	-16.7%	-29.9%	-21.8%	-21.2%	-24.2%
Computer Operations Spec	2	\$37.1	\$33.6	\$34.2	\$35.6	-11.1%	-1.9%	-3.4%	-7.3%	-14.6%	-5.8%	-7.2%	-10.9%
Computer Operator III	4	\$31.9	\$26.5	\$30.2	\$31.8	-22.9%	-7.1%	-18.6%	-22.6%	-18.5%	-1.8%	-13.9%	-18.2%
Coord Billing Services	1	\$27.4	\$25.5	\$26.4	\$26.9	15.7%	24.1%	20.2%	17.9%	15.7%	24.1%	20.2%	17.9%



Job Title	Number of Incumbents	Published Survey Data				Avg Sal Mkt Comparison				Mid Pt Mkt Comparison				
		Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile	
		Coord Computer Operations VPFA	1	\$67.3	\$61.3	\$64.5	\$68.1	-7.9%	1.1%	-3.9%	-8.9%	-11.9%	-3.3%	-8.0%
Coord Educational Services	1	\$34.2	\$31.3	\$32.6	\$33.6	21.8%	32.9%	27.5%	24.0%	-7.2%	1.3%	-2.8%	-5.5%	
Coord Home Health Prog	1	\$56.5	\$51.4	\$55.6	\$57.8	-5.7%	3.7%	-4.2%	-7.8%	-30.8%	-23.9%	-29.7%	-32.4%	
Coord Risk Management	1	\$38.2	\$33.2	\$35.6	\$37.3	-22.6%	-10.8%	-16.9%	-20.6%	-11.1%	2.5%	-4.6%	-8.8%	
Coord Testing	1	\$55.5	\$47.0	\$50.4	\$52.4	-46.3%	-36.6%	-40.9%	-43.1%	-34.2%	-22.4%	-27.6%	-30.3%	
Costume Designer	1	\$30.0	\$27.4	\$28.6	\$29.4	12.5%	23.0%	17.7%	14.4%	5.8%	15.7%	10.7%	7.7%	
Custodial Supv	17	\$24.9	\$22.1	\$23.1	\$24.4	-10.1%	1.3%	-3.0%	-8.0%	-2.9%	9.4%	4.8%	-0.7%	
Custodian I	135	\$18.6	\$17.1	\$18.2	\$19.3	-18.3%	-11.2%	-16.4%	-21.2%	-20.5%	-13.5%	-18.6%	-23.2%	
Cytogenetic Techt	4	\$35.8	\$33.0	\$34.4	\$35.3	-8.4%	-0.7%	-4.6%	-7.1%	-11.5%	-4.0%	-7.8%	-10.2%	
Data Base Administrator	3	\$66.5	\$59.5	\$60.8	\$63.1	2.2%	14.2%	11.9%	7.7%	-4.4%	6.8%	4.7%	0.7%	
Data Technician Sr	2	\$22.0	\$18.1	\$21.3	\$22.2	-4.5%	16.2%	-1.3%	-5.2%	-4.5%	16.2%	-1.3%	-5.2%	
Dental Assistant III	1	\$21.6	\$19.6	\$20.5	\$21.2	-3.1%	6.7%	2.1%	-1.2%	-2.7%	7.2%	2.6%	-0.7%	
Dental Hygienist	3	\$41.8	\$37.4	\$40.4	\$42.7	-15.2%	-5.1%	-12.2%	-16.9%	-42.2%	-35.3%	-40.2%	-43.4%	
Dir Annual Giving	1			\$58.5	\$61.2			-17.5%	-21.1%				-23.3%	-26.6%
Dir Cont & Risk Mgmt Admn	1			\$62.3	\$65.1			36.0%	30.1%				-4.8%	-8.9%
