

Compensation Task Force Staff Group Final Report

James Madison University

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Executive Summary

The Compensation Task Force (CTF) was commissioned by President Alger and placed under the auspices of Mr. Charles King, Senior Vice President for Administration and Finance and Dr. Jerry Benson, Provost and Senior Vice President for Academic Affairs. The group was charged with the responsibility to, “Determine from JMU employees what (total) compensation concerns exist and ways employees feel JMU may be able to address compensation related issues.”

Due to fundamentally different job duties and potentially different compensation concerns, the co-chairs divided the CTF into two working groups designated respectively as the Faculty Group (CTF-F) and Staff Group (CTF-S). This report includes the CTF-S findings related to compensation concerns and ways employees feel JMU may be able to address those concerns.

The members of the Compensation Task Force Staff subgroup (CTF-S) are proud of and pleased with the opportunity to serve on this task force. Further, the CTF-S applauds Mr. Alger and the JMU Senior Leadership team for their earnest attempt to verify compensation issues and potential solutions posed by JMU employees in a transparent and open manner. It is obvious that the current state and federal economic situation presents challenging obstacles to improving total compensation in the short term. Therefore, some recommendations reference a longer term approach to mitigating compensation concerns voiced by JMU employees. It is the hope of the CTF-S that this report will provide Senior Leadership with the information they need to address these challenging issues.

Below, you will discover a bulleted list of findings categorized by source document. Findings are followed by a series of recommendations that are primarily informed by data gathered directly from JMU AP faculty, classified and wage employees. Detailed supporting documentation is listed immediately after the summarized findings and recommendations. The appendix includes raw data and source documentation compiled by the CTF-S.

Findings

Compensation Survey

- Base salary was the compensation concern most often cited by JMU staff employees.
- The majority of respondents (65%) do not believe their salary is reasonable for the work they do.
- The majority of respondents (73%) do not believe that their base salary is comparable to average salaries of people who work in comparable positions outside of JMU.
- Twenty-two (22%) of JMU employees also work for another employer and most (59%) of those do so to help pay monthly bills.

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- The majority of respondents felt that if a salary increase is provided, it should be administered by utilizing a combination of across-the-board, merit and/or some type of equity adjustment.
- Forty-two (42%) of the respondents gain their job satisfaction from other factors besides base salary and benefits.
- Eighty-three (83%) of respondents feel that JMU provides a good benefits package.
- Tuition Waivers for dependent family members, free meals, flexible schedule options, and discount computers and cell phones were selected as the most desirable benefits currently not provided by JMU (JMU has an Alternative Work Schedule policy, however, few employees are aware of the policy or utilize the options described in the policy).
- More recently hired employees (less than one year on the job) appear to be more satisfied and less likely to consider leaving JMU than those who have worked at JMU for more than a year.
- The survey data did not reveal any significant inequities in how women and men viewed their base salary or benefits.
- in response to the open ended question asking if there was anything else the Compensation Task Force should know before preparing their final report, several respondents mentioned the issue of gender equity and the need for the university to explore and address this issue.
- Several survey respondents mentioned a desire for wage employees to have the opportunity to purchase health insurance at a reasonable or reduced rate.
- JMU employees feel that parking fees are a universal annoyance.
- When asked, “If you have considered leaving JMU because of concerns over your base salary, please indicate the percentage increase to your base salary that would be required to prevent such a consideration,” responses averaged 19.16%.

Focus Groups

- Employees uniformly acknowledged that base salary increases are long overdue. Participants indicated the university should raise salaries to ensure they were reflective of the current cost of living and/or re-evaluate job duties to ensure fairness.
- When asked, “Given that JMU has not been permitted to increase base salaries for the last 5 years, realistically, what percentage increase do you feel the CTF should recommend?” responses ranged from 5% to 15% with an average of approximately 7%.
- Focus group participants voiced concern about compression issues arising out of the need to pay newer employees based on prevailing market wages that might be higher than current employee salaries in similar positions. Employees also voiced understanding about the need to hire new employees at market rates.
- Employees appreciate the JMU benefits package, especially health insurance due to affordable premiums and copays. They also appreciate the leave time granted by JMU.

- Employees voiced appreciation for the friendly JMU atmosphere.
- Participants shared a desire for on-campus child care.

Benchmark Position Study

- JMU AP faculty and classified salaries are, on average between 8.04% and 8.80% behind relevant peer institutions.
- When compared only to public institutions in the various peer groups, AP faculty salary variance is reduced from 8.04% below peers to 3.85% below peers. Classified employees variance reduces from 8.8% to 8.0% on average.

Turnover Study

- The JMU turnover rate is average (8.15%) when compared to public peer institutions (8.16%).
- The JMU turnover rate is relatively low (8.15%) when compared to other industry averages (13% in 2011¹).

JMU Benefits Comparison with Peer Institutions

- JMU health insurance premiums and deductibles are lower than the majority of peers.
- Half of the peer institutions offer benefits to part-time employees. William and Mary offers paid time off for wage employees.
- JMU is one of the few institutions that do not charge a fee for employee use of recreational facilities.
- Approximately half of the peer institutions have flexible scheduling policies.
- Seven (7) of the 27 public peer schools offer some type of benefits to domestic partners. JMU does not.
- Six (6) of the 14 in-state peer institutions offer on-campus child care. Many contract with vendors to provide the child care.
- Only 2 in-state institutions offer some type of tuition remission to dependents of employees.
- No in-state peer institutions offer benefits for same-sex partners.
- Many peer institutions offer legal services to their employees for a set fee.

Work-life Balance Research

- Work-life balance is an attribute that is important to employees (second only to compensation).

¹ Society of Human Resource Management Human Capital Benchmarking Database (2010-11, 2011-2012 & 2012-2013)

- Offering work-life balance benefit options to employees can have a positive impact even if employees do not utilize the benefit(s).
- The achievement of work-life balance often comes in the form of providing methods of flexible scheduling, telecommuting, flex time, compressed work weeks and allowing employees to be away from work to care for loved ones.
- Stress reduction is a powerful way to enhance work-life balance. It can be achieved best through a combination of job redesign, clear expectations, enhanced working conditions and full utilization of earned vacation time by employees.
- Employees who spend 2.5 hours per week being physically active are more satisfied with the quantity and quality of their work.
- Child care, elder care and paid childbirth or adoption leave provide enhanced work-life balance.

Additional Research

- A recent Department of Human Resource Management (DHRM) staff salary study reported that currently, state salaries are 19.49% below private industry.
- The consumer price index has increased 10.7% since the last time JMU employees received a base salary increase. Inflation has increased by 6.96% over the same time period.

Recommendations

Base Salary

- The CTF-S recommends that JMU administer a 10% + annual cost-of-living, base salary adjustment for all classified, AP faculty and wage employees to be administered over a 3-year term.
- It is recommended that JMU supplement any across-the-board percentage salary increase provided by the Commonwealth of Virginia such that in the first year of the 3-year term, employees receive a 6% (total) across-the-board increase and a 5% (total) across-the-board increase in the following 2 years. It should be noted that the CTF-S is aware that this recommendation poses significant additional costs to JMU which would be borne by the institution in perpetuity. An alternative to this proposal would be to attempt to adjust salaries for the reasons stated over a 5-year period which would represent 2% per year over the 2013-14 salary increase provided by the Commonwealth.
- To satisfy employee's suggestion that JMU administer any salary increase using multiple methods (excluding merit) we further recommend that JMU adopt the Commonwealth of Virginia approach of providing a \$65 base salary increase for every year of service for classified employees with between 5 and 30 years of service in '13-'14. The CTF-S believes that JMU should supplement the \$65 increase for classified employees with an

additional \$35 and pay both AP faculty and classified employees with between 5 and 30 years of service a total of \$100 base salary increase for each year of service.

- In an effort to provide support to employees at the lowest salary levels, the CTF-S recommends that no classified employee receive less than \$1,500 in base salary adjustment in '13-'14.
- To provide additional equity adjustments, it is recommended that JMU fund all approved outstanding classified in-band adjustment (IBA) requests (\$75,000 E&G), newly requested IBA's received since the last IBA approvals (\$120,000 combined E&G and Auxiliary), and additional estimated IBA requests of \$160,000. JMU should set aside a \$200,000 annual classified IBA fund for '14-'15 and '15-'16 (each) and establish a funding pool for AP faculty equity adjustments that should be implemented after '13-'14.
- The CTF-S realizes that base salary equity issues resulting from a lack of base salary increases over the last five years cannot be remedied in one year. Therefore, the above listed recommendations reflect a longer term approach.

Indirect Compensation

- The CTF-S requests that JMU consider reducing or eliminating the parking fee charged to each employee.
- Currently a committee is being formed whose charge will be to research the feasibility of implementing an on-campus child care facility. JMU is to be applauded for this effort. The CTF-S supports this action and believes the team should be made up of a group of vested individuals who possess expertise in disciplines that will ensure professional advice regarding the many critical aspects of successful and safe child care. Health, legal, risk management, human resources, child development and education professionals are examples of the disciplines that should be represented on the committee.
- JMU should determine a method and an associated action plan that would allow for the thorough communication of Policy 1310 – Alternative Work Schedules.
- JMU should thoroughly investigate the policies, procedures and legality of any tuition remission programs currently administered by state institutions in order to verify the viability of instituting a legal method of implementing such a program for the dependents of JMU employees. In so doing, JMU should also consider allowing JMU employees to transfer their unused tuition benefit to a dependent family member.
- JMU should explore and implement programs associated with the following compensation related issues:
 - The expansion of employee discounted purchase programs for computers, cell phones and other electronic devices.

- The provision of free or reduced-cost sporting event tickets to employees where financially feasible, and the implementation of a procedure for wide distribution of the tickets to interested employees.
- The JMU Senior Leadership should provide clear, campus-wide direction to employees and supervisors regarding guidelines and implementation of a casual dress code.

CTF Structure and Procedures

The CTF was formed in early December and has continued to conduct research through the completion of this report. The faculty and staff subgroups met weekly and the full CTF met periodically to provide progress reports from each of the subgroups.

To accomplish its mission, the CTF-S completed a benchmark position study, administered a staff compensation salary survey, held a series of focus groups, and conducted supporting research. In addition, the CTF-S produced a glossary of compensation and benefits terms and a compensation and benefits inventory which are included in this document. (See Appendix A – Preliminary Report Executive Summary and Appendix B – CTF-S Preliminary Full Report)

A preliminary report was produced in early March with a purpose to provide initial findings that could inform or influence the 2013-2014 university budget requests. Subsequent to the completion of the preliminary report, the Senior Leadership Team requested the CTF-S to further refine its research while simultaneously adding tasks. The refined researching includes an examination of salaries utilizing only public peer institutions and verification of the severity of JMU employee turnover rates. Additional tasks include a comparison of JMU benefits to peer institutions and recommendations associated with work/life balance.

This report outlines the CTF-S findings associated with the original mission and the results of additional requests for research that followed the publishing of the preliminary report.

Survey Data

Quantitative Survey Results

The CTF-S conducted a survey of all JMU employees (excluding instructional faculty). Prior to this survey, instructional faculty had several opportunities through which to document their concerns regarding compensation. The CTF-S wanted to verify ways in which staff members' opinions regarding total compensation aligned with and/or deviated from those of instructional faculty.

The CTF-S constructed a Qualtrics-based survey in collaboration with the CTF-F, and in consultation with staff in Institutional Research (IR). Efforts were made to ensure that key questions posed to JMU staff were comparable to those which were posed to JMU faculty. An

email was sent to all JMU staff in late January, inviting them to click on a link and participate in the survey. Additionally, efforts were made to solicit feedback from staff that did not have ready access to a desktop computer. Appropriate follow-up email reminders were sent to encourage the fullest possible participation. Over 1,300 employees responded to the survey. (See Appendix B – CTF-S Preliminary Full Report)

The sample of respondents to the survey was representative of staff across all divisions of the university and across all major job classifications (approximately 30% response rate from each classification: AP faculty, exempt classified and non-exempt classified). Wage employees made up less than 10% of the sample. Respondents were primarily between 40 and 60 years old (54%), and most had worked at JMU between 1 and 10 years (55%). Almost two-thirds of the respondents were women.

Base salary was the most often cited compensation concern. Sixty-five percent (65%) of those surveyed stated that they did not believe their base salary was reasonable for the work that they do at JMU. And, 73% believed that their base salary was not comparable to the average salaries of people who work in comparable positions outside of JMU. Overall 53% of those surveyed stated that they had considered leaving JMU because of concerns over their base salary. Only 23% of those surveyed felt that the lack of increases in base salary had impacted the quality of their work. And 22% stated that, while working at JMU, they worked for another employer outside of JMU. Reasons for working for another employer outside of JMU were mostly driven by a need for more money to pay monthly bills (59%); followed by the need to pay for college (10%); and the need to pay for child care (6%).

When asked for suggestions on how, when funding became available, to make salary adjustments: 15% preferred an increase based on performance/merit, 21% preferred salary corrections based on internal equity or external market comparisons, 17% preferred a uniform across the board percentage increase, and 44% preferred some combination of these options. Facilitators posed this question to participants in each of the CTF-S focus groups in order to get a better understanding of the thoughts and rationale behind each of these various suggestions, and an idea of what approach was envisioned by those that responded “other” to the survey question. (See Appendix C – Survey Crosstab Analysis and Appendix E - Focus Group Data)

Regarding job satisfaction, 38% of the respondents reported that their job satisfaction was most closely related to their base salary. Twenty percent (20%) reported that their job benefits were the major contributor to job satisfaction. And, 42% reported that other factors were more closely related to job satisfaction than base salary or job benefits.

In regard to compensation other than base salary, 83% of those surveyed reported that JMU employees have a good total benefits package compared to those who work outside of JMU. When asked which benefits were most important and of the best quality, the following benefits fell into both top ten lists: Health Insurance, Holidays (12), Virginia Retirement System, Sick Leave (VSDP), Family and Personal Leave (VSDP), and Group life Insurance. Conversely, the benefits that fell into the bottom ten categories for both importance and quality were: VALORS, Military Leave, Bus Transit, Leave-Without-Pay, AFLAC Supplemental Insurance, Credit Unions, Employee Assistance Program (EAP), and Peer Coverage. It is possible that VALORS, Military Leave and Peer Coverage were least important and perceived of lesser quality because they are not available to the majority of the responders.

The survey also collected a list of benefits that were desired, but not currently offered to JMU employees. More than one-third of those surveyed expressed interest in tuition waivers (full or part) for employee children, free meal plan, flextime, compressed work week, telecommuting, and discount computers, cell phones and meals.

Survey results were further subjected to a crosstab analysis in order to determine what relationships might exist between staff demographics and survey responses, or how a response on one survey item (e.g.: satisfaction with base salary) might be related to a response on a separate survey item (e.g.: satisfaction with job benefits). A Chi Square analysis was run to determine which relationships are statistically significant. (See Appendix C – Survey Crosstab Analysis and Appendix D – Gender Crosstab Analysis and Summary)

In general, the crosstab analysis did not reveal any major differences in concerns. The percentage of a specific demographic which chose a particular survey item response may differ from the percentage in which a different demographic chose that same response. However, in most every case the most popular response of the entire population on any given survey item was also the most popular response of each individual subgroup. For example, when asked if an employee's base salary is reasonable for the work they do, 66% of the total population answered "no". Fifty percent (50%) of exempt classified employees answered "no", and 75% of non-exempt classified employees answered "no". In both cases the employees (exempt and non-exempt classified employees) answered "no" the majority of the time. However, the exact percentages differed from one group to the next. There was no significant difference between female and male responses on items like satisfaction with base salary, and comparability of salary to outside employment. Female "yes" responses to, "...have you considered leaving JMU because of concerns over your base salary" were significantly lower than expected.

A few distinctive cross tab variances were noted in areas where such variance would be expected. Examples include:

- When employees who had worked at JMU for less than one year were asked if their base salary is reasonable for the work that they do, 49% answered "yes" compared to a survey total "yes" response of 20%.
- When employees who had worked at JMU for less than one year were asked if they had considered leaving JMU within the past 12 months, 76% answered "no" compared to a survey total "no" response of 49%.

Following a review of survey responses, members of the CTF-S met to discuss findings and create questions which would be further explored via focus groups.(See Appendix H – Focus Group Process) Data from the survey results was also analyzed to identify JMU staff members' short-term and long-term recommendations for addressing their compensation concerns.

Quantitative Survey Results – Open-Ended Questions

Several survey items invited respondents to provide comments. The following is a summary of those open-ended responses.

In response to the question of how salary adjustments should be made when funding becomes available, the data included expressions of the concern that a raise based on a uniform percentage was not fair because employees with the lowest salaries would only see nominal increases to their base salaries.

This data shows that there is a perception that since there is money for buildings and landscaping, there is money for salary increases.

In response to the open ended question asking if there was anything else the Compensation Task Force should know before preparing their final report, several respondents mentioned the issue of gender equity and the need for the university to explore and address this issue. Respondents mentioned the need for wage employees to have the opportunity to purchase health care coverage. This is an interesting time to receive this feedback when JMU (at the direction of the Commonwealth of Virginia) has reduced wage employee work hours to twenty nine per week and eliminated exceptions to the 1,500 hour per year maximum in order to minimize wage employee eligibility for health care coverage under the Affordable Care Act.

Respondents perceived or described base salary, workload, expertise, opportunity and salary inequities between and within departments at JMU. Others voiced concern that those with the lowest salaries struggle the most to keep up with the cost of living.

Free or reduced rate parking was mentioned frequently in the open-ended response data. Employee parking fees seemed to be a universal annoyance.

