



# STAFF COMPENSATION PROGRAM

## *Overview*

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JULY 2007

Middlebury College

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## TABLE OF CONTENTS

<b>Introduction.....</b>	<b>2</b>
Compensation Philosophy and Guiding Principles.....	2
For More Information .....	2
<b>Fundamentals of the Staff Compensation Program .....</b>	<b>3</b>
Salary Ranges .....	5
Career Moves.....	6
<b>Typical Career Events and Pay Actions .....</b>	<b>7</b>
Annual Market Review .....	7
Salary Adjustments.....	7
<b>Roles and Responsibilities .....</b>	<b>8</b>
<b>Summing It Up .....</b>	<b>8</b>

## INTRODUCTION

Middlebury's Staff Compensation Program provides a framework for grouping similar jobs based on job content and organizational impact. This Program provides a process for administering salaries to assure competitive pay opportunities are linked to employee performance. In addition, it serves as a roadmap for career development and growth.

You and your manager work together to develop goals to help you grow in your career and also help the College achieve continued organizational success. This guide can help you understand how the Staff Compensation Program can support your career development.

## Compensation Philosophy and Guiding Principles

Middlebury College is committed to excellence in its education of students in the tradition of liberal arts. Middlebury recognizes the value of staff to support the College's ability to achieve its mission and goals. Our total compensation philosophy is to be a market leader in order to reward, attract and retain our staff that is critical to the success of our mission.

In order to be a market leader we will manage our College's Staff Compensation Program to ensure that it:

- Reinforces that staff are valuable contributors to the mission of Middlebury College;
- Rewards, attracts and retains high quality staff;
- Conducts market comparisons at the market 80th percentile;
- Rewards strong staff performance through our annual merit process;
- Emphasizes pay for performance and internal equity; and
- Is clear and understandable to our staff.

## Career Development Supports Other Human Resource Processes

Our Staff Compensation Program supports our other important human resource programs and tools:

- **Performance Feedback Development Process (PFDP)**—The foundation of our performance feedback process, through which we assess and measure your performance against goals and position expectations on an annual basis.
- **Annual Merit Process**—Based on the PFDP, the performance of every Middlebury employee is reviewed on an annual basis. If performance warrants, employees receive annual salary increases, based on the distribution of performance levels and the increase pool defined annually by the College's Board of Trustees.
- **Hiring and Selection**—Our hiring and selection processes involves thorough interviews to identify candidates who embody our core competencies and mission.