Dir Development	8	\$56.2	\$41.0	\$61.7	\$65.8	-8.5%	25.3%	-16.7%	-21.9%	-6.2%	28.5%	-14.6%	-19.9%	
Dir HSC Special Program	1	\$84.5	\$51.8	\$69.6	\$81.5	-11.0%	45.2%	8.0%	-7.8%	-43.1%	-7.2%	-30.9%	-41.0%	
Dir IT Information Systems	1	\$90.5	\$68.6	\$83.2	\$92.9	-8.2%	21.2%	-0.1%	-10.6%	-38.9%	-19.3%	-33.5%	-40.5%	
Dir Major Gifts	1	\$78.5	\$60.5	\$70.0	\$74.1	-19.7%	4.2%	-10.0%	-15.0%	-19.0%	5.2%	-9.1%	-14.2%	
Dir Nutrition	1	\$43.7	\$31.9	\$38.0	\$39.2	-6.0%	28.9%	8.3%	4.8%	-10.5%	22.6%	3.0%	-0.3%	
Dir Purchasing	1	\$78.3	\$61.2	\$68.6	\$73.5	-6.3%	19.7%	6.8%	-0.3%	-12.8%	11.4%	-0.6%	-7.2%	
Dir Student Activities Ctr	1			\$50.1	\$52.4			30.2%	24.5%			3.0%	-1.4%	
Dir of Research Pgm Cancer Ctr	1	\$70.8	\$43.2	\$57.8	\$67.6	-42.1%	-5.2%	-29.1%	-39.3%	-40.8%	-3.1%	-27.6%	-38.0%	
Echocardiographic Tech	1	\$32.3	\$28.9	\$30.8	\$32.1	-5.5%	5.5%	-1.0%	-4.9%	-14.2%	-4.2%	-10.1%	-13.6%	
Editor UofL Magazine	1	\$37.4	\$32.2	\$34.4	\$35.8	-16.2%	-2.4%	-8.6%	-12.4%	-2.5%	13.5%	6.2%	1.9%	
Education Specialist	1	\$34.1	\$31.4	\$32.7	\$33.6	37.4%	49.1%	43.0%	39.5%	7.2%	16.3%	11.5%	8.8%	
Electrician	16	\$36.3	\$30.3	\$33.3	\$34.8	-28.3%	-14.1%	-22.0%	-25.3%	-28.6%	-14.4%	-22.3%	-25.6%	
Electronic Engineer Sr	1	\$52.2	\$45.7	\$48.4	\$50.5	-4.3%	9.3%	3.4%	-1.0%	-14.0%	-1.8%	-7.2%	-11.1%	
Electronics Technician II	1	\$36.0	\$30.9	\$33.0	\$34.4	-20.9%	-7.8%	-13.6%	-17.1%	-23.1%	-10.4%	-16.0%	-19.5%	
Employment Representative	2	\$34.7	\$30.5	\$32.3	\$33.7	-31.4%	-21.9%	-26.3%	-29.4%	-20.5%	-9.4%	-14.6%	-18.1%	
Engineering Technician	1	\$35.3	\$32.3	\$33.4	\$35.0	-26.9%	-20.2%	-22.7%	-26.4%	-31.4%	-25.2%	-27.5%	-30.9%	
Estimator	1	\$37.8	\$30.3	\$35.1	\$36.4	-14.6%	6.7%	-7.9%	-11.4%	-21.7%	-2.2%	-15.6%	-18.8%	
Evaluation Director	1	\$38.4	\$35.7	\$36.9	\$37.7	-3.3%	3.9%	0.4%	-1.5%	1.9%	9.5%	5.9%	3.8%	
Exec Producer	3	\$49.8	\$45.0	\$41.5	\$43.2	-31.5%	-24.3%	-17.9%	-21.0%	-26.6%	-19.0%	-12.1%	-15.5%	