Focus Groups

The CTF-S focus groups included employees from Parking Services, Student Affairs and University Planning, the Employee Advisory Council, University Advancement, Access and Enrollment Management, Human Resources, Athletics, Facilities Management and Finance. Each focus group participant was asked identical questions which were designed to clarify survey results and provide guidance for the '14 budget process. Employees were invited to attend the focus groups whose attendance was capped at between 9 and 12 participants per focus group session. A total of approximately 150 employees participated. Various CTF-S group members conducted the focus groups by utilizing standardized procedures and questions. (See Appendix H – Focus Group Process).

Respondents overwhelmingly acknowledged that raises are long overdue and that their current base salary negatively affects their job satisfaction. However, respondents also expressed sincere appreciation about the benefits package that they receive. Health benefits and leave time were mentioned frequently when respondents specified what they liked about the benefits package. Despite being dissatisfied with their base salaries, many respondents indicated that they continue to work at JMU because of the benefits package, the positive, friendly atmosphere that permeates the campus, and the importance of their jobs.

Respondents also voiced concern about salary compression, or when a new hire's pay is noticeably higher than a person who has years of experience in a relevant field and at JMU.

Employees that have found themselves in this situation mentioned feeling “slighted” and “under-appreciated” and generally felt that it is unfair.

As indicated above, respondents were most appreciative of the health insurance coverage and the structure of the leave time/vacation system. Respondents that mentioned insurance coverage specified that they were pleased to have health insurance along with affordable premiums and copays. They further indicated that excellent and affordable health insurance is a viable reason to maintain employment at JMU, even if dissatisfaction with base salary exists.

Respondents that mentioned leave time as what they “appreciated most” about their total compensation package also like the structure of the current system. Some respondents did mention wanting to be able to sell unused leave time at the end of the year, instead of simply losing it.

When asked, “If JMU were to provide an additional benefit that isn’t currently offered, what new benefit would increase your satisfaction the most?”, respondents indicated their desire to utilize an on-campus child care facility for the children of JMU faculty and staff as well as some type of tuition remission option for dependent family members.

When asked what they would do to eliminate concerns about total compensation at JMU, respondents indicated they would raise salaries to ensure they were reflective of the current cost of living. These respondents also wanted to have job duties and descriptions re-evaluated to ensure fair compensation. The issue of salary compression was also raised. Respondents acknowledged that compression is a complex problem and that they understand the university wants to offer potential candidates competitive salaries. Nonetheless, they are frustrated that newer employees with less experience and/or years of service make more money than longer term employees.

Employees at James Madison University shared appreciation for the positive atmosphere that has been bred on campus. Even while citing concerns such as low pay, employees also mentioned the people that they work with and the “JMU atmosphere” as reasons why they enjoy their jobs and continue working at JMU. Employees at JMU recognize and are thankful for a generally positive environment. They acknowledge that a favorable workplace contributes to their overall well-being.

Part-time employees shared an interest in obtaining paid time off and a more affordable option for health insurance.

JMU Salaries versus Peer Institutions

Benchmark Position Study

The following benchmark position study focused on specific JMU positions common to our peer universities. Peer groups were chosen based on broad workgroups and what is typical for those specific positions:

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- For academic and senior management administrators, the State Council for Higher Education in Virginia (SCHEV) peer group (including both public and private institutions) was used to stay consistent with the 2011 senior management study.
- A regional peer group was used for other AP faculty and professional classified positions that may be viewed as ‘competitive’ to our market. These institutions were all public, similar in programs, size, and graduation rates.
- For Athletics AP faculty and coaches, the schools in the Colonial Athletic Association (CAA) were chosen because they represent the most logical group of peers for the university’s athletic management and coaches.
- A 2011 JMU local survey was used for “skilled” and “unskilled” classified staff. The data was aged 2.7%, which according to Society of Human Resource Management (SHRM) was projected for 2012-2013.

Of the 304 JMU benchmark positions, data was not available for 89 of them because there were less than five institutions reporting on a particular position. Additionally, the 60th percentile was pulled for AP faculty to remain consistent with faculty salary philosophy.

AP Faculty Benchmark Position Overview

Public and Private Institutions							Public Institutions Only			
Benchmark Group	No. Pos	JMU Ave	Peer Ave	Diff	%	Ave. 60th%	Peer Ave	Diff	%	Ave. 60th%
Top Exec/Sr. Officers/ Academic Deans/Administrators (SCHEV)	67	\$112,697	\$131,998	-\$19,301	-14.6	\$133,244	\$119,542	-\$6,845	-5.72	\$120,165
Professional Academic/ Student/ Fiscal/External Affairs (Regional)	33	\$61,499	\$64,646	-\$3,147	-4.8	\$65,833	\$64,646	-\$3,147	-4.8	\$65,833
Athletic Affairs (CAA)	26	\$89,090	\$89,664	-\$584	-0.65	\$93,608	\$89,664	-\$584	-0.65	\$93,608
TOTALS	126	\$87,762	\$95,436	-\$7,674	-8.04	\$97,562	\$91,284	-\$3,522	-3.85	\$93,202

Classified Employee Benchmark Position Overview

Public and Private Institutions						Public Institutions Only		
Benchmark Group	No. Pos	JMU Ave	Peer Ave	Diff	%	Peer Ave	Diff	%
Professional Business/Health/Finance (Regional)	20	\$36,490	\$44,314	-\$9,039	-15.6	\$44,314	-\$9,039	-15.6
Information Technology	31	\$54,048	\$59,280	-\$6,282	-10.4	\$58,102	-\$4,054	-6.97
Skilled/Unskilled (Local)	38	\$36,083	\$35,224	-\$859	2.44	\$35,224	-\$859	2.44
TOTALS	89	\$42,207	\$46,272	-\$4,065	-8.8	\$45,880	-\$3,673	-8.0

Turnover Study

Employee turnover is defined as the rate at which employees enter and leave a company in a given fiscal year.² It is often central to an organizations’ workforce planning and strategy. Turnover is an important metric because it allows for greater understanding of the degree and reasons why employees terminate their employment. Differentiating the type of turnover (voluntary vs. involuntary) offers a more nuanced way of examining job separations because it addresses how the loss of employment occurred and may reveal other issues within an organization that need to be addressed.³

The following turnover data compares JMU with several public institutions from the peer groups listed above. Some notes regarding the data:

- Eight out of twenty-seven institutions responded with turnover rates for employee class, overall rates, or both.
- Many institutions did not keep turnover rates readily available or just did not respond to the request for data.
- All data includes voluntary and involuntary turnover.
- JMU’s current turnover rate is 5.75% when retirements are not factored in.

While JMU’s overall turnover rate is slightly below the average of the respondents, AP faculty turnover is high when compared to the rest of the list. Further analysis shows that from July 2012 to present, 70 AP faculty members separated employment with JMU:

- 47- Voluntary resignations
- 12- Non-renewals (8- Athletics)

² Society of Human Resource Management (2012), SHRM 2012-2013 Human Capital Benchmarking Report.

³ Society of Human Resource Management Executive Brief: Tracking Trends in Employee Turnover, December, 2012.

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- 4- Regular retirements
- 6- Workforce Transition Act (WTA) retirements
- 1- Position eliminated

JMU Turnover versus Peer Public Institutions

Note: The information included in this table is listed as reported by each institution. It is possible that the turnover calculation methods used vary by institution.

N/A - Information not tracked or available from the institution.

Institution	AP faculty	Instructional Faculty	Classified	Overall Turnover Rate
University of Delaware	4.31%	N/A	N/A	6.71%
Bloomsburg University of PA	N/A	N/A	N/A	6.79%
Virginia Tech	6.40%	5.70%	5.70%	7.3%
Western Washington University	7.25%	7.0%	8.20%	7.48%
UNC-Wilmington	5.9%	6.50%	10.57%	7.65%
James Madison University	11.41%	6.79%	8.08%	8.15%
University of Wisconsin-Eau Claire	N/A	N/A	N/A	8.91%
George Mason University	10.3%	6.2%	11.3%	9.2%
University of North Carolina-Charlotte	N/A	N/A	N/A	11.05%
Average Turnover	7.6%	6.4%	8.8%	8.16%

JMU 5 Year Historical Turnover

	2012	2011	2010	2009	2008
Instructional Faculty	6.79	5.60	7.21	5.81	5.53
AP faculty	11.41	7.65	9.10	5.12	8.97
Classified	8.08	7.40	10.83	4.00	5.94
Overall	8.15	6.78	9.23	4.84	6.27
Factoring out retirements	5.75	5.10	4.86	3.82	5.06

All-Industry Average Turnover Rates for 2009-2011 by Type

Year	Average Annual Turnover	Average Voluntary Turnover	Average Involuntary Turnover
2009	14%	8%	7%
2010	15%	13%	9%
2011	13%	9%	6%

Source: SHRM Human Capital Benchmarking Database (2020-2011, 2011-2012 & 2012-2-13)

Benefits Comparison to Public Peer Institutions

Twenty-seven public peer institutions provided information to our committee for a comparison of our benefits. These schools include Appalachian State, Bloomsburg University of PA, College of Charleston, Eastern Illinois University, George Mason University, Georgia State University, Illinois State University, Miami University – Ohio, Ohio University, Old Dominion University, Rowan University, Truman State University, College of William & Mary, Towson University, University of Alabama at Birmingham, University of Delaware, University of NC at Charlotte, University of NC at Greensboro, University of NC at Wilmington, University of Northern Iowa, UVA, University of Wisconsin-Eau Claire, University of Wisconsin-La Crosse, VA Commonwealth University, Virginia Tech, Western Carolina University, and Western Washington University.

The Commonwealth's health insurance premiums and deductibles are lower than the majority of peers. Some deductibles were as high as \$700 and some single coverage plans were as high as \$102 per month. Depending on the JMU plan chosen by the employee, single coverage is available with deductibles as low as \$225 or monthly premium as low as \$50. The Commonwealth's retirement plans have lower employee contributions and shorter vesting periods.

JMU does not offer wage employees leave benefits. Thirteen institutions offer wage employees pro-rated leave benefits. The College of William & Mary is the only Virginia institution out of that group of 13 that offers these leave benefits.

JMU does not offer benefits to domestic partners. Only 7 of the institutions offer no benefits to domestic partners (6 being Virginia schools). Of those that do, the most popular are recreational facility benefits, dependent dental coverage, and optional life insurance. Some cover Domestic Partners under the health insurance plan with proper documentation.

JMU offers full-time employees tuition assistance, but does not extend tuition assistance to spouses or children. Tuition assistance for employees is available in at least twenty three of the institutions, and assistance is fully or partially extended to spouses and children in 8 institutions.

JMU does not charge for recreation facility use. Twenty three institutions charge a fee for recreation facility usage.

JMU has a flexible schedule policy in place but it is not widely utilized. Thirteen institutions have a telework or flexible schedule policy in place.

Additional Research: Benefits Comparison to the SCHEV Peer Group

The analysis of focus group data yielded comments from employees that motivated the CTF-S to conduct further research into a few specific compensation related areas. The SCHEV Peer Institution list and associated websites provided relatively easy access to compensation information that provided additional perspective when combined with the Benefits Comparison

to Public Institutions Peer Institutions. The items listed below were researched because of their relevance to comments from focus group participants.

Out-of-State Peer Institutions

Child Care

Of the 25 out-of-state SCHEV peer institutions listed, 20 of them offer child care on-campus. The University of North Carolina, Wilmington and Texas Christian University have both partnered with off-campus facilities to provide child care. Gonzaga University, Truman State University, and St. John's University do not offer child care services of any type.

Tuition Remission

Of the 25 peer institutions listed, 17 (68%) of them offer some type of tuition remission for the children and/or spouses of employees. Each university has a slightly different tuition remission policy. Some institutions calculate the tuition they will cover based on the number of years an employee has worked full-time at the university. Other institutions will only cover a certain number of credit hours for an employee's child or spouse, regardless of the years worked by employee. Some institutions cover a certain number of semesters, regardless of the number of credits being taken by the employee's child or spouse.

Of the 17 institutions that offer tuition remission to the child and/or spouse of an employee, seven (41%) are public and ten (59%) are private.

In-State Peer Institutions

Of the 14 in-state peer institutions listed, six of them offer child care on-campus. The University of Mary Washington and Virginia Tech have both partnered with off-campus facilities to provide child care. Christopher Newport University, Longwood University, Radford University, UVA at Wise, Virginia Military Institute, and Virginia State University do not offer child care services of any type.

The University of Virginia (UVA) Child Development Center (CDC) employees are considered contract employees by the UVA and are affiliated with Children's Creative Learning Centers (CCLC), whose parent company is Knowledge Universe. CCLC works with many different employers to manage facilities and provide on-site child care to a wide range of clients, including AOL, Sysco, and a variety of hospitals. Virginia Tech, University of Virginia at Wise and Radford University are all currently working with CCLC to bring on-site child care to their campuses.

Tuition Remission for Child/Spouse of Employees

Of the 14 peer institutions listed, two public, in-state schools offer tuition remission. One provides tuition remission to the children and/or spouse of its full-time employees. The policy covers up to six credits per semester for the employee's children and/or spouse, for a total of 12 credits per school year. The children and/or of part-time employees can take up to three credits a

semester for a total of six credits per school year. The employee's base salary must be less than \$89,000 per year and the funding comes from university discretionary accounts. All tuition remission is administered as financial aid. Slightly over 100 people obtain the benefit at this institution.

A second state university provides up to 6 credit hours for children and spouses of full time employees using state funding. Employees who utilize this benefit are not charged for the university comprehensive fee.

Paid-Time-Off (PTO) for Hourly Employees

William and Mary is the only peer institution that offers this type of benefit to its hourly employees. Employees are eligible after a year of continuous service and 1,000 hours have been worked. After the criteria have been met, the employee will earn 48 hours, or the equivalent of 6 workdays, of paid time off. Additionally, hourly employees are given 6 paid holidays that are recognized by the university.

Benefits for Same-Sex Partners

There are no public in-state peer institutions that allow benefits for a same sex partner or their "unnatural" children. While private institutions and organizations may allow benefits for same-sex partners, state agencies of the Commonwealth of Virginia are not permitted, under the Constitution of Virginia, to award benefits to same-sex partners of state employees.⁴ An "unnatural" child is defined as one who has no biological relationship to the employee, has not been adopted by the employee, but who lives in the same household and is parented by the employee.

The University of Richmond extends benefits to same-sex domestic partners of full-time faculty or staff employees. Two of the out-of-state peer institutions provide benefits to same sex partners and their children. Hofstra University allows its benefit of tuition remission for an employee's spouse to be applied to same-sex partners and their "unnatural" children. Eastern Illinois University allows both its tuition remission benefit and insurance coverage to be applied to same sex partners and the children of those partners.

Legal Services

Nineteen of the SCHEV Peer Institutions provide legal services that deliver legal assistance in a variety of areas including traffic violations and divorce proceedings. Typically employees pay a small fee to gain access to the service.

⁴ Virginia Code Commission (2008) *Code of Virginia, 1950 Constitutions*, Matthew Bender & Company, p.122

Summary of Benefits Offered by SCHEV Peer Institutions

SCHEV Peer Institutions List

Note: Cells with a pink fill indicate that the information was unable to be obtained on the university’s website. The universities did not respond to phone calls or emails that were sent.

Institution Name	On-site Childcare	Tuition Remission	PTO for Hourly Employees	Benefits for Same-Sex Partners	Legal Services
Appalachian State University	✓		Part-time ✓		✓
Bloomsburg University	✓	✓			
Baylor University	✓	✓	✓		✓
Boston College	✓	✓			✓
College of Charleston	✓				✓
Duquesne University	✓	✓	✓		
Eastern Illinois University	✓	✓	✓	✓	
Fairfield University	✓	✓		✓	✓
Gonzaga University		✓	✓	✓	✓
Hofstra University	✓	✓		✓	
Illinois State University	✓	✓			
Loyola Marymount University	✓	✓			
Marquette University	✓	✓	✓	✓	✓
Miami University of Ohio	✓	✓			
Ohio University	✓	✓	✓	✓	✓
Rowan University	✓	✓			
St. John’s University		✓			
Texas Christian University		✓	✓	✓	✓
The University of Alabama	✓	✓	✓	✓	✓
Truman State University					
UNC-Wilmington					✓
University of Northern Iowa	✓		✓	✓	
Univ. of Wisconsin Eau Claire	✓				
Univ. of Wisconsin La Crosse	✓				
Western Washington University	✓				
Total	20	17	10	9	11

Virginia State Institutions List

Institution Name	On-site Childcare	Tuition Remission	PTO for Hourly Employees	Benefits for Same-Sex Partners	Legal Services
Christopher Newport University					✓
College of William and Mary	✓		✓		✓
George Mason University	✓				✓
Longwood University		✓			
Norfolk State University	✓				
Old Dominion University	✓	✓			✓
Radford University					✓
University of Mary Washington	✓				
University of Virginia at Wise					
University of Virginia	✓				✓
Virginia Commonwealth University	✓				
Virginia Military Institute					✓
Virginia Polytechnic University					✓
Virginia State University					
Totals	7	2	1	0	8

Work/Life Balance

Work/life balance encompasses several elements that contribute to an employee’s overall well-being. Such elements include the workplace atmosphere, life outside of work, and the resources that an institution provides which are designed to assist its employees to handle both.

Work-life Balance Research Findings

According to research conducted by the CTF-S, work-life balance now ranks as one of the most important workplace attributes - second only to compensation, according to research conducted by the Corporate Executive Board among more than 50,000 global workers.⁵ In a study of American Work Life Balance, among the 89% of Americans who say work-life balance is a

⁵ Bloomberg Businessweek 2009: The Increasing Call for Work-Life Balance
http://www.businessweek.com/managing/content/mar2009/ca20090327_734197.htm

problem, 54% called it a “significant” problem.⁶ Management support for work-life balance is critical, and it must come from the top, year-round, not just in employee orientations and handbooks.⁷

Benefits Option Value

The “option value” of work-life balance practices is more important at improving employee effort than the actual consumption of those same work-life balance practices.⁸ This suggests that participation numbers may not directly correlate to work-life balance satisfaction. Rather, the knowledge that a myriad of benefits exist as a possibility is more important.