Job Title	Number of Incumbents	Published Survey Data				Avg Sal Mkt Comparison				Mid Pt Mkt Comparison			
		Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile
Exec Secretary	39	\$34.7	\$30.4	\$32.8	\$34.4	-22.2%	-11.3%	-17.7%	-21.5%	-25.3%	-14.9%	-21.1%	-24.7%
Executive Assistant, IID	1	\$43.5	\$37.1	\$40.3	\$42.5	-10.6%	4.9%	-3.5%	-8.4%	10.6%	29.7%	19.4%	13.3%
Financial Accounting Clerk	2	\$22.4	\$19.4	\$22.7	\$23.9	-17.1%	-4.1%	-18.0%	-22.0%	0.3%	16.0%	-0.8%	-5.7%
Financial Sys Specialist	1	\$51.5	\$42.3	\$47.7	\$51.3	-31.7%	-16.8%	-26.2%	-31.4%	-38.4%	-25.1%	-33.6%	-38.2%
GIS Technologist	1	\$47.5	\$42.6	\$44.7	\$46.1	-15.8%	-6.1%	-10.5%	-13.2%	-33.3%	-25.6%	-29.1%	-31.2%
Gen Maint Mechanic	28	\$25.6	\$20.7	\$22.9	\$24.0	-18.4%	1.2%	-8.7%	-13.0%	-12.1%	8.9%	-1.7%	-6.3%
Graphic Designer I	1	\$29.8	\$26.2	\$28.3	\$29.8	-13.5%	-1.5%	-8.9%	-13.4%	-13.5%	-1.5%	-8.9%	-13.4%
Graphic Designer IV	1	\$43.3	\$42.4	\$40.2	\$42.1	7.2%	9.5%	15.4%	10.1%	-9.7%	-7.7%	-2.8%	-7.2%
Groundskeeper	10	\$23.8	\$21.2	\$22.1	\$23.4	-18.8%	-8.8%	-12.7%	-17.6%	-17.5%	-7.4%	-11.4%	-16.3%
HR Service Center Assistant	3	\$25.5	\$22.8	\$23.8	\$24.6	-31.0%	-22.7%	-26.1%	-28.5%	-17.7%	-7.8%	-11.9%	-14.6%
HVAC Mechanic	14	\$32.2	\$30.2	\$30.0	\$31.3	-16.5%	-10.9%	-10.4%	-14.2%	-19.6%	-14.2%	-13.8%	-17.3%
Health Education Spec I	1	\$36.3	\$33.3	\$33.8	\$35.2	-66.9%	-63.9%	-64.5%	-65.9%	-6.3%	2.2%	0.7%	-3.3%
Health Education Spec Sr	1	\$40.1	\$37.0	\$37.6	\$38.8	1.0%	9.3%	7.8%	4.3%	-15.2%	-8.2%	-9.5%	-12.4%
Health Physicist	1	\$79.8	\$68.0	\$77.1	\$83.0	-47.1%	-38.0%	-45.2%	-49.2%	-47.5%	-38.4%	-45.6%	-49.5%
Info & Records Manager	1	\$54.0	\$49.7	\$51.7	\$53.7	-35.5%	-30.0%	-32.7%	-35.2%	-45.2%	-40.5%	-42.8%	-44.9%
Info Sys Proj Mgr	1	\$80.9	\$66.2	\$75.7	\$82.0	-7.3%	13.3%	-0.9%	-8.5%	-15.7%	3.1%	-9.9%	-16.8%
Info Systems Specialist IV	1	\$37.9	\$34.6	\$36.2	\$37.2	29.2%	41.4%	35.0%	31.3%	3.3%	13.1%	8.0%	5.0%
Interior Designer	1	\$31.6	\$25.9	\$27.6	\$28.4	-17.5%	0.9%	-5.3%	-8.1%	-6.4%	14.5%	7.3%	4.2%
Investigator	2	\$30.6	\$29.7	\$26.6	\$27.5	23.0%	26.8%	41.4%	36.5%	4.3%	7.6%	19.9%	15.8%
LAN Systems Advisor	3	\$42.1	\$32.6	\$38.2	\$40.6	-45.4%	-29.4%	-39.8%	-43.4%	-34.3%	-14.9%	-27.6%	-31.8%
Lab Animal Technician	2	\$17.9		\$21.8	\$22.8	33.8%		10.1%	5.4%	29.9%		6.9%	2.3%
Lab Mgr/Res Eng Lutz Micro Rm	1	\$48.6	\$44.2	\$46.4	\$47.8	-16.7%	-8.4%	-12.7%	-15.3%	-13.8%	-5.2%	-9.6%	-12.4%
Lab Operations Assistant	1	\$20.5	\$18.1	\$18.7	\$19.6	-4.6%	7.8%	4.1%	-0.4%	2.7%	16.1%	12.1%	7.3%
Lab Research Technician II	17	\$27.1	\$23.1	\$25.5	\$26.9	-21.9%	-8.4%	-16.8%	-21.2%	-17.4%	-3.2%	-12.1%	-16.7%
Laboratory Assistant I	1	\$19.2	\$18.3	\$18.4	\$18.9	-15.6%	-11.4%	-11.9%	-14.4%	-17.2%	-13.1%	-13.6%	-16.0%
Laboratory Research Manager	1	\$48.6	\$44.2	\$42.0	\$43.6	-33.2%	-26.5%	-22.6%	-25.4%	-8.9%	0.2%	5.5%	1.7%
Laborer	15	\$20.3	\$18.9	\$19.5	\$19.9	-11.0%	-4.2%	-7.2%	-9.2%	-10.1%	-3.1%	-6.2%	-8.2%
Legal Assistant	1	\$38.5	\$34.4	\$36.5	\$37.8	-7.6%	3.4%	-2.4%	-5.8%	-23.2%	-14.0%	-18.8%	-21.6%
Library Assistant	37	\$26.8	\$21.6	\$25.9	\$26.8	-19.0%	0.2%	-16.2%	-19.0%	-9.6%	-11.8%	-6.5%	-9.7%
Library Information Spec	1	\$38.0	\$34.5	\$35.8	\$37.5	1.2%	11.5%	7.4%	2.7%	-10.6%	-1.5%	-5.1%	-9.3%
Library Technician	5	\$25.2	\$27.2	\$24.3	\$25.0	-26.7%	-32.0%	-23.7%	-26.1%	-16.8%	-22.8%	-13.4%	-16.1%
Lieutenant Public Safety	1	\$40.3	\$38.9	\$38.2	\$39.7	23.1%	27.6%	30.0%	24.9%	-2.9%	0.6%	2.5%	-1.5%
Locksmith	4	\$27.3	\$26.4	\$25.2	\$26.0	-8.4%	-5.2%	-0.7%	-3.9%	-11.7%	-8.6%	-4.3%	-7.4%
Maintenance Foreman	4	\$42.5	\$35.5	\$39.2	\$41.8	-24.4%	-9.6%	-18.2%	-23.2%	-30.3%	-16.6%	-24.5%	-29.1%
Medical Asst II	22	\$20.6	\$17.6	\$18.8	\$19.4	-13.0%	1.6%	-5.0%	-7.6%	-5.3%	10.7%	3.5%	0.6%
Medical Office Assistant	2	\$22.8	\$21.2	\$21.8	\$22.8	-12.8%	-6.0%	-8.6%	-12.5%	-8.0%	-0.9%	-3.5%	-7.7%