Flexibility

Using the word “balance” in terms of work-life suggests that the two aspects are completely separate from one another, when the new world reality is that work and life are completely integrated.⁹ The best organizations recognize that the most appreciated service they can provide their employees is the “gift of time.” In fact, more than 60% of the employees polled in the Corporate Executive Board (CEB) Study identified flexible schedules as the most important work-life practice their employer could provide.¹⁰ Every age group desires balance and flexibility while they manage their professional and personal interests and responsibilities.¹¹ Younger workers expect more flexibility than their predecessors.¹² In 2012, more employers than ever before allowed workers to work from home occasionally and use flex time to take care of family and personal issues without loss of pay.¹³ The 100 Best Companies Award by Working Mother’s Magazine all offer telecommuting and flextime schedules, 98 offer job-sharing, and 94 offer compressed workweeks. Flextime is one of the most useful tools in helping workers achieve a positive work/life balance. Companies should identify which jobs lend themselves to

⁶ HR Blog 2012: Myth of Work-Life Balance

<http://www.humanresourcesblog.in/2012/04/06/myth-of-work-life-balance/>

⁷ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees

<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

⁸ Bloomberg Businessweek 2009: The Increasing Call for Work-Life Balance

http://www.businessweek.com/managing/content/mar2009/ca20090327_734197.htm

⁹ HR Blog 2012: Myth of Work-Life Balance

<http://www.humanresourcesblog.in/2012/04/06/myth-of-work-life-balance/>

¹⁰ Bloomberg Businessweek 2009: The Increasing Call for Work-Life Balance

http://www.businessweek.com/managing/content/mar2009/ca20090327_734197.htm

¹¹ Xenium Developing Great Employers: Work Life Balance – An Employer Obligation?

<http://www.xeniumhr.com/hr-resources/hr-articles/work-life-balance-an-employer-obligation>

¹² Xenium Developing Great Employers: Work Life Balance – An Employer Obligation?

<http://www.xeniumhr.com/hr-resources/hr-articles/work-life-balance-an-employer-obligation>

¹³ Business News Daily 2012: The Recession's Bright Side? Work-Life Balance

<http://www.businessnewsdaily.com/2438-work-life-balance-rise.html>

flexible work scheduling and implement formal policies for coordinating flexible schedules with an employee's supervisors and co-workers.¹⁴

Telecommuting is often considered a way for employees to work from home while taking care of a sick or dependent family member, however, it should be noted that the DHRM Telework policy 1.61 indicates, “Telework is not intended to serve as a substitute for child or adult care. If children or adults in need of primary care are in the alternate work location during employee’s work hours, some other individual must be present to provide the care.”

Telecommuting is also known to reduce stress and the unproductive commute times. Studies have shown that telecommuters can be 30% more productive than their office-bound counterparts.¹⁵

Workload Stress

Stressful working conditions are associated with increased absenteeism, tardiness, and more likeliness to quit.¹⁶ Even the most conscientious efforts to improve working conditions are unlikely to eliminate stress completely for all workers, so a combination of organizational change and stress management is often the most useful approach for preventing stress at work.¹⁷ Scientific evidence suggests that certain working conditions are stressful to most people and that jobs designed (and redesigned) with clear expectations and priorities can serve as primary prevention strategy.¹⁸ When expectations and priorities are unclear, employees tend to overwork because they think that everything must get done at once. Some employees may unnecessarily take work home if they do not know if it can wait until the next day.¹⁹ Supervisors must set clear priorities, and be mindful of increasing error rates, absenteeism and signs of stress-related burnout.²⁰

Vacation and Sick Time

According to a survey by Adecco Staffing US, 75% of workers had not used all of their vacation time as of the end of November 2012 and 23% of respondents believed their colleagues judge

¹⁴ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees
<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

¹⁵ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees
<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

¹⁶ Centers for Disease Control and Prevention: STRESS...At Work
<http://www.cdc.gov/niosh/docs/99-101/>

¹⁷ Centers for Disease Control and Prevention: STRESS...At Work
<http://www.cdc.gov/niosh/docs/99-101/>

¹⁸ Centers for Disease Control and Prevention: STRESS...At Work
<http://www.cdc.gov/niosh/docs/99-101/>

¹⁹ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees
<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

²⁰ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees
<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

them when they take off from work.²¹ There are self- and other-inflicted stipulations to taking paid time off, however, the point of vacation days is to give employees time to relax and recharge so that they can be more productive and successful in their work. Supervisors must encourage the use of vacation and sick leave time.²²

Time for Exercise

A recent study showed that employees can use work time for exercise (or other health promoting measures) and maintain the same level of productivity, or higher at work. Employees who spent 2.5 hours a week being physically active were more satisfied with the quantity and quality of their work, reported increased work ability, and took less sick time than employees who did not engage in physical activity. By creating the opportunities for exercise, to be possible before or after work, or during lunch breaks, employees can improve their work-life balance (because their workout time isn't squeezed into already busy personal/family time).²³

Supporting those with Dependents

Of Working Mother's Magazine 100 Best Companies 86 provide backup care, and 62 provide sick-child care.²⁴ A formal flex-time and leave policy for employees with dependents recognizes and encourages the need to care for not only sick children, but elderly parents or ill spouses. Paid formal childbirth or adoption leave gives women and men the flexibility to keep their jobs while attending to a new addition to the family.²⁵ "Bring-your-kids-to-work day" and sponsoring employees' family-oriented activities is a way to get employees' families involved in their work lives.²⁶

Budget Limitations and Considerations

Like all agencies in the Commonwealth, the university experienced significant funding reductions from state general funds starting in 2007-08. The university's general funds were reduced by over \$18.0 million in a 4 year period. To address the funding deficit, the university

²¹ Benefits Pro 2012: Most Workers have unused vacation time

<http://www.benefitspro.com/2012/12/26/most-workers-have-unused-vacation-time>

²² HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees

<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

²³ APA Center for Organizational Excellence 2012: Exercising at Work Boosts Productivity

<http://www.apaexcellence.org/resources/goodcompany/blog/2012/03/exercising-at-work-boosts-prod.php>

²⁴ Xenium Developing Great Employers: Work Life Balance – An Employer Obligation?

<http://www.xeniumhr.com/hr-resources/hr-articles/work-life-balance-an-employer-obligation>

²⁵ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees

<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

²⁶ HR World 2008: 16 Ways to Encourage Work/Life Balance in Employees

<http://www.hrworld.com/features/encourage-work-life-balance-041608/>

increased tuition, reallocated resources and continued a focus on efficiencies. These strategies were implemented in order to focus on the number one priority of maintaining the existing workforce and preserving faculty and staffing positions.

Although the university has seen an increased commitment from the state in funding higher education over the past two years, state support is very unpredictable and the university will continue to be faced with many economic and budgetary challenges in the future.

While there are institutional funding challenges, there are many areas of opportunities that the university can utilize to provide a continued investment in its most valuable resource, its people. A few budgetary challenges and opportunities are as follows:

Financial Challenges

- Limited revenue resources and competing institutional expenditure priorities.
- Continued focus on student access and affordability demanding nominal tuition and fee increases.
- State economic factors influence unpredictable funding from the Commonwealth to address compensation issues.
- Currently, there is a shared cost for salary increases and benefits. The fund split is 47% from the Commonwealth general funds and 53% from the university. Proposed institutional compensation increases over and above state approved salary increases are funded 100% by the institution with no state support.
- Limited funding options for additional compensation for classified staff due to state pay structure.
- Increasingly higher costs of medical insurance and benefits.

Financial Opportunities

- For the first time since 2007, the state is providing funding for an across-the-board salary increase in fiscal year 2014.
- Compensation is a top university funding priority in the 2014 budget development process.
- The multi-year CTF-S salary increase proposal provides budgetary flexibility for implementation.
- There are a variety of relatively low cost items recommended by the CTF-S that would have a nominal impact on the university budget or require minimal funding.
- Availability of the new state health care plan designed to offer incentives for employees to offset increased costs to them. (New for the 2013-2014 benefit year)

Recommendations Supported by Findings

Recommendation	Support
Direct Compensation	
<p>BASE SALARY</p> <p>The CTF-S recommends that JMU administer a 10% annual cost-of-living, base salary adjustment for all classified, AP faculty and wage employees to be administered over a 3-year term.</p> <p>It is further recommended that JMU supplement any across-the-board percentage salary increase provided by the Commonwealth of Virginia such that in the first year of the 3-year term, employees receive a 6% (total) across-the-board increase and a 5% (total) across-the-board increase in the following 2 years.</p> <p>It should be noted that the CTF-S is aware that this recommendation poses significant additional costs to JMU which would be borne by the institution in perpetuity.</p> <p>An alternative to this proposal would be to attempt to adjust salaries for the reasons stated over a 5-year period which would represent a 2% per year increase over the 2013-14 salary increase provided by the Commonwealth.</p>	<p>SURVEY DATA</p> <p>The rationale for the base salary recommendations emanate primarily from the data obtained from the staff compensation survey. Base salary was the compensation concern most often cited by JMU staff employees in the survey. In addition, the majority of the respondents (65%) do not believe their salary is reasonable for the work they do. Seventy-three (73%) do not believe that their base salary is comparable to average salaries of people who work in comparable positions outside of JMU.</p> <p>A relatively small 22% of JMU employees work for another employer and most (59%) of those do so to help pay monthly bills.</p> <p>When asked, “If you have considered leaving JMU because of concerns over your base salary, please indicate the percentage increase to your base salary that would be required to prevent such a consideration,” responses averaged 19.16%.</p> <p>FOCUS GROUP DATA</p> <p>Employees uniformly acknowledged that base salary increases are long overdue. Participants indicated the university should raise salaries to ensure they are reflective of the current cost of living and/or re-evaluate job duties to ensure fairness.</p> <p>When asked, “Given that JMU has not been permitted to increase base salaries for the last 5 years, realistically, what percentage increase do you feel the CTF should recommend?”, focus group respondents indicated the following percentages: Parking 5%-8%,</p>

Recommendation	Support
	<p>SAUP 7%, Employee Advisory Committee 5%, Advancement 5%-10%, Access & Enrollment 10%, Athletics-Market 3%-5%, Fin Aid 5%-7%, FM 10%-15%, and Finance 3%-7%. These figures range from 3% to 15% and average approximately 7%.</p> <p>BENCHMARK SALARY STUDY DATA</p> <p>The benchmark salary study conducted by the CTF-S indicated that JMU AP faculty and classified salaries are, on average between 8.04% and 8.80% behind relevant peer institutions.</p> <p>ADDITIONAL RESEARCH DATA</p> <p>A recent Department of Human Resource Management (DHRM) staff salary study reported that currently, state salaries are 19.49% below private industry.</p> <p>The consumer price index has increased 10.7% since the last time JMU employees received a base salary increase. Inflation has increased by 6.96% over the same time period. This implies that current JMU employees would require a 6.96% to 10.7% increase to maintain their purchasing power prior to the elimination of pay increases.</p> <p>According to the Bureau of Labor Statistics inflation calculator, \$100 in 2008 has the same buying power as 106.96 in 2013. That represents a 6.96% increase.</p> <p>Assuming that the Commonwealth of Virginia (in partnership with JMU) provided a 3% annual increase for each of the last 5 years, compounded would be equivalent to a 15.9% increase in salary for the current year. A 2% annual increase compounded over the last 5 years would be equivalent to a 10.4% increase. This implies that if JMU employees did receive increases on the order of magnitude reflected</p>

Recommendation	Support
	<p>in the history immediately prior to the last 5 years, JMU employees would be earning between 10.4% and 15.9% higher base salaries.</p> <p>The CTF-S utilized this data to conservatively estimate that JMU staff employees would require a 10% base salary increase to restore their purchasing power after 5 years without base salary increases. The CTF-S chose to amortize these restorative increases over a 3 to 5 year period with the largest increase appearing in the first year in order to rectify the situation as quickly as possible.</p>
<p>EQUITY ADJUSTMENTS</p> <p>To satisfy employee’s suggestion that JMU administer any salary increase using multiple methods (excluding merit) we further recommend that JMU adopt the Commonwealth of Virginia approach of providing a \$65 base salary increase for every year of service for classified employees with between 5 and 30 years of service in ’13-’14.</p> <p>The CTF-S also believes that JMU should supplement the \$65 increase for classified employees with an additional \$35 and pay both AP faculty and classified employees with between 5 and 30 years of service a total of \$100 base salary increase for each year of service. The CTF-S would like to acknowledge that total burden of the costs associated with any AP faculty adjustments would be fully absorbed by the JMU budget with no state support.</p> <p>In an effort to provide support to employees at the lowest salary levels, the CTF-S recommends that no classified employee receive less than \$1,500 in base salary adjustment in ’13-’14.</p> <p>To provide additional equity adjustments, it is</p>	<p>SURVEY DATA</p> <p>More recently hired employees (less than one year on the job) appear to be more satisfied and less likely to consider leaving JMU than those who have worked at JMU for more than a year.</p> <p>The majority of respondents felt that if a salary increase is provided, it should be administered by utilizing a combination of across-the-board, merit and/or some type of equity adjustment. Employees also felt that merit-based adjustments tend not be administered fairly.</p> <p>FOCUS GROUP DATA</p> <p>Focus group participants voiced concern about compression issues arising out of the need to pay newer employees based on prevailing market wages that might be higher than current employee salaries in similar positions. Employees also voiced understanding about the need to hire new employees at market rates.</p> <p>The recommendation reflects a combination, across-the-board and equity adjustment suggested by employees.</p> <p>The CTF-S realizes that base salary equity issues resulting from a lack of base salary</p>

Recommendation	Support
<p>recommended that JMU fund all approved outstanding classified in-band adjustment (IBA) requests (\$75,000 E&G), newly requested IBA's received since the last IBA approvals (\$120,000 combined E&G and Auxiliary), and additional estimated IBA requests of \$160,000. JMU should set aside a \$200,000 annual classified IBA fund for '14-'15 and '15-'16 (each) and establish a funding pool for AP faculty equity adjustments that should be implemented after '13-'14.</p>	<p>increases over the last five years cannot be remedied in one year. Therefore, the listed recommendations reflect a longer term approach. (3-5 years)</p>
Indirect Compensation	
<p>CHILD CARE</p> <p>JMU should form a committee whose charge will be to research the feasibility of implementing an on-campus child care facility. (as of this writing the CTF-S understands the formation of such a committee is underway)</p> <p>The CTF-S believes the committee should be made up of a group of vested individuals who possess expertise in disciplines that will ensure professional advice regarding the many critical aspects of successful and safe child care. Health, finance, legal, risk management, human resources, child development and education professionals are examples of the disciplines that should be represented on the committee.</p>	<p>FOCUS GROUP DATA</p> <p>Participants shared a desire for on-campus child care.</p> <p>WORK/LIFE BALANCE RESEARCH DATA</p> <p>Child care, elder care and paid childbirth or adoption leave provide enhanced work-life balance.</p> <p>OUT-OF-STATE PEER INSTITUTIONS BENEFITS COMPARISON DATA</p> <p>Of the 25 out-of-state SCHEV peer institutions listed, 20 of them offer child care on-campus. The University of North Carolina, Wilmington and Texas Christian University have both partnered with off-campus facilities to provide child care.</p> <p>IN-STATE BENEFITS COMPARISON DATA</p> <p>Six (6) of the 14 in-state peer institutions offer on-campus child care. Many contract with vendors to provide the child care.</p> <p>Of the 14 in-state peer institutions listed, six of them offer child care on-campus. The University of Mary Washington and Virginia</p>

Recommendation	Support
	<p>Tech have both partnered with off-campus facilities to provide child care. Christopher Newport University, Longwood University, Radford University, UVA at Wise, Virginia Military Institute, and Virginia State University do not offer child care services of any type.</p> <p>UVA provides child care through their Child Development Center (CDC) whose employees are considered contract employees by UVA and are affiliated with Children’s Creative Learning Centers (CCLC), whose parent company is Knowledge Universe. CCLC works with many different employers to manage facilities and provide on-site childcare to a wide range of clients, including AOL, Sysco, and a variety of hospitals. Virginia Tech, University of Virginia at Wise and Radford University are all currently working with CCLC to bring on-site childcare to their campuses.</p>
<p>ALTERNATIVE SCHEDULING</p> <p>JMU should determine a method and an associated action plan that would allow for the thorough communication of Policy 1310 – Alternative Work Schedules.</p>	<p>WORK/LIFE BALANCE RESEARCH DATA</p> <p>Work-life balance is an attribute that is important to employees (second only to compensation). Offering work-life balance benefit options to employees can have a positive impact even if employees do not utilize the benefit(s).</p> <p>The achievement of work-life balance often comes in the form of providing methods of flexible scheduling, telecommuting, flex time, compressed work weeks and allowing employees to be away from work to care for loved ones.</p> <p>Currently JMU does have a policy (1310-Alternative Work Schedules) that reflects a variety of options available to supervisors which are designed to allow flexible scheduling.</p>