Job Title	Number of Incumbents	Published Survey Data				Avg Sal Mkt Comparison				Mid Pt Mkt Comparison			
		Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile
Medical Technician	1	\$27.3	\$24.5	\$25.4	\$26.2	-22.6%	-13.8%	-17.0%	-19.6%	-28.1%	-19.9%	-22.9%	-25.3%
Mgr Account Operations	1	\$51.3	\$41.0	\$46.5	\$50.1	-26.1%	-7.5%	-18.4%	-24.3%	-6.2%	17.3%	3.5%	-3.9%
Mgr Benefits & Compensation	1	\$63.5	\$61.0	\$58.7	\$60.7	5.9%	10.3%	14.5%	10.7%	-29.3%	-26.3%	-23.5%	-26.1%
Mgr Computer Projects	1	\$33.8	\$28.6	\$31.4	\$33.3	19.7%	41.4%	28.6%	21.3%	31.2%	55.1%	41.0%	33.0%
Mgr Gifts/Biographical Process	1	\$72.2	\$55.6	\$60.4	\$64.0	-58.5%	-46.0%	-50.3%	-53.1%	-49.5%	-34.3%	-39.6%	-43.0%
Mgr HR Service Center	1	\$57.6	\$52.4	\$54.0	\$56.1	-27.0%	-19.9%	-22.3%	-25.2%	-32.1%	-25.4%	-27.6%	-30.3%
Mgr MIS	2	\$65.3	\$58.2	\$61.4	\$63.6	-36.4%	-28.6%	-32.4%	-34.8%	-35.8%	-28.0%	-31.8%	-34.1%
Mgr Marketing Services	1	\$53.6	\$43.1	\$49.1	\$51.3	-37.2%	-21.9%	-31.4%	-34.3%	-40.9%	-26.5%	-35.4%	-38.2%
Mgr Payroll	1	\$66.4	\$56.3	\$58.4	\$61.3	-2.8%	14.7%	10.7%	5.3%	-27.6%	-14.6%	-17.6%	-21.6%
Mgr Postal Services	2	\$37.0	\$28.7	\$33.7	\$35.8	1.3%	30.5%	11.4%	4.9%	5.7%	36.1%	16.2%	9.4%
Motor Vehicle Operator	2	\$23.2	\$20.4	\$21.7	\$23.0	-6.9%	6.0%	-0.4%	-6.0%	-15.5%	-3.8%	-9.6%	-14.7%
Network Analyst	2	\$58.7	\$55.4	\$56.3	\$58.3	16.1%	22.9%	21.0%	16.7%	1.1%	7.0%	5.4%	1.7%
Network Services Tech II	5	\$33.9	\$28.7	\$31.9	\$34.1	-8.9%	7.6%	-3.3%	-9.3%	-18.4%	-3.6%	-13.3%	-18.7%
Network Services Tech III	4	\$47.7	\$40.7	\$43.7	\$45.7	-29.0%	-16.7%	-22.4%	-25.7%	-33.2%	-21.6%	-26.9%	-30.1%
Nurse Anesthetist	1	\$99.8	\$94.0	\$99.3	\$103.3	-24.4%	-19.7%	-24.0%	-26.9%	-65.7%	-63.6%	-65.6%	-66.9%
Nurse Practitioner	5	\$67.8	\$61.3	\$62.5	\$64.6	-19.7%	-11.1%	-12.8%	-15.6%	-32.5%	-25.3%	-26.7%	-29.1%