Recommendation	Support
	<p>The CTF-S discovered that few employees were aware of the policy.</p>
<p>TUITION REMISSION FOR DEPENDANTS</p> <p>JMU should thoroughly investigate the policies, procedures and legality of any tuition remission programs currently administered by state institutions. The hope would be that there would be a way to provide such a benefit for JMU employees.</p> <p>Through this investigation, JMU should consider and determine the feasibility (include affordability) of allowing JMU employees to transfer their unused tuition benefit to a dependent family member.</p>	<p>SURVEY DATA</p> <p>Tuition Waivers for dependent family members, free meals, flexible schedule options, and discount computers and cell phones were selected as the most desirable benefits currently not provided by JMU.</p> <p>BENEFITS COMPARISON WITH PEERS</p> <p>Currently, only 2 in-state institution offers some type of tuition remission to dependents of employees.</p>
<p>WAGE EMPLOYEE BENEFITS</p> <p>JMU should thoroughly investigate the policies, procedures and legality of any part-time employee benefits currently administered by state institutions. In so doing, JMU should also establish a plan for providing any additional benefits for wage employees that are financially feasible.</p>	<p>SURVEY DATA</p> <p>In response to the open ended question asking if there was anything else the CTF should know before preparing their final report, several respondents mentioned the need for wage employees to have the opportunity to purchase health care coverage.</p> <p>FOCUS GROUPS</p> <p>Part-time employees shared an interest in obtaining paid time off and a more affordable option for health insurance.</p> <p>BENEFITS COMPARISON TO PEER INSTITUTIONS DATA</p> <p>Half of the peer institutions offer benefits to part-time employees. William and Mary offers paid time off for wage employees.</p>
<p>GENDER EQUITY</p> <p>Despite the lack of strong sentiment by JMU</p>	<p>SURVEY DATA</p> <p>The survey data did not reveal any significant</p>

Recommendation	Support
<p>staff employees, the CTF-S feels that JMU should further study the issue of gender equity. As a result of such a study (and given the gender equity related responses from the open-ended CTF-S survey questions), it is hoped that JMU could determine if a more focused and specific gender equity investigation would be warranted.</p>	<p>inequities in how women and men viewed their base salary or benefits, however, in response to the open ended question asking if there was anything else the Compensation Task Force should know before preparing their final report, several respondents mentioned the issue of gender equity and the need for the university to explore and address this issue.</p>
<p>RELATIVELY LOW-COST EMPLOYEE SUBSIDIES</p> <p>JMU should explore and implement programs associated with the following total compensation related issues:</p> <ul style="list-style-type: none"> • The expansion of employee discounted purchase programs for computers, cell phones and other electronic devices. • The provision of free or reduced-cost sporting event tickets to employees where financially feasible and the implementation of a procedure for wide distribution of the tickets to interested employees. 	<p>SURVEY DATA</p> <p>Tuition Waivers for dependent family members, free meals, flexible schedule options, and discount computers and cell phones were selected as the most desirable benefits currently not provided by JMU.</p> <p>Discounted equipment programs and the provision of free or reduced athletic event ticket prices would demand some administrative cost, however once established, these programs should necessitate little or no direct cost to JMU.</p>
<p>PARKING FEE</p> <p>The CTF-S requests that JMU consider reducing or eliminating the parking fee charged to each employee.</p>	<p>SURVEY DATA</p> <p>JMU employees feel that parking fees are a universal annoyance.</p>
<p>CASUAL DRESS CODE</p> <p>The JMU Senior Leadership should provide clear, campus-wide direction to employees and supervisors regarding guidelines and implementation of a casual dress code.</p>	<p>SURVEY DATA</p> <p>When asked, what other benefits people would like to see, 20% of the respondents indicated, “casual dress code”.</p>

Appendix

Appendix A: CTF-S Preliminary Report Executive Summary

**CTF-STAFF GROUP '13-'14 PRELIMINARY RECOMMENDATION - 3/1/2013
EXECUTIVE SUMMARY - CONFIDENTIAL**

Pertinent Facts:

- The Commonwealth of Virginia may provide the following:
 - Classified Staff: 2% salary increase and \$65 per year of state service with service between 5 and 30 years
 - Instructional Faculty and AP faculty: 3%
 - Wage: No increase

- A 2% increase in payroll tax took effect on January 1, 2013

- Employees received the following bonuses since January, 2010
 - Effective Dec. 1, 2010, 3% State Employees. No wage employees were included by the State. **JMU provided 3% for wage** employees.
 - Effective April 25, 2012, **3% JMU initiated bonus** to instructional, administrative and professional faculty, staff and wage employees.
 - Effective Nov. 30, 2012, 3% (State) **1% (JMU)- 4% total** to instructional, administrative and professional faculty, staff and wage employees (**JMU paid for 100% of wage**).

Salary Disparity Estimates:

Data Source	Estimated Disparity	% Disparity from '08-'12	Conservative Estimate*
DHRM Staff Salary Study	-On average, State salaries for selected occupations are 19.49% below Private Industry -In 2008, JLARC found State salaries to be 12% below market -By the end of 2013, State salaries will be 26.3% below market due to cumulative market movements.	-19.49%	-15%
Consumer Price Index	Since 2008, the Consumer Price Index ranged from -.4% to 3.8%. Compounded annually, the CPI has increased 10.7% from '08 to '12.	-10.7%	-10%
Inflation	According to the Bureau of Labor Statistics inflation calculator, \$100 in 2008 has the same buying power as 106.96 in 2013. That represents a 6.96% increase.	-6.96%	-7%
Survey	When asked, "If you have considered leaving JMU because of concerns over your base salary, please indicate the percentage increase to your base salary that would be required to prevent such a consideration, responses averaged 19.16%.	-19.16%	-10%
Focus Groups	When asked, "given that JMU has not been permitted to increase base salaries for the last 5 years, realistically, what percentage increase do you feel the CTF should recommend?" Parking 5%-8%, SAUP 7%, EAC 5%, Advancement 5%-10%, Access & Enrollment 10%, Athletics-Market 3%-5%, Fin Aid 5%-7%, FM 10%-15%, and Finance 3%-7%.	-5% to -10%	-7%
Annual Virginia increases prior to 2008	A 3% annual increase compounded over the last 5 years =15.9% A 2% annual increase compounded over the last 5 years = 10.4 % Average = 13.15%	-13.15%	-13%
Benchmarking Study	Average disparity of AP and Classified Employees.	-8.42%	-8%
	ESTIMATED DISPARITY		-10%

Compensation Task Force – Staff Group Report

*These estimates are designed to help reconcile data variation within each category listed above.

Position Benchmarking Summary:

AP faculty (Top Executives including Vice President, Deans, AVP's and Administrators)

Data Source: CUPA-HR, SCHEV Peer Group

67 positions

Less than peers by 14.6%

Other AP faculty

Data Source: CUPA-HR, SCHEV Peer Group

31 positions

Less than peers by 5%

Athletics AP faculty

Data Source: CUPA-HR, Colonial Athletic Association (CAA) Peers

26 positions

Less than peers by 0.65%

Classified Professionals

Data Source: CUPA-HR, Regional Peer Institutions

20 positions

Less than peers by 15.6%

Information Tech

Data Sources: CUPA HR and Higher Education Information Technology Survey (HEITS)

33 positions

Less than peers by 10.4%

Skilled & Unskilled

Data Source: JMU Local Survey

38 positions

More than peers by 2.44%

Average \$36,083, Market \$35,224 (on average)

Housekeeper and Groundskeepers \$1000 "behind", Chauffeurs \$2,000 "behind", Leads \$3,000 "behind"

Maintenance Managers, HVAC are "ahead" of peers

5-Year Historical Turnover:

	2012	2011	2010	2009	2008
Instructional Faculty	6.79	5.60	7.21	5.81	5.53
AP faculty	11.41	7.65	9.10	5.12	8.97
Classified	8.08	7.40	10.83	4.00	5.94
Overall	8.15	6.78	9.23	4.84	6.27
Factoring out retirements	5.75	5.10	4.86	3.82	5.06

Survey Data (1289 Completed Surveys):

My base salary is reasonable for the work I do:

- 67% Disagree
- 13.5% Neither Agree nor Disagree
- 19.5% Agree

My base salary is comparable to the average salaries of people who work in positions like mine outside of JMU:

- 74% Disagree or Strongly Disagree
- 16% Neither Agree nor Disagree
- 9% Agree

Within the last 12 months, have you considered leaving JMU because of concerns over your base salary?

- 51% Yes
- 49% No

Generally speaking, my job satisfaction is most closely related to:

- 37% My Base Salary
- 22% My Benefits
- 41% Other Factors
 - 35.5% Rewards and incentives
 - 32.4% Intrinsic elements like office harmony, inspirational leaders, relationships
 - 30.0% Work accomplishment and “making a difference”

How, when funding becomes available, should salary adjustments be made?

- 42% Combination of Methods
- 20% Internal or External Equity Adjustments
- 18% Uniform Percentage Across the Board
- 15% Merit Based
- 4% Other
 - Staff like merit increases but do not feel they can be administered fairly.
 - Many staff feel there needs to be some type of **equity adjustment**.
 - Many staff recommended a combination of **across-the-board increase plus some type of equity adjustment**.
 - There was a strong sentiment that **low-paid employees do not benefit** as much from across-the-board percentage increases and that there are worse compression problems for those at the lower end of the pay scale.
 - **Tie salary increases to years of service**
 - **Tie salary increases to wage tiers**
 - **Express across-the-board increases in dollar amounts vs. percentages**
 - We found in the focus groups that new hires were more interested in adjustments based on equity as it relates to peer institutions, industry standards, internal/departmental equity, etc.
 - And longer hires (veteran employees) were more concerned about adjustments based on “catching up”. Making up for lack of raises that impact retirement calculations, savings, quality of life, etc.
 - Both groups (new and old) agreed (after hearing both perspectives in the focus groups) that adjustments should be made for everyone (across the board) but also with an adjustment based on years of service.

Of those staff (23% of total respondents) who work in another job away from JMU, 75% of those do so to earn more money to pay monthly bills. Others do so for a variety of reasons including to enhance their quality of life, helping friends or practicing a paid hobby.

When asked, “Is there anything else you would like the Compensation Task Force to know before preparing their final report?” the following themes emerged:

- **203** responses were concerns about **salary inequities** (both internal at JMU and compared to the market), inequities in opportunities/workload/position classification, and concerns about the current evaluation system not rewarding those who are extraordinary contributors
- **108** responses represented concerns about **cost of living**, many citing that those making the least are struggling the most.
- **105** responses were concerns about benefits, mostly focused on requests to reduce or **eliminate parking fees**, including **same-sex partner benefits**, adding **childcare**, **removing the summer hours policy**, or fear that **new benefits would only help those with families**
- **47** responses represented concerns about **loyalty not being rewarded**, especially when these employees are often asked to train new employees or take on more responsibilities.
- **47** responses were concerns about **wage employees not having the opportunities to become full-time or purchase any sort of benefits.**

Other benefits people would like to see:

- Free meals (45%)
- Tuition Waivers for Children (43%)
- **Flextime (38%)**
- **Discount computers, cell phones, etc. (38%)**
- **Compressed work week (35%)**
- Free or reduced parking (31%) **(most popular item added by respondents that was not a pre-set option)**
- **Flextime to take care of sick family members (31%)**
- **Telecommuting (31%)**
- Extended vacation time for long term employees (28%)
- **Free tickets to sporting events (25%) (if we give away tickets for vacant seats)**
- Free health screening program (23%)
- On-site day care (paid or unpaid) (21%)
- **Casual dress code (20%)**

*****Italicized items represent very little or no direct cost**

Staff Salary Recommendation:

Recommended Long-Term Target	
Adjustment to restore salaries→	10%
+ Annual cost of living adjustment→	Varies by year (1.8% projected for 2013 by Social Security Administration)
Term→	3 years

Source	'13-'14	'14-'15	'15-'16
Virginia %	2% for Classified 3% for AP	2%	2%
Virginia \$	\$65 per year of service for Classified		
JMU %	+4% for Classified and Wage +3% for AP	3%	3%
JMU \$	Additional \$35 per year of service for Classified +100 per year of service for AP		
Total % **	6% for Classified & Wage & AP faculty +	5%	5%
	\$100 per year of service (5-30 yrs.) for Classified & AP faculty		

** We recommend that no classified employee receive less than \$1,500 in base salary adjustment (6% X \$25,000) & this 3-year recommendation is "front-loaded" to compensate for the recent years without base salary increases.

Additional Suggested Recommendations:

1. Provide funding for current, approved Classified In-band Adjustments (IBA) in fiscal '14

Tier 2 from last fall (E&G): \$75,000

Newly requested (E&G): \$90,000

Newly requested (Aux): \$30,000

Additional estimate (E&G): \$125,000

Additional estimate (Aux): \$35,000

Total (E&G): \$290,000

Total (Aux): \$65,000

2. Provide \$200,000 per year fund for Classified IBA's beyond fiscal '14
3. Provide funding pool for AP faculty beyond fiscal '14
4. Consider reducing or eliminating employee parking fee in fiscal '14

Appendix B: CTF-S Preliminary Full Report

**Compensation Task Force Staff Group
Preliminary Report - Confidential**

3-1-2013

The Compensation Task Force began its work in November, 2012 and was charged with the responsibility to “determine from JMU employees what (total) compensation concerns exist and ways employees feel JMU may be able to address compensation related issues.” The Task Force’s final report is due April 30, 2013; however, the Task Force was requested to provide preliminary findings and recommendations by March 1, in order to inform potential fiscal ’14 budget action. Due to fundamentally different job duties and potential compensation concerns expressed by core stakeholders, the Task Force divided into two groups; one representing faculty and the other representing staff. This report describes the preliminary activity, findings and recommendations of the Compensation Task Force *Staff Group* (CTF-S).

The CTF-S met weekly from early December through February 20. The group completed a benchmark position study, administered a staff compensation salary survey and a series of focus groups, and conducted supporting research. In addition the CTF-S produced a glossary of compensation and benefits terms and a compensation and benefits inventory which are included in this document. The following narrative describes the methodology, findings and recommendations relating to the preliminary, March 1, 2012 deadline.

BENCHMARK POSITION STUDY

The benchmark position study included a review of 215 specific positions whose average salaries were compared to the average salaries of similar positions of JMU peer universities and relevant groups. Peer universities were chosen based on their demographic similarity to JMU and relevant groups were chosen for their geographic proximity and favorable employment market similarities to JMU.

- For academic and senior management administrators, the State Council for Higher Education in Virginia (SCHEV) peer group was utilized to stay consistent with the 2011 senior management study.
- A regional peer group was utilized for other AP faculty and professional classified positions that may be viewed as ‘competitive’ to our market. The institutions were similar in programs, size, and graduation rates.
- For Athletics AP faculty and coaches, the schools in the Colonial Athletic Association (CAA) were chosen because they represent a logical group of peers for the university’s athletic management and coaches.
- A 2011 JMU local survey was used for “skilled” and “unskilled” classified staff. The data was aged 2.7%, which according to Society of Human Resource Managers (SHRM) was the projected, average salary increase for 2012-2013.

Of the 304 JMU benchmark positions originally identified, data was not available for 89 of them because there were less than five institutions reporting data for the specific positions.

Additionally, the 60th percentile was utilized for AP faculty to maintain consistency with the historic faculty salary target described by the Compensation Task Force Faculty Group (CTF-F).

Findings

The study yielded results comparing JMU average salaries to the average salaries of peer universities and groups. These results are categorized by employment classification including AP faculty Top Executives, Other AP faculty, Athletics AP faculty, Classified Professionals, Information Technology Employees and Skilled/Unskilled Employees. The JMU salary variances ranged dramatically. The Skilled/Unskilled Employee average salaries were 2.44% greater than comparators versus Classified Professional Employee salaries at 15.6% less than comparators' average salaries.

The Skilled/Unskilled Employee variance at 2.44% (greater than comparators) masks that a variety of positions included in this group vary in terms of being above or below comparators. For example, housekeeper and groundskeeper annual base salaries are \$1,000 behind comparators while HVAC technician annual base salaries are well ahead of their peers at \$5,600.

JMU employee staff salaries lag behind peers by an average 8.42%.

STAFF COMPENSATION SURVEY

In order to accomplish its mission, the CTF-S developed a survey intended to obtain compensation related concerns and determine ways employees feel JMU may be able to address compensation issues. The survey allowed respondents to rapidly respond to a series of multiple response survey items and provide written comments to more specifically advise the CTF-S. Total compensation topics included respondent demographics, base salary, salary increases, and the influence of base salary, potential salary increase methodology, the magnitude of potential salary increases, existing benefits, desired benefits and job satisfaction.

The survey was sent to all classified, wage employees and AP faculty on February 2, 2013 and remained available online until February 11, 2013 at which time complete responses from 1289 employees were recorded. JMU employs a combined total of approximately 2,700 classified, wage and AP faculty. The wage employee classification was underrepresented in the survey and classified and AP faculty classifications were overrepresented.

Findings

Base salary is a concern for staff at JMU. 67% of respondents (857) feel their base salary is not reasonable for the work they do. 19.5% (257) feel it is reasonable. The remaining respondents neither agreed nor disagreed with the statement, "my base salary is reasonable for the work I do."

74% (969) believe their base salary is not comparable to the average salaries of people who work in positions like theirs. Only 10% (131) agreed that their salaries were comparable. 51% of respondents (672) considered leaving JMU because of concerns over their base salary. In contrast, only 14% of respondents (185) indicated they would consider leaving JMU were (economic) conditions sufficiently improved to surface additional job openings. Despite employees' concerns over base salary only 22% (288) feel the lack of base salary increases over the past several years has impacted the quality of their work.

When asked to choose which form of compensation was most closely tied to their job satisfaction, 37% (467) indicated base salary, 22% (284) identified job benefits and 41% (520) listed other factors. The most prominent "other factors" included rewards and incentives, intrinsic elements (i.e., office harmony, inspirational leaders, and relationships) and work accomplishments which included "making a difference".

Related to fiscal '14 budget decisions, the survey results provided insight into employees' opinions regarding their preferred method for the administration of a future salary increase. Most preferred a combination of methods including merit, internal/external equity adjustments and across-the-board increases. Employees like merit increases but do not feel they can be administered fairly. Many employees feel there needs to be some type of equity adjustment and a significant number of employees specifically recommended the combination of an across-the-board increase and an equity adjustment. There was strong sentiment expressed that low-paid employees do not benefit as much from across-the-board percentages increase and that there are worse compression problems for those at the low end of the wage scales. Therefore, respondents suggested that JMU tie salary increases to years of service, tie salary increases to wage tiers or express across-the-board increases in dollar amounts vs. percentages.