Nutritionist	2	\$35.4	\$29.9	\$33.3	\$34.4	-16.6%	-1.3%	-11.3%	-14.3%	-21.9%	-7.6%	-17.1%	-19.8%
Occupational Therapist	2	\$50.8	\$45.2	\$48.2	\$49.8	-23.4%	-14.0%	-19.3%	-21.8%	-33.0%	-24.8%	-29.5%	-31.7%
Ophthalmic Technician	1	\$26.9	\$28.8	\$25.5	\$26.4	3.3%	-3.6%	9.0%	5.4%	2.9%	-3.9%	8.6%	5.0%
Painter	12	\$25.9	\$22.4	\$24.2	\$25.6	-18.0%	-5.3%	-12.4%	-17.2%	-17.7%	-4.9%	-12.0%	-16.8%
Parking Attendant	5	\$15.9	\$14.3	\$14.4	\$14.8	-3.6%	7.3%	6.3%	3.3%	7.8%	19.9%	18.9%	15.5%
Patrol Officer II	2	\$27.3	\$22.1	\$25.5	\$26.8	-17.9%	1.3%	-12.0%	-16.3%	-8.4%	13.1%	-1.8%	-6.6%
Photographic Techn	1	\$25.8	\$24.3	\$24.9	\$25.3	-20.8%	-16.1%	-18.2%	-19.5%	-23.9%	-19.4%	-21.4%	-22.7%
Physician Asst	1	\$66.3	\$58.3	\$63.2	\$65.4	-20.3%	-9.5%	-16.5%	-19.2%	-36.8%	-28.2%	-33.7%	-35.9%
Plumber	7	\$37.0	\$32.1	\$34.9	\$36.4	-27.9%	-16.7%	-23.5%	-26.6%	-30.1%	-19.2%	-25.8%	-28.8%
Postal Clerk II	5	\$21.7	\$20.2	\$20.4	\$21.2	-6.3%	0.3%	-0.6%	-4.1%	-9.6%	-3.2%	-4.0%	-7.4%
Press Operator II	2	\$28.2	\$23.9	\$25.6	\$26.5	-6.2%	10.8%	3.7%	0.2%	-14.3%	1.2%	-5.3%	-8.5%
Producer/Designer	1	\$39.0	\$41.5	\$43.6	\$45.0	-26.6%	-31.0%	-34.4%	-36.5%	-19.3%	-23.5%	-27.3%	-29.6%
Program Assistant II	142	\$34.2	\$27.7	\$31.3	\$33.1	-32.7%	-17.1%	-26.4%	-30.5%	-29.5%	-13.1%	-22.9%	-27.2%
Programmer Analyst I	6	\$42.2	\$36.6	\$39.8	\$40.9	-26.7%	-15.6%	-22.4%	-24.5%	-19.2%	-6.8%	-14.4%	-16.7%
Programmer Analyst IV	8	\$61.1	\$58.0	\$56.9	\$58.9	-11.3%	-6.5%	-4.7%	-8.0%	-16.8%	-12.4%	-10.6%	-13.8%
Programmer III	1	\$48.7	\$47.6	\$48.1	\$49.9	-39.9%	-38.5%	-39.1%	-41.2%	-39.0%	-37.6%	-38.3%	-40.4%
Psychologist	1	\$51.7	\$45.3	\$46.7	\$48.0	-11.0%	1.6%	-1.6%	-4.2%	-19.0%	-7.4%	-10.4%	-12.7%
Public Information Officer II	2	\$35.2	\$28.1	\$33.5	\$35.5	-4.9%	19.4%	0.1%	-5.6%	-10.0%	13.0%	-5.2%	-10.6%