The CTF-S survey included questions designed to determine employee opinions regarding current benefits and, relevant to the March 1 preliminary deadline, any new benefits desired by employees. The most commonly requested new benefits that require funding included free meals (45% of respondents), family tuition waivers (43% of respondents) and free or reduced parking (31%). Free or reduced parking was not included as one of the multiple new benefit choices provided to respondents; therefore, 31% of respondents had to suggest this item by typing it into the appropriate text box included with the online survey.

Many relatively low cost items were desired by respondents including flextime, electronic equipment discounts, compressed work week, flextime to care for sick family members, free tickets to sporting events and a casual dress code. Despite the fact that some of these items are currently available to employees, they are either not permitted to utilize the benefit or are unaware of the benefit.

STAFF COMPENSATION FOCUS GROUPS

Focus groups conducted by the CTF-S were finalized immediately prior to the completion of this report. Therefore, the only data extracted from focus group summaries were responses that

the CTF-S felt would inform the '14 budget process. Included in the most relevant focus group were suggested salary increase ranges and employee's preferred salary increase administration methodology.

The staff compensation focus groups included employees from Parking Services, Student Affairs and University Planning, the Employee Advisory Council, University Advancement, Access and Enrollment Management, Athletics, Financial Aid, Facilities Management and Finance. Each focus group participant was asked identical questions which were designed to clarify survey results and provide guidance for the '14 budget process. Employees were invited to attend the focus groups whose attendance was capped at between 9 and 12 total participants per focus group session. A grand total of approximately 150 employees participated. Various CTF-S group members conducted the focus groups by utilizing standardized procedures and questions.

Findings

When asked, "given that JMU has not been permitted to increase base salaries for the last 5 years, realistically, what percentage increase do you feel the CTF should recommend?", responses ranged from 3% to 10%.

Other focus group responses indicated that new hires were more interested in adjustments based on equity as it relates to peer institutions, industry standards and internal/departmental equity. Longer term employees were more concerned about adjustments based on "catching up" or making up for the lack of raises that impact retirement calculations, savings and quality of life. Both groups (shorter and longer term employees) agreed, after hearing both perspectives in the focus groups, that adjustments should be made for everyone across-the-board but also with an adjustment based on years of service.

SUPPORTING RESEARCH

The CTF-S utilized a variety of sources to obtain compensation-related data that could be used to frame and inform recommendations. These sources include various official reports describing the progress of the Commonwealth of Virginia '13-'14 budget process, the JMU Human Resource Management Information System (HRMS) containing historical JMU salary events, the Department of Human Resource Management (DHRM) January, 2013 Staff Salary Study and The Bureau of Labor Statistics.

Findings

As of this writing, it is likely that the Commonwealth of Virginia will provide a 2% salary increase for classified staff, a \$65 per year-of-service adjustment to the base salaries of classified staff

with between 5 and 30 years of service and a 3% base salary increase to AP faculty. No pay increases funded by the Commonwealth of Virginia will be granted to wage employees.

In January of 2013, JMU employees' take-home pay was reduced due to a 2% increase in payroll tax. In December of 2010, JMU classified and wage employees received a 3% bonus. Effective April 25, 2012 JMU provided a 3% bonus for classified, wage and AP faculty and in November, 2012 classified, wage and AP faculty obtained a 4% bonus funded jointly by the Commonwealth of Virginia and JMU.

The DHRM Staff Salary Study yielded three notable findings including that on average, state employee salaries for selected occupations are 19.49% below private industry. In addition, the study specified that a 2008 Joint Legislative Audit and Review Commission (JLARC) study reported state employee salaries to be 12% below market. By the end of 2013, DHRM predicts that state employee salaries will be 26.3% below market due to cumulative market movements.

According to the Bureau of Labor Statistics, since 2008, the Consumer Price Index (CPI) has ranged from -.4% to 3.8%. Compounded annually, the CPI has increased 10.7% from 2008 to 2012. According to The Bureau's online inflation calculator, \$100 in 2008 has the same buying power of \$106.96 in 2013.

For each finding listed above, the CTF-S established a conservative estimate identifying the JMU employee salary disparity given a 5 year absence of base salary increases. These conservative estimates are designed to enhance the reasonableness of any recommendations proffered and to help reduce or reconcile data variation within each indicator listed. In addition, the conservative estimates are designed to factor bonus payments administered since January, 2010. When considered in conjunction with the benchmarking data suggesting an 8.42% salary disparity, focus group data suggesting a need for between 3% and 10% single-year base salary increases, and survey responses indicating that it would take a 19.16% base salary increase to prevent those concerned about salary to seek employment elsewhere, we feel the data supports that employees are suffering from an approximate 10% base salary disparity.

When factoring out retirements, JMU employee turnover ranged from 5.06% to 5.75% from 2008 to 2012 when averaged for all employment classifications including instructional faculty, AP faculty and classified staff.

RECOMMENDED COURSE OF ACTION

The CTF-S realizes that JMU cannot compensate employees for a 5 year absence of base salary increases in a single year; therefore implementation of a multi-year plan is recommended. Unless JMU commits to future increases that include compensation for previous years without

base salary increases *and* cost-of-living adjustments, employees risk falling farther behind peer institutions and groups' average salaries. Falling behind impacts employee morale and reduces the institution's ability to attract the most qualified employment candidates. Employees at all levels have voiced concern about the negative impact that stagnant salaries have had on workers at the lowest levels. Long-term employees feel that lack of increases have exacerbated compression issues since many relatively new employees receive salaries closer to inflated market amounts. Finally, given the timing of this report, which intentionally coincides with the '14 budget development process, there may be an opportunity to submit potentially new budget initiatives related to new or improved benefits.

After closely reviewing the findings listed above, the members of the CTF-S feel that JMU should 1) implement a multi-year plan designed to compensate staff for the prior five years absence of base salary increases, 2) provide an annual increase in '13-'14 that allows for base salary growth above annual cost-of-living to prevent base salaries from falling farther behind the rate of inflation, 3) offer a mechanism providing support for the lowest paid JMU employees that will mitigate salary compression and the impact of inflation 4) offer a mechanism that will ease salary compression for longer term employees and 5) provide additional benefits designed to enhance employee satisfaction.

Recommendation

The CTF-S recommends that JMU create a 10% + annual cost-of-living, base salary adjustment for all classified, AP faculty and wage employees to be administered over a 3-year term. Further, the group recommends that JMU supplement any across-the-board percentage salary increase provided by the Commonwealth of Virginia such that in the first year of the 3-year term, employees receive a 6% across-the-board increase and a 5% (total) across-the-board increase in the following 2 years. To satisfy employee's suggestion that JMU administer any salary increase using multiple methods (excluding merit) we further recommend that JMU adopt the Commonwealth of Virginia approach of providing a \$65 base salary increase for every year of service for classified employees with between 5 and 30 years of service in '13-'14. We believe that JMU should supplement the \$65 with an additional \$35 (for a total of \$100 base salary increase for each year of service) for classified employees and AP faculty with between 5 and 30 years of service. In an effort to provide support to employees at the lowest salary levels, we recommend that no classified employee receive less than \$1,500 in base salary adjustment in '13-'14.

In an effort to provide additional equity adjustments, it is recommended that JMU fund all approved outstanding classified in-band adjustment (IBA) requests (\$75,000 E&G), newly requested IBA's received since the last IBA approvals (\$120,000 combined E&G and Auxiliary), and additional estimated IBA requests of \$160,000. JMU should set aside a \$200,000 annual classified IBA fund for '14-'15 and '15-'16 (each) and establish a funding pool for AP faculty equity adjustments that should be implemented after '13-'14.

Compensation Task Force – Staff Group Report

The CTF-S requests that JMU consider reducing or eliminating the parking fee charged to each employee.

The CTF-S feels that this combination of recommendations will help address compensation related issues identified by employees by utilizing methods recommended by employees per the original Compensation Task Force charge.

APPENDIX (Preliminary Report)

AP faculty Benchmark Position Overview

Benchmark Group	No. Pos	JMU Ave	Peer Ave	Diff	%	Ave. 60th%
Top Exec/Sr. Officers/ Academic Deans/Administrators (SCHEV)	67	\$112,697	\$131,998	-\$19,301	-14.6	\$133,244
Professional Academic/ Student/ Fiscal/External Affairs (Regional)	33	\$61,499	\$64,646	-\$3,147	-4.8	\$65,833
Athletic Affairs (CAA)	26	\$89,090	\$89,664	-\$584	-0.65	\$93,608
TOTALS	126	\$87,762	\$95,436	-\$7,674	-8.04	\$97,562

Classified Benchmark Position Overview

Benchmark Group	No. Pos	JMU Ave	Peer Ave	Diff	%
Professional Business/Health/Finance (Regional)	20	\$36,490	\$44,314	-\$9,039	-15.6%
Information Technology (Regional/Public)	31	\$54,048	\$59,280	-\$6,282	-10.4%
Skilled/Unskilled (Local)	38	\$36,083	\$35,224	-\$859	2.44%
TOTALS	89	\$42,207	\$46,272	-\$4,065	-8.8%

Peer Groups:

Regional Peers (for this study):

Appalachian State University (Boone, NC)
College of Charleston (Charleston, SC)
Towson University (Towson, MD)
University of Delaware (Newark, DE)
University of North Carolina at Charlotte (Charlotte, NC)
University of North Carolina at Greensboro (Greensboro, NC)
University of North Carolina at Wilmington (Wilmington, NC)
University of Virginia (Charlottesville, VA)
Virginia Commonwealth University (Richmond, VA)
Virginia Tech University (Blacksburg, VA)
Western Carolina University (Cullowhee, NC)

Colonial Athletic Association (CAA)

Peers:

The College of William and Mary
Drexel University
George Mason University
Georgia State University
Hofstra University
Northeastern University
Old Dominion University
Towson State University
The University of Delaware
The University of North Carolina at
Wilmington
Virginia Commonwealth University

JMU SCHEV Peer Group – Office of Institutional Research

Institution	Control
Appalachian State University (NC)	Public
Baylor University (TX)	Private
Bloomsburg University of Pennsylvania (PA)	Public
Boston College (MA)	Private
College of Charleston (SC)	Public
Duquesne University (PA)	Private
Eastern Illinois University (IL)	Public
Fairfield University (CT)	Private
Gonzaga University (WA)	Private
Hofstra University (NY)	Private
Illinois State University (IL)	Public
James Madison University (VA)	Public
Loyola Marymount University (CA)	Private
Marquette University (WI)	Private
Miami University-Oxford (OH)	Public
Ohio University (OH)	Public
Rowan University(NJ)	Public
St. John's University (NY)	Private
Texas Christian University (TX)	Private
The University of Alabama (AB)	Public
Truman State University (MO)	Public
University of North Carolina-Wilmington (NC)	Public
University of Northern Iowa (IA)	Public
University of Wisconsin-Eau Claire (WI)	Public
University of Wisconsin-La Crosse	Public
Western Washington University (WA)	Public

JMU 5-Year Historical Turnover:

	2012	2011	2010	2009	2008
Instructional Faculty	6.79	5.60	7.21	5.81	5.53
AP faculty	11.41	7.65	9.10	5.12	8.97
Classified	8.08	7.40	10.83	4.00	5.94
Overall	8.15	6.78	9.23	4.84	6.27
Factoring out retirements	5.75	5.10	4.86	3.82	5.06

Compensation Inventories:

Total Compensation Inventory

CTF-Staff Group 1/11/2013

Indirect Compensation

Indirect compensation refers to non-monetary benefits offered and provided to employees in lieu of the services provided by them to the organization. They can include Leave (paid and unpaid), health, life and disability insurance, retirement benefits, tuition waiver/reimbursement, transportation, etc.

Below is a comprehensive list of Indirect Compensation offered by the Commonwealth of Virginia and James Madison University. **The cost associated is provided as either a monetary amount or as a percentage of base salary.** Unless otherwise noted, figures were obtained from the '[Fringe Benefits Rates](#)' document on the [Office of Budget Management website](#).

BENEFIT	A&P Faculty	Classified	PNT/Wage
Insurance (2013 Rates)			
Health Insurance	\$9,152	\$9,152	N/A
Group Life Insurance	1.19%	1.19%	N/A
Long Term Disability	0.47%	0.47%	N/A
Retirement (2013 Rates)			
VRS	8.76%	8.76%	N/A
VALORS - Police Officers	14.80%	14.80%	N/A
TIAA/ORP Plan 1 (hired prior to July 1, 2010)	10.40%	10.40%	N/A
TIAA/ORP Plan 2 (hired after July 1, 2010)	8.50%	8.50%	N/A
Deferred Compensation/Cash Match	\$480	\$480	N/A
Leave			
<i>The leave figures below are based on the average salary for each employee class and an average of 10 years of service:</i>			
<i>A&P Faculty Average Salary at JMU: \$69,776 or \$33.55/hour</i>			
<i>Classified Average Salary at JMU: \$36,227 or \$17.42/hour</i>			
<i>Wage Average Salary at JMU: \$12.23/hour</i>			
Vacation (average-employee with 10 years' service)	\$5,368	\$2,508	N/A
Sick (average-employee with 10 years' service)	N/A	\$1,394	N/A
Family/Personal (average-employee with 10 years' service)	N/A	\$697	N/A
Peer Coverage @12 weeks	\$16,102 ²⁷	N/A	N/A
Holidays (12)	\$3,221	\$1,672	N/A
Old Sick Leave/FMLA @12 weeks	N/A	\$8,361.60	N/A
Virginia Sickness & Disability Program (average-employee with 10 years' service)			
100% for 25 days	\$3,483	\$3,483	N/A

²⁷ \$69,776 (average A&P Faculty Salary) / 52 weeks x 12 = \$16,102

Compensation Task Force – Staff Group Report

80% for 50 days	\$5,573.50	\$5,573.50	N/A
60% for 50 days	\$4,180	\$4,180	N/A

Tuition Waiver

In/Out-of-state Undergraduate per semester (2012-13)	\$4,404/\$11,398	\$4,404/\$11,398	\$4,404/\$11,398
In-state/Out-of-state Graduate per credit hour (2012-13)	\$391/\$1,054	\$391/\$1,054	\$391/\$1,054

Training & Development (Cost depends on class)²⁸

\$200- \$725/hour	\$200- \$725/hour	\$200- \$725/hour
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UREC (yearly membership amount provided by UREC)

\$300	\$300	\$300
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Bus Transit (per ride)

\$1	\$1	\$1
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Miscellaneous Benefits

Available at the discretion of the University and position necessity.

Benefit	A&P Faculty	Classified	PNT/Wage
Recognition Leave (up to 40 hours)	Yes	Yes	N/A
Vehicle	Yes	N/A	N/A
Educational Leave	Yes	N/A	N/A
Employee Appreciation Day/Picnic	Yes	Yes	Yes
Credit Unions (Available to all JMU employees)	Yes	Yes	Yes

²⁸ Training amounts used were provided by JMU Training & Development and are comparable to third party rates offered from American Management Association (Management Training & Development); Skillpath; and Personal Strengths.

Total Compensation Inventory CTF-Staff Group 1/11/2013

Direct Compensation

Direct compensation is remuneration provided to employees in exchange for their labor and services. What makes it direct is that the compensation is given to the employee without an intermediary. At JMU, direct compensation includes the following:

- Base salary
- Bonus
- Additional pay/stipends & Summer School (Below)
- Overtime (Non-Exempt and Wage)

An overview of JMU’s ‘Additional Pay’ to employees is provided below per employee class. Additional pay is direct compensation “in addition” to the employee’s regular salary or hourly rate.

Additional Pay (Overview)

1. **Teaching:** The following data reflects employees who received additional pay for teaching ‘for credit’ classes in Academic Affairs.

FY 2012	Employees	Ave. Pay
Instructional Faculty (other than Summer School)	70	High: \$18,425 Low: \$ 400 Ave: \$5,123 Total: \$358,637
Instructional Faculty (Summer School only)	521	High: \$28,416 Low: \$ 231 Ave: \$6,712 Total: \$3,497,037
A&P Faculty	15	High: \$3,000 Low: \$200 Ave: \$2,161 Total: \$32, 413
Classified	4	High: \$2,700 Low: \$1,600 Ave: \$2,400 Total: \$9,600

2. Part-Time Non-Teaching (PNT): The following data reflects employees who received additional pay for additional work and the most common reasons why. Most reasons for additional pay are listed only on the PAR form sent from the department. The reasons provided in the table below were taken from the PAR form prepared by the department.

FY 2012	Employees	Ave. Pay	Common Reasons
Instructional Faculty	259	High: \$13,930 Low: \$25.00 Ave: \$1,981 Total: \$513,175	<ul style="list-style-type: none"> • T&R Director (Masters & PHD) • Professional development • Course development • Summer Admin duties • Add'l admin duties • Faculty development • Summer research stipends • Research grants • Educational awards • Faculty Senate Steering Cmte • Summer camps • Research Exp Undergrads (REU)
A&P Faculty	55	High: \$14,080 Low: \$32.90 Ave: \$2,900 Total: \$159,480	<ul style="list-style-type: none"> • NCAA Tournaments • CSPA Presentation • Summer conferences • Proctor
Classified	41	High: \$2,000 Low: \$30 Ave: \$410 Total: \$16,797	<ul style="list-style-type: none"> • Summer camp admin support • NCAA Tournament work • Office moves • Graduation ceremony help • Educational presentation

Miscellaneous Direct Compensation

3. Training & Development (Classified): Training bonus paid to staff for completing a JMU Training & Development Certificate Programs (e.g. Administrative Assistant Certificate Program)

- Employees: 41
- Ave: \$181.00
- Total: \$7,425.

4. Studies Abroad (Faculty)

- Employees: 65
- Ave: \$4,453
- Total: \$289,442

5. Summer Institute (Faculty)

- Employees: 20
- Ave: \$1,263
- Total: \$25,250

Glossaries:

Glossary of Compensation Terms

Across-the-Board Increase- A wage or salary increase where either a flat rate or a common percentage of salary is used. Also called a General Increase.

Additional Pay- The assignment of and payment for work at the university in addition to or instead of the regular assigned work of full-time instructional faculty members, Administrative and Professional faculty members, and exempt staff members. Additional pay transactions may also be applied to certain stipends and bonus payments (e.g. degree attainment bonus).

Base Pay- The rate paid by the hour, week, month, or year to an individual for the job performed. This does not include shift differentials, overtime, incentives, benefits, or any other pay element other than base pay.

Base University Rate (BUR) – Referred to as a ‘Living Wage’ in many areas, it is theoretical wage level that allows the earner to afford adequate shelter, food and the other necessities of life. Reviewed annually, the goal of the BUR is to allow JMU employees to earn enough income for a satisfactory standard of living.

Benchmark Job- A job commonly found in the marketplace which is used to make pay comparisons, either within the organization or to comparable jobs outside the organization. Pay data for these jobs are readily available in published surveys.

Cost of Living Adjustment (COLA) - An across-the-board wage or salary change, or a supplemental payment, reflecting changes in the cost of living. Some organizations include periodic pay adjustments determined by the change in the Consumer Price Index (CPI) published by the Bureau of Labor Statistics (BLS). Cost-of-living adjustments may also be applied to pension payments.

Compensable Factor- Any factor used to assess the value of job content in a job evaluation method. Typical compensable factors are knowledge and skill, problem solving, decision-making, accountability, impact, and communication skills.

Compensation- A methodical approach to assigning a monetary value to employees in return for work performed. Compensation may include any or all of the following: base pay, overtime pay, commissions, stock option plans, merit pay, profit sharing, bonuses, housing allowance, vacations and all benefits. This is referred to as remuneration in some foreign countries.

Compensation Philosophy- A set of principles that guide the design and administration of a compensation system toward supporting the mission and business plan of an organization. JMU’s [Salary Administration Plan \(SAP\)](#) outlines the University’s compensation philosophy.

Compensatory Leave (Comp Time)- Time off to compensate a non-exempt employee for time worked outside of their normal work schedule, when regular work hours have not been worked during a work week. Compensatory leave may also be used for exempt workers doing holiday and inclement weather work when the university is closed.

Competitive Salary Offer- A Pay Practice allowing management to counter a higher salary offered by an organization outside the agency to an employee deemed critical to the agency. Special regulations exist for agencies who wish to give a competitive salary offer to classified personnel.

Direct Compensation- monetary benefits offered and provided to employees in return for doing their job. The most common forms of direct compensation are wages, salaries, incentives, commissions and bonuses.

Exempt- Employees exempt from the overtime provisions of the Fair Labor Standards Act. Generally this group includes executives, administrative/professional employees, and outside sales.

FLSA- Fair Labor Standards Act (1938), a federal law governing minimum wage, overtime pay, equal pay for men and women in the same jobs, child labor, and recordkeeping requirements.

In-Band Adjustment-A Pay Practice that allows agency management the flexibility to adjust employees' salaries on the basis of Change in Duties, Professional/Skill Development, Retention, and Internal Alignment.

Indirect Compensation- refers to pay in the form of financial benefits. All employee benefits can be divided into health, educational, employee incentive, family, lifestyle, recreational, government, retirement, savings, and transportation benefits.

Merit Increase- An adjustment to an individual's pay that is based on performance as measured through a performance appraisal.

Minimum Wage - The minimum hourly wage an employer can pay an employee for work. Currently, the federal minimum wage is \$7.25 an hour.

Nonexempt- Employees who are subject to the minimum wage and overtime pay provisions of the FLSA.

Overtime- Each hour worked in a workweek in excess of 40 in a workweek. Under the Fair Labor Standards Act of 1938 (FLSA), there is no limit to the number of hours that an employee may work, either daily or weekly. It requires that overtime pay must be paid at a rate of not less than 1 ½ times the nonexempt employee's regular rate of pay for hours worked over the maximum in a workweek.

Overtime Leave- As an alternative to cash payments for overtime hours worked, a department head/supervisor may choose to give their non-exempt employees the option of receiving Overtime Leave instead of cash payments for hours worked in excess of 40 during the regular workweek.

Pay band/Salary Range- The pay range assigned to a position for purposes of recruitment, Pay Practices, and compensation administration. A salary range may be the Pay Band; an Alternate Band; a Sub-Band; or, for competitive recruitment actions, a hiring range, as determined by the agency.

Pay Differentials- Base pay adjustments to make salaries more competitive with the market. Compensation added to an employee's base salary as a result of conditions of employment such as a shift differential or geographical differential (e.g. Northern VA).

Promotion- The assignment of an employee to a job in a higher job classification or pay Band.

Salary Administration Plan (SAP)- A required document that outlines how state agencies will implement the Commonwealth's Compensation Management System and is the foundation for ensuring consistent application of pay decisions. The SAP addresses JMU's internal compensation philosophy and policies; responsibilities and approval processes; recruitment and selection process; performance management; administration of pay practices; program evaluation; appeal process and the communication plan. The plan is reviewed and amended periodically to ensure its continued applicability to the agency's mission, organizational needs, and state policy changes.

Salary Compression - when starting salaries for new recruits to an organization increase faster than those for existing employees.

Salary Inversion- A more extreme version of salary compression. Salary inversion arises when junior faculty members earn higher salaries than senior employees. *(Although in some instances salary compression, and particularly salary inversion, may be a form of wage discrimination, assuming that human capital is valued, it may be appropriate to grant junior employees with specialized skills and teaching qualifications a higher salary than those with fewer credentials).*

Salary Reference Data- a composite of relevant salary information (e.g. average salary range, median salary, weighted average salary, etc.) extracted from available surveys that indicate market pricing for various jobs in the Commonwealth.

Sub-Band- A portion of an existing Pay Band that has a defined minimum and maximum salary within that Pay Band.

Total Compensation- Total Compensation includes all forms of cash compensation (e.g. base pay, shift differentials, overtime, on-call pay, bonuses, commission, etc.) and the dollar value of the employer-sponsored benefit package (e.g. health and dental insurance, long and short term disability, paid leave, retirement, life insurance, etc.).

GLOSSARY OF BENEFIT TERMS

Health Insurance - The University offers comprehensive health insurance programs to all full-time employees through Anthem Blue Cross and Blue Shield. The cost of health insurance coverage is shared by the employee and the university. The health insurance program provides hospitalization, medical, surgical, out-patient, prescription drug and major medical coverage. Coverage options are Single (coverage for employee only), Employee plus one (coverage for employee plus one eligible dependent) and Family (coverage for employee plus two or more eligible dependents).

Group Life Insurance - Upon employment full-time classified employees automatically are enrolled in a group life insurance policy at no cost to the employee. This plan provides natural death, accidental death and dismemberment coverage. Coverage is the equivalent of two times the employee's annual salary for natural death and four times the employee's annual salary for accidental death.

Optional Life Insurance - Additional life insurance to supplement the basic life insurance is available to classified employees. The plan allows employees to purchase additional insurance at group rates for themselves, their spouse and children. Rates are based on the employee's age, salary and coverage option for employee and any covered children. Spousal rates are based on the spouse's age, employee's salary and coverage option.

Disability-Short and Long Term (VSDP) - The Virginia Sickness and Disability Plan (VSDP) provides state employees with income security when they cannot work because of a partial or total disability. The program includes sick, family and personal leave; short-term disability benefits; long-term disability benefits and a long-term care program. VSDP benefits cover non-work-related and work-related conditions.

UNUM Long Term Disability – A voluntary long-term disability income plan for employees not eligible for VSDP. The plan provides 3 benefit levels, 50% of monthly salary, 40% of monthly salary or 25% of monthly salary. Premiums are payroll deducted on an after-tax basis.

Long Term Care - Members of the Virginia Sickness and Disability Program (VSDP) have long-term care insurance paid by the state through the Virginia Retirement System (VRS).

AFLAC - AFLAC supplemental policies pay cash benefits directly to the insured. Employees choose the policy(s) that best suit their needs and have the pre-taxed premiums payroll deducted.

AFLAC pays you directly, regardless of any other insurance you may have. Plans offered are an Accident plan, Cancer Plan, Intensive Care Plan and a Short-term disability plans for employees not enrolled in VSDP.

Flexible Reimbursement Accounts - Reimbursement Accounts allow you to set aside part of your salary each pay period on a pre-tax basis for Medical, Dental, Vision Expenses not covered by your health insurance and/or Dependent Care expenses for your child, elderly parent, or other dependent incapable of self-care.

Employee Assistance Program (EAP) - The employee assistance program provided to health plan members offers up to four visits at no cost to you or members of your household for counseling in such areas as mental health, substance abuse, work and family issues, and financial or legal matters.

Virginia Retirement System - Full-time, classified employees are automatically enrolled in the Virginia Retirement System (VRS) on their first day of employment. VRS, a defined benefit plan, has a five-year vesting period before employees are eligible for a retirement benefit. If an employee separates from the university, he/she may choose to withdraw retirement contributions.

VaLORS (Virginia Law Officers' Retirement System) - Membership in VaLORS is automatic. The VaLORS retirement plan is a qualified 401(a) defined benefit plan which pays eligible members a lifetime benefit amount based on years of service, age, and compensation. Eligible VaLORS retirees have an enhanced hazardous duty supplement along with their regular monthly benefit paid until age 65.

Supplemental Retirement Accounts (403(b) & 457 Deferred Comp) - Pre- taxed retirement accounts offered by the University to supplement retirement income. Deposits can be payroll deducted and placed into a special savings account that can be accessed at the time of retirement. Employees may elect to have up to 100% of their income (up to IRS cap) deducted and placed into a 403(b) or a 457 account. The employee is responsible for ensuring that his/her contributions are in compliance with IRS tax-deferral regulations.

Cash Match Plan – An employer-paid cash match program for salaried state employees who are making contributions to a 403(b) account or 457 deferred compensation plan. JMU will match 50 percent of the employee's contribution or \$20 per pay period, whichever is less. The Cash Match Plan is available to all full-time employees who establish a supplemental retirement account.

Optional Retirement Plan - Qualified employees of Virginia's public colleges and universities (faculty) have the option to participate in the VRS Optional Retirement Plan for Higher Education (Defined Contribution Plan) rather than the VRS Defined Benefit Plan. Under the Optional Retirement Plan, your retirement benefit is based on contributions and the investment gains and losses on those contributions. Generally, this type of plan is more portable than the defined benefit plan.

Paid Vacation (AP faculty) - Full-time administrative and professional faculty members may receive approval to use 20 paid workdays for annual leave each fiscal year. Administrative and

professional faculty members with contracts of less than 12 months receive a prorated amount (1.67 days per month) of annual leave. Administrative and professional faculty member may not carry leave over from one fiscal year to the next.

Sick Leave (Traditional) - For employees hired prior to January 1, 1999 and NOT in VSDP. Sick leave protects employees against loss of pay when they must miss work because of illness or injury. Sick leave is earned at the rate of five hours for each semi-monthly pay period with no maximum accrual limit. Upon separation with five years of state service, employees are eligible to be paid 25% of accumulated, unused sick leave, up to a maximum of \$5,000.

Sick Leave (VSDP) - All full-time, classified employees hired on or after January 1, 1999 are automatically enrolled in VSDP. Employees are provided a bucket of sick leave each January 10. Sick leave cannot be carried forward from one leave year to the next. Sick leave may be taken for personal illnesses, injuries, preventive care and wellness physician visits of the employee.

Family & Personal (VSDP) - Leave may be taken at the discretion of the employee for any purpose (family, illness, attend a funeral, or other personal needs, etc.). VSDP leave is subject to supervisor's approval. Family/personal leave cannot be carried forward from one leave year to the next. Employees are provided a bucket of F/P leave each January 10.

Peer Coverage - The allowance for a faculty member to be absent from work and be paid during the absence with the stipulation that his or her critical assignments and work will be completed by other employees.

Recognition Leave – Performance-based leave requested by the supervisor through the appropriate vice-president. Classified employees only may be awarded up to 3 days of annual leave (24 hours) per leave year for immediate recognition for outstanding performance. The leave expires in one year and may be paid out before expiration or at termination.

President-initiated Recognition Leave: The University President from time to time reserves the right to grant up to 16 hours of recognition leave per leave year. The leave may be targeted for specific days throughout the year and will be announced at the discretion of the Office of the President. Classified employees and Administrative and Professional Faculty are eligible.

Educational Leave – Leave that grants employees time to further their education through a course of study related to their work or that of the university. Educational leave may be provided at the discretion of the university, is limited to 12 months, and may be granted with full, partial, or no pay throughout the leave period

Military Leave - Members of a military unit, the National Guard, Naval Militia, or Armed Forces Reserves are entitled to 15 workdays of leave per federal fiscal year (October 1 to September 30) for federally-funded military duty. If the duty is fragmented, the employee is still entitled to 15 workdays of leave per federal fiscal year.

Leave Without Pay - Employees may be granted leave without pay with the approval of their supervisor. Leave without pay may not be granted for more than 12 calendar months, except for extended illness or injury, or for military active duty.

Holidays - The University observes 12 paid state holidays each year. The holidays are:

- New Year's Day
- Lee-Jackson Day
- Martin Luther King, Jr. Day
- George Washington Day
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veteran's Day
- Thanksgiving (2 days)
- Christmas Day

These holidays are then scheduled to meet the needs of the university's academic calendar.

FMLA – (Family and Medical Leave Act) a federal law requiring covered employers to provide employees job-protected and unpaid leave for qualified medical and family reasons. The university allows eligible employees to take up to 12 weeks of unpaid family or medical leave due to the birth of a child, placement of a child with the employee for adoption or foster care, care for a family member (child, spouse or parent) with a serious health condition, or when the employee's own serious health condition makes him or her unable to do his or her job.

Tuition Waiver – Full-time employees may pursue on-campus courses of instruction offered by the University without paying tuition or application fees.

Tuition Reimbursement - The University may authorize reimbursement to full-time employees for the tuition cost of certain work-related academic courses or training programs taken at other institutions or the work-related continuing education courses offered through the university's Outreach and Engagement office.

Training and Development Workshops - JMU Training and Development focuses on learning areas which help each of us reach our own potential as well as work effectively with others. Training and Development offers a wide variety of professional development opportunities which are provided **free of charge** to JMU AP faculty, classified staff and wage employees.

Computing Workshops - Information Technology offers a variety of computing workshops for administrative and professional faculty, classified and wage employees free of charge.

UREC - JMU has excellent recreational facilities that are available for use by university employees and family members. UREC aims to promote and advance healthy lifestyles through educational programs, participation opportunities and support services. Facilities include an indoor pool, rock climbing wall, fitness rooms, racquetball courts and an indoor track.

Employee Wellness (CommonHealth) -

CommonHealth is the employee wellness program for the Commonwealth of Virginia that provides a choice of how one can improve or maintain physical or mental health. Programs vary each semester.

Computer Purchase Program - JMU's Computer Purchase Program offers complete selections of computer hardware and software to compliment your academic, professional and personal needs. All full-time, non-probationary JMU employees are eligible to participate in this program. This is an interest free loan available to purchase hardware, software, or other computer accessories. All merchandise must be purchased from the JMU Bookstore. The current limit on the loan is \$3,600.00, and the repayment period cannot exceed twenty-four months. Once a loan has been paid in full, an employee may begin a new loan. Employees are not permitted to have two loans at the same time.

Bus Transit - Harrisonburg Department of Public Transportation (HDPT) provides transportation service within the City of Harrisonburg and on the JMU campus for university employees, free of charge.

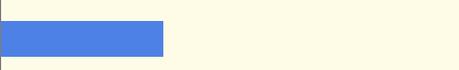
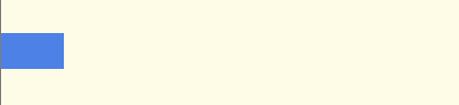
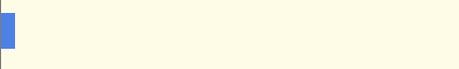
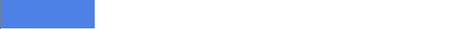
Employee Appreciation Day/Picnic - A day JMU sets aside to say “thank you” to all its employees by providing lunch and other activities. Employees can participate in such events as bingo, movie showings, karaoke, etc.

Credit Unions - The University offers two credit unions which you and your family members may join. Both Commonwealth One Federal Credit Union and the Virginia Credit Union, Inc. are full-service financial institutions offering a variety of competitive savings and loan products.

Compensation Task Force – Staff Group Report

The following pages include the abbreviated staff compensation survey results.