Job Title	Number of Incumbents	Published Survey Data				Avg Sal Mkt Comparison				Mid Pt Mkt Comparison			
		Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile	Avg Base	25th %ile	40th %ile	50th %ile
		Quality Assurance Unit Mgr	1	\$54.9	\$49.4	\$52.5	\$54.5	-19.0%	-10.0%	-15.2%	-18.4%	-28.8%	-20.9%
Radiology Technician III	2	\$32.4	\$28.7	\$30.9	\$32.1	-0.1%	12.8%	4.7%	1.0%	-14.3%	-3.2%	-10.2%	-13.4%
Receptionist	1	\$24.1	\$19.0	\$22.0	\$22.8	-27.0%	-7.4%	-19.8%	-22.8%	-29.1%	-10.1%	-22.1%	-25.0%
Research Assistant I	5	\$35.0		\$34.3	\$35.9	-36.0%		-34.8%	-37.7%	-31.5%		-30.1%	-33.2%
Research Manager	15	\$49.3	\$44.0	\$45.8	\$47.6	-22.3%	-13.0%	-16.4%	-19.6%	-20.8%	-11.4%	-14.8%	-18.1%
Research Technologist I	6	\$28.0	\$26.5	\$26.8	\$27.5	-19.0%	-14.4%	-15.3%	-17.5%	-14.3%	-9.5%	-10.4%	-12.8%
Secretary I	12	\$23.0	\$19.1	\$21.7	\$23.2	-26.7%	-11.5%	-22.3%	-27.1%	-20.6%	-4.2%	-15.9%	-21.1%
Secretary II	36	\$27.6	\$23.6	\$24.8	\$25.6	-26.5%	-13.9%	-18.1%	-20.8%	-23.6%	-10.5%	-14.9%	-17.7%
Security Officer II	3	\$19.8	\$19.4	\$18.5	\$19.1	-17.7%	-15.9%	-11.9%	-14.7%	-13.6%	-11.8%	-7.6%	-10.5%
Sergeant	3	\$36.2	\$30.0	\$33.3	\$35.6	-15.5%	2.0%	-8.1%	-14.1%	-15.8%	1.6%	-8.4%	-14.3%
Social Worker Chief	1	\$44.9	\$39.3	\$42.4	\$43.9	-10.7%	2.1%	-5.5%	-8.6%	-18.7%	-7.0%	-14.0%	-16.8%
Social Worker II	2	\$36.9	\$34.1	\$34.8	\$36.0	-10.0%	-2.6%	-4.5%	-7.8%	-14.1%	-7.0%	-8.9%	-12.0%
Speech Pathologist II	2	\$43.8	\$41.2	\$41.8	\$43.1	-7.6%	-1.6%	-3.1%	-6.1%	2.5%	9.1%	7.4%	4.1%
Speech Pathologist Sr	3	\$47.7	\$44.6	\$45.5	\$47.0	-3.1%	3.7%	1.5%	-1.7%	-13.0%	-6.9%	-8.8%	-11.7%
Sports Facility Supv	4	\$21.1	\$19.7	\$20.2	\$20.6	2.7%	10.2%	7.4%	5.2%	-0.6%	6.6%	3.9%	1.8%
Sr Programmer USI	1	\$61.3	\$56.3	\$58.7	\$60.3	-5.3%	3.0%	-1.2%	-3.9%	-3.2%	5.3%	1.0%	-1.7%
Staff Engineer	1	\$55.6	\$51.0	\$53.6	\$55.3	-15.6%	-8.1%	-12.5%	-15.2%	-24.6%	-17.9%	-21.8%	-24.2%
Supply Clerk Sr	3	\$21.0	\$18.7	\$19.2	\$20.1	-10.3%	0.3%	-2.3%	-6.5%	-6.5%	4.6%	1.8%	-2.5%
Supt Grounds	1	\$32.5	\$29.2	\$36.3	\$37.8	16.2%	28.9%	4.0%	-0.1%	4.8%	16.3%	-6.2%	-9.9%
Surgical Techn	1	\$26.7	\$24.9	\$25.5	\$26.2	-27.4%	-22.2%	-24.0%	-26.0%	-21.4%	-15.8%	-17.7%	-19.9%
Systems Programmer I	1	\$42.2	\$37.0	\$40.7	\$42.3	-34.1%	-25.0%	-31.6%	-34.3%	-24.9%	-14.4%	-22.0%	-25.1%
Systems Programmer IV	6	\$63.6	\$54.9	\$59.4	\$62.9	-17.9%	-4.8%	-12.1%	-17.1%	-18.7%	-5.8%	-13.0%	-17.9%
Technology Consultant I	8	\$37.3	\$33.9	\$33.8	\$35.4	-26.8%	-19.5%	-19.3%	-22.8%	-15.0%	-6.5%	-6.3%	-10.4%
Technology Consultant IV	3	\$60.2	\$53.0	\$56.4	\$58.6	-24.1%	-13.8%	-18.9%	-22.0%	-20.1%	-9.2%	-14.6%	-17.9%
Television Engineer Sr	1	\$42.3	\$38.7	\$40.9	\$42.4	26.8%	38.6%	31.0%	26.3%	-0.9%	8.3%	2.4%	-1.3%
Unit Business Manager I	21	\$35.5	\$30.6	\$34.1	\$35.3	-13.3%	0.6%	-9.8%	-12.7%	-16.6%	-3.3%	-13.3%	-16.1%
Unit Business Manager V	2			\$56.5	\$59.1			11.7%	6.8%			-14.8%	-18.6%
Univ Fire Marshall	1	\$43.5	\$42.5	\$37.4	\$38.8	-29.9%	-28.2%	-18.5%	-21.4%	-31.7%	-30.1%	-20.6%	-23.5%
Video Production Specialist	2	\$28.2	\$24.4	\$27.2	\$28.4	-24.9%	-13.3%	-22.2%	-25.4%	-8.3%	6.0%	-4.9%	-8.9%
Website Coordinator	1	\$31.0	\$26.8	\$28.4	\$29.4	-12.1%	1.7%	-3.7%	-7.2%	2.1%	18.1%	11.8%	7.7%
		Average				-13.7%	-2.0%	-7.7%	-11.7%	-16.2%	-4.8%	-10.7%	-14.5%