1. Please select the Division in which you work:

#	Answer		Response	%
1	Administration and Finance		455	34%
2	Advancement		64	5%
3	Student Affairs and University Planning		175	13%
4	Academic Affairs		336	25%
5	Access and Enrollment		40	3%
6	Other		262	20%
	Total		1,332	100%

2. What is your age?

#	Answer		Response	%
1	29 or younger		194	15%
2	30-39		260	20%
3	40-49		348	26%
4	50-59		382	29%
5	60 or older		149	11%
	Total		1,333	100%

3. Please indicate your gender:

#	Answer		Response	%
1	Male		523	39%
2	Female		805	61%
	Total		1,328	100%

4. As of July 2013, how long will you have worked for JMU? (Please round to the nearest whole number)

#	Answer		Response	%
1	Less than one (1) year		61	5%
2	1-5 years		397	30%
3	6-10 years		320	24%
4	11-15 years		233	17%
5	16-19 years		120	9%
6	20 years or more		202	15%
	Total		1,333	100%

5. Which of the following most closely describes your role at JMU:

#	Answer		Response	%
1	Administrative and Professional (A&P) Faculty Member		333	25%
2	Classified (Exempt) Employee		424	32%
3	Wage Employee		125	9%
4	Affiliate		1	0%
5	Other		33	2%
6	Classified (Non-Exempt) Employee		413	31%
	Total		1,329	100%

6. Have you received any increase to your base salary in the past five (5) years?

#	Answer	Response	%
1	Yes	538	41%
2	No	788	59%
	Total	1,326	100%

7. For what reason did you receive an increase to your base salary? (Please check all that apply)

#	Answer	Response	%
1	Change in job duties/responsibilities	188	35%
2	Equity adjustment	106	20%
3	Earned promotion	66	12%
4	Other (please specify)	151	28%
5	Do not know	20	4%
	Total	531	100%

8. My base salary is reasonable for the work that I do.

#	Answer	Response	%
1	Strongly Disagree	323	25%
2	Disagree	552	42%
3	Neither Agree nor Disagree	183	14%
4	Agree	230	17%
5	Strongly Agree	27	2%
	Total	1,315	100%

9. My base salary is comparable to the average salaries of people who work in positions like mine outside of JMU.

#	Answer		Response	%
1	Strongly Disagree		432	33%
2	Disagree		537	41%
3	Neither Agree nor Disagree		214	16%
4	Agree		117	9%
5	Strongly Agree		15	1%
	Total		1,315	100%

10. Within the last 12 months, have you considered leaving JMU because of concerns over your base salary?

#	Answer		Response	%
1	Yes		672	51%
2	No		639	49%
	Total		1,311	100%

11. If you have considered leaving JMU because of concerns over your base salary, please indicate the percentage increase to your base salary that would be required to prevent such a consideration:

#	Answer	Min Value	Max Value	Average Value	Standard Deviation	Responses
1	Click and drag the slider to select a percentage	0.00	100.00	19.16	13.68	647

12. Would you consider leaving JMU were conditions sufficiently improved to surface additional job openings?

#	Answer		Response	%
1	Definitely not		120	9%
2	Probably not		395	31%
3	Unsure		571	45%
4	Probably yes		143	11%
5	Definitely yes		42	3%
	Total		1,271	100%

13. Has the lack of increases in base salary over the past several years impacted the quality of your work?

#	Answer		Response	%
1	Definitely not		546	42%
2	Probably not		329	25%
3	Unsure		135	10%
4	Probably yes		218	17%
5	Definitely yes		70	5%
	Total		1,298	100%

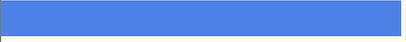
14. Within the last 12 months, have one or more of your co-workers shared with you their interest in leaving JMU because of their base salary?

#	Answer	Response	%
1	Yes	998	76%
2	No	310	24%
	Total	1,308	100%

15. When funding becomes available for base salary adjustments, on what basis do you believe these adjustments should be made?

#	Answer	Response	%
1	Performance/Merit-Based	203	16%
2	Salary corrections for internal equity or external market comparisons	270	21%
3	Uniform (across the board) percentage increase for all	236	18%
4	Some combination of the items listed above (Please describe below)	542	42%
5	Other (Please explain.)	52	4%
	Total	1,303	100%

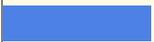
16. Compared to other people you know, do you believe that JMU employees have a good total benefits package (e.g., health care, life insurance, cash-match retirement plan, etc.)?

#	Answer		Response	%
1	Yes		1,104	84%
2	No		74	6%
3	I do not know		130	10%
	Total		1,308	100%

20. Below are listed several different forms of compensation or benefits that are currently NOT offered to JMU employees. Please select up to 7, that, if they could be offered, would enhance your overall job satisfaction:

#	Answer		Response	%
1	On-site day care (paid or unpaid)		260	21%
2	Longer paid maternity leave		90	7%
3	Maternity phase-back		41	3%
4	Paid adoption leave		27	2%
5	Paid paternity leave		76	6%
6	On-site lactation rooms		18	1%
7	Elder care referral service		58	5%
8	Adoption assistance		29	2%
9	Backup child care		76	6%
10	School holiday child care		110	9%
11	Summer program		131	10%

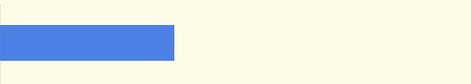
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	child care			
12	Sick-child care		79	6%
13	Business travel child care reimbursement		13	1%
14	Tuition waiver (full or part) for employee children		542	43%
15	Flexible sick time to take care of other family members		396	31%
16	Free meal plans		572	45%
17	Health care for domestic partners		135	11%
18	Free health screening programs		295	23%
20	Free weight-loss program		239	19%
21	Add and select another possible option here:		41	3%
22	Smoking cessation program		25	2%
23	Nutrition counseling		104	8%
24	Health and lifestyle coaching		106	8%
25	On-site nap room		61	5%
26	Counseling services		95	8%
27	Flextime		475	38%
28	Telecommuting		384	30%
29	Compressed work week		447	35%
31	Option of standing desks		137	11%

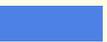
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32	Casual dress code		252	20%
33	Extended vacation leave for long-time employees		351	28%
34	Mentoring program		52	4%
35	Career counseling		70	6%
36	Clubs		36	3%
37	Networking events		31	2%
38	Add and select another possible option here:		155	12%
40	Gift Cards for use in local businesses		190	15%
41	Legal assistance/services		172	14%
42	Dry-cleaning services		69	5%
43	Marriage Leave		57	5%
44	Free tickets to sporting events		310	25%
45	Free tickets to arts events on campus		240	19%
46	Discount computers, cell phones, etc		482	38%

21. Generally speaking, my job satisfaction is most closely related to:

#	Answer		Response	%
1	My base salary		467	37%
2	My job benefits		284	22%
3	Other factors (please list in the space below)		520	41%
	Total		1,271	100%

22. While working at JMU, do you work for another employer outside of JMU?

#	Answer		Response	%
1	Yes		287	23%
2	No		985	77%
	Total		1,272	100%

Appendix C: Survey Crosstab Analysis

Survey Cross Tab Analysis

A cross tab analysis was conducted to determine if staff in different divisions, of different ages, with different lengths of service, etc. had different opinions related to total compensation concerns and how to address those concerns. A Chi Square test of correlation was conducted to determine which cross tab results were statistically significant and which cross tab results were the product of random selection. Only the cross tabs that were statistically significant are included in the tables below.

The tables should be read across the rows. For example in the first table respondents who chose Academic Affairs as their division selected funding adjustments as follows: 14% chose “Merit”, 20% chose “Corrections”, 15% chose “Across the board”, and 45% chose “Some combination”. The bottom row labeled Total” represents how the entire survey population answered each survey item. So in the case of the first table, 16% of everyone who answered the survey chose “Merit”, 21% of the entire group chose “Corrections”, 18% of the entire group chose “Across the board”, and 42% of the entire group chose “Some combination”. The reader can then compare each different row to how it compares to or varies from the Responses in the “Total” row. Not every row totals up to 100%. Where noted, columns that represented responses such as “other”, “don’t know”, etc. were omitted from the tables.

Cross tabs by gender are included in section XXX of this report.

1 Please select your division:

Please select your division	15. When funding becomes available – on what basis do you believe adjustments should be made			
	Merit	Corrections	Across the board	Some combination
Academic Affairs	14%	20%	15%	45%
Access and Enrollment	7%	15%	20%	57%
Administration and Finance	15%	24%	16%	42%
Advancement	13%	29%	13%	44%
Student Affairs	13%	20%	18%	44%
Total	16%	21%	18%	42%

*”Other”, “Neither”, “Don’t Know” responses not included

Please select your division	21. Generally speaking my job satisfaction is
-----------------------------	---

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	most closely related to		
	Base salary	Benefits	Other
Academic Affairs	34%	20%	46%
Access and Enrollment	26%	26%	48%
Administration and Finance	37%	23%	40%
Advancement	33%	20%	47%
Student Affairs	33%	18%	49%
Total	37%	22%	41%

#2 What is your age:

What is your age	8. My base salary is reasonable for the work that I do.	
	Agree	Disagree
29 or younger	30%	63%
30-39	20%	70%
40-49	35%	63%
50-59	16%	70%
60 or older	15%	66%
Total	20%	67%

*"Other", "Neither", "Don't Know" responses not included

What is your age	9. My base salary is comparable to the average salaries of people who work in positions like mine outside of JMU	
	Agree	Disagree
29 or younger	19%	63%
30-39	9%	76%
40-49	10%	77%
50-59	8%	74%
60 or older	6%	76%
Total	10%	74%

*"Other", "Neither", "Don't Know" responses not included

What is your age	10. Within the last 12 months , have you considered leaving JMU because of concerns over your base salary	
	Yes	No

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29 or younger	57%	43%
30-39	63%	37%
40-49	53%	47%
50-59	46%	54%
60 or older	32%	68%
Total	51%	49%

What is your age	15. When funding becomes available – on what basis do you believe adjustments should be made			
	Merit	Corrections	Across the board	Some combination
29 or younger	29%	14%	20%	33%
30-39	13%	21%	15%	46%
40-49	14%	21%	19%	43%
50-59	13%	21%	19%	44%
60 or older	15%	27%	17%	37%
Total	21%	21%	18%	42%

*"Other", "Neither", "Don't Know" responses not included

What is your age	21. Generally speaking my job satisfaction is most closely related to		
	Base salary	Benefits	Other
29 or younger	36%	24%	40%
30-39	41%	19%	40%
40-49	32%	27%	41%
50-59	36%	20%	44%

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60 or older	32%	31%	37%
Total	37%	22%	41%

What is your age	22. While working at JMU, do you work for another employer outside of JMU	
	Yes	No
29 or younger	28%	72%
30-39	25%	75%
40-49	22%	78%
50-59	22%	78%
60 or older	12%	88%
Total	23%	77%

4 How long have you worked at JMU:

As of July 2013, how long will you have worked for JMU	8. My base salary is reasonable for the work that I do.	
	Agree	Disagree
Less than one (1) year	49%	37%
1-5 years	24%	64%
6-10 years	13%	74%
11-15 years	16%	68%
16-19 years	15%	66%
20 years or more	19%	68%
Total	20%	67%

*"Other", "Neither", "Don't Know" responses not included

As of July 2013, how long will you have worked for JMU	9. My base salary is comparable to the average salaries of people who work in positions like mine outside of JMU	
	Agree	Disagree
Less than one (1) year	37%	34%
1-5 years	14%	70%
6-10 years	5%	80%
11-15 years	5%	80%
16-19 years	8%	76%
20 years or more	9%	75%
Total	10%	74%

*"Other", "Neither", "Don't Know" responses not included

As of July 2013, how long will you have worked for JMU	10. Within the last 12 months , have you considered leaving JMU because of concerns over your base salary	
	Yes	No
Less than one (1) year	24%	76%
1-5 years	55%	45%
6-10 years	63%	37%
11-15 years	52%	48%
16-19 years	50%	50%
20 years or more	32%	68%
Total	51%	49%

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As of July 2013, how long will you have worked for JMU	15. When funding becomes available – on what basis do you believe adjustments should be made			
	Merit	Corrections	Across the board	Some combination
Less than one (1) year	23%	21%	16%	34%
1-5 years	22%	21%	17%	36%
6-10 years	11%	17%	21%	47%
11-15 years	13%	26%	16%	41%
16-19 years	15%	18%	20%	42%
20 years or more	11%	22%	20%	46%
Total	16%	21%	18%	42%

*"Other", "Neither", "Don't Know" responses not included

As of July 2013, how long will you have worked for JMU	16. Compared to other people you know, do you believe that JMU employees have a good total benefits package	
	Yes	No
Less than one (1) year	62%	7%
1-5 years	84%	6%
6-10 years	87%	4%
11-15 years	87%	6%
16-19 years	87%	4%
20 years or more	84%	8%
Total	84%	6%

*"Other", "Neither", "Don't Know" responses not included

5 What is your role at JMU:

Which of the following most closely	8. My base salary is reasonable for the work
-------------------------------------	--

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describes your role at JMU	that I do	
	Yes	No
Administrative faculty (AP)	24%	60%
Classified (exempt)	19%	50%
Wage employee	33%	59%
Affiliate	0%	100% (n=1)
Other	15%	72%
Classified (Non-exempt)	13%	75%
Total	20%	66%

*"Other", "Neither", "Don't Know" responses not included

Which of the following most closely describes your role at JMU	9. My base salary is comparable to the average salaries of people who work in positions like mine outside of JMU	
	Agree	Disagree
Administrative faculty (AP)	12%	70%
Classified (exempt)	8%	77%
Wage employee	23%	52%
Affiliate	0%	100% (n=1)
Other	12%	79%
Classified (Non-exempt)	7%	80%
Total	10%	74%

*"Other", "Neither", "Don't Know" responses not included

Which of the following most closely describes your role at JMU	15. When funding becomes available – on what basis do you believe adjustments should be made			
	Merit	Corrections	Across the board	Some combination

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Administrative faculty (AP)	15%	17%	15%	50%
Classified (exempt)	15%	23%	19%	39%
Wage employee	27%	19%	16%	34%
Affiliate	0%	0%	0%	0%
Other	15%	6%	21%	48%
Classified (Non-exempt)	14%	22%	20%	39%
Total	16%	21%	18%	42%

*"Other", "Neither", "Don't Know" responses not included

Which of the following most closely describes your role at JMU	16. Compared to other people you know, do you believe that JMU employees have a good total benefits package	
	Yes	No
Administrative faculty (AP)	86.5%	6%
Classified (exempt)	87%	6%
Wage employee	54%	6.6%
Affiliate	100% (1 response)	0%
Other	72%	12%
Classified (Non-exempt)	90%	3.6%
Total	84%	6%

*"Other", "Neither", "Don't Know" responses not included

Which of the following most closely describes your role at JMU	21. Generally speaking, my job satisfaction is most closely related to		
	Base Salary	Benefits	Other
Administrative faculty (AP)	35%	11%	53.5%

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Classified (exempt)	37%	24%	38%
Wage employee	36%	13%	51%
Affiliate	100% (n=1)	0%	0%
Other	37.5%	37.5%	25%
Classified (Non-exempt)	37%	30%	32%
Total	37%	22%	41%

Which of the following most closely describes your role at JMU	22. While working at JMU, do you work for another employer outside of JMU	
	Yes	No
Administrative faculty (AP)	17%	83%
Classified (exempt)	22%	78%
Wage employee	32%	68%
Affiliate	100% (n=1)	
Other	9%	91%
Classified (Non-exempt)	25%	75%
Total	22%	78%

8 My base salary is reasonable:

My base salary is reasonable for the work that I do	6. Have you received any increase in your base salary in the past five years	
	Yes	No
Agree	48%	52%
Disagree	35.5%	64.5%
Total	41%	59%

My base salary is reasonable for the work that I do	10. Within the last 12 months , have you considered leaving JMU because of concerns over your base salary	
	Yes	No
Agree	17.5%	82.5%
Disagree	66%	34%
Total	51%	49%

*"Other", "Neither", "Don't Know" responses not included

My base salary is reasonable for the work that I do	16. Compared to other people you know, do you believe that JMU employees have a good total benefits package	
	Yes	No
Agree	87%	2%
Disagree	82%	7%
Total	84%	6%

*"Other", "Neither", "Don't Know" responses not included

My base salary is reasonable for the work that I do	21. Generally speaking my job satisfaction is most closely related to		
	Base salary	Benefits	Other
Agree	28%	22%	50%
Disagree	41%	22%	37%
Total	37%	22%	41%

10 Within the last 12 months have you considered leaving JMU because of base salary:

Within the last 12 months have you considered leaving JMU because of concerns over your base salary	14. Within the last 12 months , have one or more of your co-workers shared their interest in leaving JMU because of their base salary	
	Yes	No
Yes	91%	9%
No	60%	40%
Total	76%	24%

16. Compared to others – do you believe JMU employees have a good benefits package:

Compared to other people you know, do you believe that JMU employees have a good total benefits package	8. My base salary is reasonable for the work that I do	
	Agree	Disagree
Yes	20%	65%
No	8%	82%
Total	20%	67%

Compared to other people you know, do you believe that JMU employees have a good total benefits package	21. Generally speaking my job satisfaction is most closely related to		
	Base salary	Benefits	Other
Yes	36%	24%	40%
No	39%	14%	47%
Total	37%	22%	41%

Appendix D: Gender Crosstab Analysis and Summary

Gender Related Survey Data

The following is a gender crosstab analysis summary (gender by survey item) for the responses on the Staff Compensation Task Force survey – examining gender differences in responses. Total participation on the survey was 64% female and 36% male. A Chi Square analysis was conducted to determine if any variation of the 64/36 ratio on a specific survey item response was statistically significant.

There was no significant difference between female and male responses on items like satisfaction with base salary, and comparability of salary to outside employment. Female “yes” responses to, “...have you considered leaving JMU because of concerns over your base salary” were significantly lower than expected. The following is a summary of cross tab findings of each survey item:

1. Please select the Division in which you work:
 - Administration and Finance has 48% male employees and 52% female employees
 - Academic Affairs reported 22% male staff employees and 78% female staff employees
 - Other division’s ratios reflected the 64/34 distribution.
2. What is your age?
 - No significant difference by gender
3. Please indicate your gender.
 - N/A
4. As of July 2013, how long will you have worked for JMU?
 - No significant difference by gender
5. Which of the following most closely describes your role at JMU? (e.g.: AP, Classified, Wage, etc.)
 - More men than expected described their role as Administrative and Professional (AP) Faculty (45%)
 - Fewer women than expected described their role as Administrative and Professional (AP) Faculty (55%)
 - Fewer men than expected described their role as Wage Employee (29%)
 - More women than expected described their role as Wage Employee (71%)
6. Have you received any increases to your base salary in the past five years?
 - No significant difference by gender

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7. For what reason did you receive an increase to your base salary?

- No significant difference by gender

8. My base salary at JMU is reasonable for the work that I do.

- No significant difference by gender

9. My base salary is comparable to the average salaries of people who work in positions like mine outside of JMU.

- No significant difference by gender

10. Within the last 12 months, have you considered leaving JMU because of concerns over your base salary?

- Males report higher than expected “yes” responses (43%).
- Females report lower than expected “yes” responses (57%).

11. If you have considered leaving JMU because of concerns over your base salary, please indicate the percentage increase to your base salary that would be required to prevent such consideration.

- No significant difference by gender

12. Would you consider leaving JMU were conditions sufficiently improved to surface additional job openings?

- Males report higher than expected “yes” responses (55%).
- Females report lower than expected “yes” responses (44%).

13. Has a lack of increases in base salary over the past years impacted the quality of your work?

- No significant difference by gender

14. Within the last 12 months, have one or more of your co-workers shared with you their interest in leaving JMU because of their base salary?

- No significant difference by gender

15. When funding becomes available for the base salary adjustments, on what basis do you believe the adjustments should be made?

- No significant difference by gender

16. Compared to other people you know, do you believe that JMU employees have a good total benefits package e.g.: health care, life insurance, cash-match retirement plan, etc.)?

- No significant difference by gender

17. Below are listed several forms of compensation or benefits provided to some or all JMU employees – which ones apply to you?

- No statistical analysis

18. Below are listed several forms of compensation or benefits provided to some or all JMU employees – rate the quality of each.

- No statistical analysis

19. Below are listed several forms of compensation or benefits provided to some or all JMU employees – rate importance of each to you.

- No statistical analysis

20. Below are listed several forms of compensation or benefits that are currently NOT offered to JMU employees. Please select up to 7 that, if they could be offered, would enhance your job satisfaction.

- No statistical analysis

21. Generally speaking, my job satisfaction is most closely related to:

- Males report higher than expected “My base salary” responses (46%).
- Females report lower than expected “My base salary” responses (54%) and higher than expected “My job benefits” responses (78%)

22. While working at JMU, do you work for another employer outside of JMU?

- Males report higher than expected “yes” responses (48%).
- Females report lower than expected “yes” responses (52%).

23. Why do you work for another employer outside of JMU?

- No statistical analysis

24. Is there anything else you would like the Compensation Task Force to know before preparing their final report? If so, please provide your comments below:

- No statistical analysis

Appendix E: Focus Group Data

Analysis

1. Which of the following impacts your satisfaction (positive or negative) at JMU the most?

a) Your base salary, b) Your benefits, or c) something else? Why?

Option	# of Responses
A: Base Salary	Positive: 3 Negative: 17
B: Benefits Package	Positive: 15
C: Other	Positive environment makes up for less money: 11 Need benefits for wage employees: 2 Will lose Part-Time people because of 29- hour limit and no benefits: 2 Want free parking: 4
A & B: Base Salary and Benefits Package	Positive: 12
B & C: Benefits Package and Other	Benefits + job duties: 3 Benefits + JMU culture: 2
A & C: Base Salary and Other	n/a
A, B, & C: Base Salary, Benefits Package, and Other (people/work environment)	Positive: 8

After reading over the session notes, a few reoccurring themes emerged. Respondents overwhelmingly acknowledged that raises are long overdue and that their current base salary negatively affects their job satisfaction. However, respondents also expressed sincere appreciation about the benefits package that they receive. Health benefits and leave time were mentioned frequently when respondents specified what they liked about the benefits package. Despite being dissatisfied with their base salaries, many respondents indicated that they continue to work at JMU because of the benefits package and the positive, friendly atmosphere that permeates the campus.

2. What is it about JMU’s total compensation package that you appreciate the most?

Option	# of Responses
Health Insurance Package	32
Secure job (vs. private sector)	4
Leave time	10
Retirement plan	4
Taking classes	4
UREC	2

Similar to the last question, respondents were most appreciative of the insurance coverage they’re provided with and structure of the leave time/vacation system. Respondents that mentioned insurance coverage in their answer specified that they were glad to have health insurance, that the rates (premiums that need to be met, appointment costs etc.) were affordable, and that, overall, it was a viable reason to stay at JMU, even if they are dissatisfied with their base salary.

Respondents that mentioned leave time as what they “appreciated most” about their total compensation package like the structure of the current system. (See Appendix 1.1)

Some of them did mention wanting to be able to sell back unused leave time at the end of the year, instead of simply losing it. For example, at the University of Virginia, “The new leave program will pay University Staff for those ‘use-or-lose’ hours at 50 percent of their value once the amount of annual leave goes beyond the maximum hours allowed for carry forward. To receive this cash-out, employees must have used a minimum of 10 days during the leave year. This minimum usage requirement is intended to encourage employees to take some time off to relax and rejuvenate.” (See Appendix 1.1)

3. If JMU were to provide an additional benefit that isn’t currently offered, what new benefit would increase your satisfaction the most?

Option	# of Responses
--------	----------------

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Childcare	14
Affordable healthcare after retirement	5
Flexible work schedule/telecommuting	6
Sell back unused leave time	7
Tuition waiver/reduction for children/spouses of faculty & staff	10
Free parking	5

The top two answers to this question were to have a childcare facility on campus for the children of JMU faculty and staff as well as some type of tuition remission option that the children and/or spouse of faculty and staff could use. For example, Boston College will pay one-hundred percent of the tuition incurred by a full time employee’s child, for up to eight semesters, after the employee has worked at the university for an allotted number of years.

4. If you could do anything to eliminate concerns about total compensation at JMU, what would you do? (Top 5 answers)

Option	# of Responses
Raise salary	20
Fix salary compression	10
Guarantee an annual COL increase	5
Re-evaluate duties and have that reflected in salary	6
Retirement health insurance	5

Respondents are most concerned with getting raises so their salaries more accurately reflect current cost of living. Of the respondents that mentioned raises, they also wanted to have job duties and descriptions re-evaluated to ensure they are being compensated fairly. Finally, the issue of salary compression was brought up. Respondents acknowledged that it is a complex problem and that they understand that the University wants to offer potential candidates

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competitive salaries. Nonetheless, they are frustrated that newer employees with less experience and/or years of service are making more money than they are.

Appendix F: Peer Institution Lists

Peer Institutions

Regional Peers:

Appalachian State University (Boone, NC)
College of Charleston (Charleston, SC)
Towson University (Towson, MD)
University of Delaware (Newark, DE)
University of North Carolina at Charlotte (Charlotte, NC)
University of North Carolina at Greensboro (Greensboro, NC)
University of North Carolina at Wilmington (Wilmington, NC)
University of Virginia (Charlottesville, VA)
Virginia Commonwealth University (Richmond, VA)
Virginia Tech University (Blacksburg, VA)
Western Carolina University (Cullowhee, NC)

Colonial Athletic Association (CAA) Peers:

The College of William and Mary
Drexel University
George Mason University
Georgia State University
Hofstra University
Northeastern University
Old Dominion University
Towson State University
The University of Delaware
The University of North Carolina at Wilmington
Virginia Commonwealth University

JMU SCHEV Peer Group – Office of Institutional Research

Appalachian State University (NC)	Public
Baylor University (TX)	Private
Bloomsburg University of Pennsylvania (PA)	Public
Boston College (MA)	Private
College of Charleston (SC)	Public
Duquesne University (PA)	Private
Eastern Illinois University (IL)	Public
Fairfield University (CT)	Private
Gonzaga University (WA)	Private
Hofstra University (NY)	Private
Illinois State University (IL)	Public
James Madison University (VA)	Public
Loyola Marymount University (CA)	Private
Marquette University (WI)	Private
Miami University-Oxford (OH)	Public
Ohio University (OH)	Public
Rowan University(NJ)	Public
St. John's University (NY)	Private
Texas Christian University (TX)	Private
The University of Alabama (AB)	Public
Truman State University (MO)	Public
University of North Carolina-Wilmington (NC)	Public
University of Northern Iowa (IA)	Public
University of Wisconsin-Eau Claire (WI)	Public
University of Wisconsin-La Crosse	Public
Western Washington University (WA)	Public

Appendix G: Peer Institution Benefits Related Research

Appendix G.1

1. JMU Benefits

<http://www.jmu.edu/humanresources/classifiedhandbook/leave.shtml>

2. UVA Benefits

<http://www.hr.virginia.edu/hr-for-you/university-staff/university-staff-benefits/university-staff-leave-plan/>

Appendix G.2

Out of State Peer Institutions Benefits Websites

<http://oirsacs.jmu.edu/PerfMeasures/PeerWebSites.asp>

1. Appalachian State University

Childcare: <http://childdevelopment.appstate.edu/>

2. Bloomsburg University

Childcare: <http://www.bloomu.edu/childcare>

Tuition Remission: http://www.bloomu.edu/hr/benefits/tuition_waivers

3. Baylor University

Childcare: <http://www.baylor.edu/pipercdc/>

Tuition Remission: <http://www.baylor.edu/hr/index.php?id=80453>

4. Boston College

Childcare: <http://www.bc.edu/content/bc/offices/hr/employees/all-cc-docs.html>

Tuition Remission: <http://www.bc.edu/content/bc/offices/hr/resources/handbook/hbk-benefits.html#tr>

5. College of Charleston

Childcare: <http://ecdc.cofc.edu/about-the-center/index.php>

6. Duquesne University

Childcare: <http://www.duq.edu/work-at-du/benefits/other-benefits/campus-services/child-care-services>

<http://www.duq.edu/admissions-and-aid/financial-aid/tuition-benefits>

7. Eastern Illinois University

Childcare: <http://castle.eiu.edu/~ccrr/home/index.php>

Tuition Remission: http://www.eiu.edu/employment/family_tuition.php

8. Fairfield University

Childcare: http://www.fairfield.edu/gseap/elc_index.html

Tuition Remission: http://www.fairfield.edu/hr/hr_tuition_grant.html

9. Gonzaga University

Tuition Remission: <http://www.gonzaga.edu/campus-resources/offices-and-services-a-z/Human-Resources/Benefits/Work-Life/tuitionbenefits.asp>

10. Hofstra University

Childcare: http://www.hofstra.edu/Community/slzctr/slzctr_childcare.html

http://www.hofstra.edu/about/HR/OpenEnrollment/OpenEnrollment_tuitionremission.html

11. Illinois State University

Childcare: <http://childcarecenter.illinoisstate.edu/>

Tuition Remission: <http://policy.illinoisstate.edu/employee/3-1-18.shtml>

12. Loyola Marymount University

- Childcare: <http://admin.lmu.edu/lmucc/>
Tuition Remission: [http://www.lmu.edu/Assets/00+-+Policy+Repository/Human+Resources/Tuition+Remission_Spouse\\$!2c+Dependent+Child.pdf](http://www.lmu.edu/Assets/00+-+Policy+Repository/Human+Resources/Tuition+Remission_Spouse$!2c+Dependent+Child.pdf)
13. Marquette University
Childcare: <http://www.marquette.edu/child-care-center/>
<http://www.marquette.edu/hr/EmployeeAssistancePrograms.shtml>
14. Miami University - Oxford
Childcare: <http://www.regionals.muohio.edu/campuskids/>
Tuition Remission:
<http://www.units.muohio.edu/humanresources/documents/generalhr/mywork/Page305.htm>
15. Ohio University
Childcare: <http://www.cehs.ohio.edu/centers-partnerships/centers/cdc/>
Tuition Remission: <http://www.ohio.edu/hr/benefits/education/index.cfm>
16. Rowan University
Childcare: <http://www.rowan.edu/ecdc/>
Tuition Remission: <http://www.rowan.edu/hr/benefits/tuition.html>
17. St. John's University
Tuition Remission:
<http://www.stjohns.edu/media/3/75166b4e7e274ca1b29cd746d6a5047b.pdf>
18. Texas Christian University
Childcare: <http://www.hr.tcu.edu/3943.htm>
Tuition Remission: <http://www.hr.tcu.edu/Policy6.005.pdf>
19. The University of Alabama
Childcare: <http://www.ches.ua.edu/hdfs/cdrc/>
Tuition Remission: http://www.hr.ua.edu/empl_rel/policy-manual/educ-benefits.html
20. Truman State University
21. University of North Carolina Wilmington
Childcare: <http://uncw.edu/hr/resources-childcare.html>
22. University of Northern Iowa
Childcare: <http://www.uni.edu/cdc/>
23. University of Wisconsin – Eau Claire
Childcare: <http://www.uwec.edu/Children/about/index.htm>
24. University of Wisconsin – La Crosse
Childcare: <http://www.uwlax.edu/childcare/>
25. Western Washington University
Childcare: <http://as.wwu.edu/cdc/>

Appendix G.3

In-State Peer Institutions

<http://oirsacs.jmu.edu/PerfMeasures/PeerWebSites.asp>

1. Christopher Newport University
2. College of William and Mary
Childcare: <http://www.wm.edu/offices/auxiliary/wccc/>
3. George Mason University
Childcare: <http://www.gmu.edu/depts/cdc/parentinformation.html>

4. Longwood University

Comprehensive Fee Waiver: <http://www.longwood.edu/policies/5211.htm>

5. Norfolk State University

Childcare:

http://childcarecenter.us/provider_detail/norfolk_state_university_child_development_lab_norfolk_va#.UWcHoJGbVNg

6. Old Dominion University

Childcare: <http://www.odu.edu/life/community-services/child-care>

Tuition Remission:

<http://ww2.odu.edu/ao/humanresources/forms/tuitionappclasshourlyfacdependentsIns.pdf>

7. Radford University

8. University of Mary Washington

Childcare: <http://adminfinance.umw.edu/hr/benefits/benefits-forms/child-care-subsidy-program/>

9. University of Virginia

Childcare: <http://www.virginia.edu/childdevelopmentcenter/prioritysystem.html>

10. Virginia Commonwealth University

Childcare: <http://cdc.soe.vcu.edu/Welcome.html>

11. Virginia Military Institute

12. Virginia Polytechnic Institute

13. Virginia State University

Appendix G.4

1. PTO for Hourly Employees

<http://www.wm.edu/offices/hr/currentemployees/benefits/hourly/leavehourly-b/index.php>

2. Same-Sex Partner Benefits

<http://www.eiu.edu/humanres/benefits/Civil-Union-Domestic-Partner-FAQs.pdf>

3. Legal Benefits

<http://www.healthsystem.virginia.edu/pub/worklife/financialandlegal/financialandlegal.html>

<http://www.wm.edu/offices/hr/benefits-all/other/legalresources/index.php>

Appendix H: Focus Group Process

CTF FOCUS GROUP PROCESS

PURPOSE:

- 1) To collect opinions about Staff compensation
- 2) To obtain clarification of data received from the survey.
- 3) To surface new issues and possible solutions not covered on the survey.

MEETING FLOW:

- 1) The session should be recorded if possible.
- 2) Notes should be taken on laptop or manually recording key points from the conversation.
- 3) If possible, a token of appreciation should be provided to each participant (after the meeting)
- 4) Questions should be asked in “round robin” fashion and in the same order on each occasion.
Each respondent should be asked each question. If the respondent prefers not to answer the question, they may say, “pass” or, “come back to me”.
- 5) Answers are recorded by the note-taker in respondent order since there may be a correlation between the respondent’s demographics and how he or she answered the question.

STEP 1 – Before participants arrive:

- 1) Arrange seating in a circle, u-shape, or around a conference table
- 2) Prepare copies for distribution (if necessary)
- 3) Have nametags available, if necessary. Don’t forget an appropriate marker for the nametags.
- 4) Ensure recording device is available and laptops (for note-taking) are operational.

STEP 2 – After participants arrive and before questions are asked:

- 1) Welcome the individuals
- 2) List the purpose of the focus group (above) including information about the CTF
- 3) Describe how the meeting will flow (above)
- 4) Note that a sound recording device will be used. The recording will only be used to clarify the manual note-taking and then destroyed once manual notes are verified. (if you feel that recordings will hamper responses, you may decide not to record the session)
- 5) Participants’ identities will not be shared. Responses will not be associated with individuals however aggregated data will be included in our final report.
- 6) Please answer all questions honestly and thoroughly as you can.

STEP 3 – Ask questions and record answers.

Questions:

1. What is your first name (or initials)?
2. What is your employment classification? (AP faculty, Classified, Wage)

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3. The CTF may be asked to recommend the amount of a salary increase. Given that JMU has been permitted to increase base salaries for the last 5 years, realistically, what percentage increase do you feel the CTF should recommend? Why?
4. What do you think is the best way for JMU to administer a pay increase given these choices? a) Across the board only b) Merit only c) A combination of “across the board” and “merit”? Why?
5. If JMU provides an “across the board” increase, should it be a fixed percentage or a fixed dollar amount? Why?
6. If JMU provides a combination of “merit” and “across the board”, should the increase be a) mostly fixed, b) mostly merit or c) half & half? Why?
7. Which of the following impacts your personal satisfaction (positive or negative) at JMU the most? a) Your base salary, b) Your benefits or c) Something else. Why?
8. What is it about JMU’s total compensation package that you appreciate most?
9. If you could do anything to eliminate concerns about total compensation at JMU, what would you do?
10. If JMU were to provide an additional benefit that is currently not available, what new benefit would increase your satisfaction the most?
11. Do you think you will probably keep working at JMU until you retire?

STEP 4 – After asking the questions

- 1) Thank the participants
- 2) Provide any tokens of appreciation you may have
- 3) Remind the participants that their answers to the questions will inform compensation recommendations for senior leaders

STEP 5 – Compile Notes and write an executive summary

- 1) Review written notes and use recording to clarify anything that was missed or unclear responses
- 2) Read notes and jot down bullet statements identifying themes
- 3) Submit the information to the CTF Staff Subgroup