Position Information Questionnaire

This may be viewed using Adobe Acrobat Reader at:

<http://www.louisville.edu/benchmark/report/piq.pdf>

University of Louisville Job Hierarchy Grade Levels



*The hierarchy of job classifications can be found at
www.louisville.edu/benchmark/hierarchy.htm*



Proposed Salary Structure For Professional And Administrative Staff

Proposed Level	Minimum	Midpoint	Maximum	Grade Increment	Range Spread
I	\$57,589	\$76,306	\$95,022	18%	65%
H	\$48,805	\$64,666	\$80,528	18%	65%
G	\$42,155	\$54,802	\$67,448	18%	60%
F	\$35,725	\$46,442	\$57,160	18%	60%
E	\$30,275	\$39,358	\$48,440	18%	60%
D	\$26,160	\$33,354	\$40,548	18%	55%
C	\$22,169	\$28,266	\$34,362	18%	55%
B	\$19,163	\$23,954	\$28,745	18%	50%
A	\$16,240	\$20,300	\$24,360	18%	50%

Proposed Rate Structure for Classified Staff



Proposed Level	Hourly		
	Minimum	Midpoint	Maximum
I	\$27.69	\$36.69	\$45.68
H	\$23.46	\$31.09	\$38.72
G	\$20.27	\$26.35	\$32.43
F	\$17.18	\$22.33	\$27.48
E	\$14.56	\$18.92	\$23.29
D	\$12.58	\$16.04	\$19.49
C	\$10.66	\$13.59	\$16.52
B	\$9.21	\$11.52	\$13.82
A	\$7.81	\$9.76	\$11.71

Proposed Rate Structure For Classified Staff Hourly Rate Calculation



<i>Annual Salary Calculation</i>	<i>Example</i>
<i>40 hour Schedule 2080xhourly rate</i>	<i>2080x10.66 = 22,172.80</i>
<i>37.5 Hour Schedule 1950xhourly rate</i>	<i>1950x10.66= 20,787.00</i>
<i>30 hour Schedule 1560xhourly Rate</i>	<i>1560x10.66= 16,629.60</i>



Proposed Job Title Consolidation

This is currently under review and not ready at this time



Salary Administration Guidelines

This is currently under review and not available at this time



This may be viewed using Adobe Acrobat Reader at:

<http://www.louisville.edu/benchmark/report/pmr.pdf>



This may be viewed using your web browser at :

http://www.louisville.edu/benchmark/report/study_files/

Or by using Adobe Acrobat Reader at

<http://www.louisville.edu/benchmark/report/study.pdf>