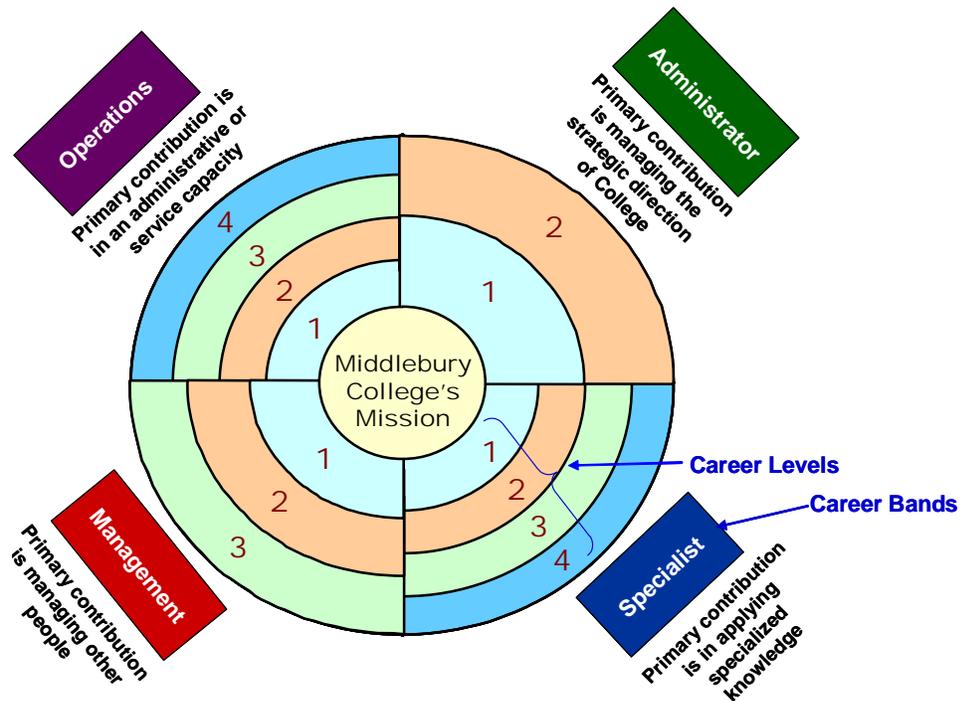
## For More Information

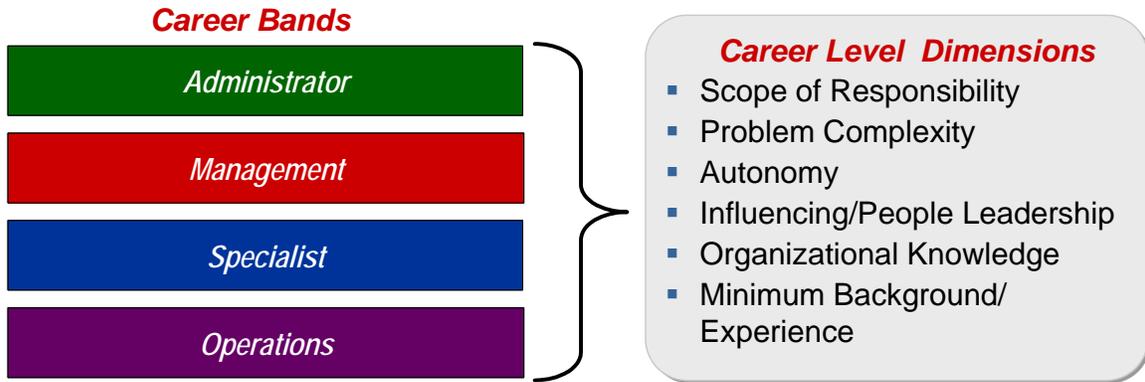
This brochure provides an overview of the Staff Compensation Program. More detailed information can be found on the Human Resources website at [www.middlebury.edu/hr](http://www.middlebury.edu/hr). You can also talk with your Manager or your Human Resources Generalist.

## FUNDAMENTALS OF THE STAFF COMPENSATION PROGRAM

Middlebury’s Staff Compensation Program provides a common context for employees to talk about their roles, development and career opportunities. It is comprised of **Career Bands**, **Career Levels** and **Career Dimensions**:

- **Career Bands** are a way of grouping similar Middlebury jobs based on the type/nature of work performed on campus. Middlebury has four Career Bands—Administrator, Specialist, Operations and Management.
- **Career Levels** are major steps in an employee’s career or between positions within the Career Bands. If you progress through the Career Levels, you’ll generally take on more challenges and responsibility. There are a total of 13 Career Levels.
- **Career Dimensions** help determine where a job is placed within a Career Level. They highlight the skills and competencies that differentiate the Career Levels. The higher the career level, typically, the higher the level of “dimension” that is expected of jobs within that level. There are six Career Dimensions: Scope of Responsibility, Problem Complexity, Autonomy, Influencing/People Leadership, Organizational Knowledge and Minimum Background/Experience.





Example: Influencing/People Leadership for the Specialist Career Band

For example, the Influencing/People Leadership dimension, outlined below for the Specialist Career Band, shows an increase in applied skill and responsibilities of jobs across levels 1 through 4.

Dimension/ Level	Level 1	Level 2	Level 3	Level 4
Influencing/ People Leadership	<ul style="list-style-type: none"> <li>May provide general guidance/direction to or train personnel in technical complexities of assigned work</li> </ul>	<ul style="list-style-type: none"> <li>Provides guidance/direction and trains junior, professional personnel on complex technical topics.</li> <li>May also assist in planning, executing and reviewing work within a team</li> </ul>	<ul style="list-style-type: none"> <li>May oversee the completion of projects or assignments including: planning, assigning, monitoring, reviewing progress and accuracy of work, and evaluating results of one or more staff teams</li> <li>Provides input in connection with the overall strategy for aligning objectives, activities, timing/tradeoffs and outcomes across projects</li> <li>Serves as mentor/ coach, providing guidance and training</li> <li>Contributes to employees' professional development. May also supervise 1-2 other positions. Supervision is not a substantial job activity.</li> </ul>	<ul style="list-style-type: none"> <li>Engages others in developing innovative solutions to important, highly-complex strategic and operating problems; cross-department and divisional considerations are often present</li> <li>Leads effort to develop overall strategy for aligning objectives, activities and outcomes across projects. Develops strategy for assessing effectiveness/success of project outcomes/deliverables on a short- and long-term basis</li> <li>May make recommendations regarding personnel actions such as staffing, performance management, and rewards. May also manage 1-3 other positions, but primary contribution is in applying knowledge rather than managing people.</li> </ul>

## Salary Ranges

Each Career Band and Career Level has a Salary Range **minimum, midpoint, and maximum**. These Salary Ranges were developed based on the College’s placement of jobs within a Band and Level and the annual market compensation levels for those jobs. The salary ranges are typically broad to accommodate the varying jobs within each Band.

No employee will generally be paid below the minimum salary for the Career Band or Career Level for his/her job. Salaries will be managed within the job’s Band and Level in which it is placed. It is important to emphasize, however, that Middlebury College will not “cap” or “freeze” salary increases even though an individual reaches the top of a salary range (whether in a Band or Level). There may be situations where a staff member is paid at an annual salary that exceeds the maximum of the Career Band or Level. Staff will continue to be eligible for merit increases once they have reached the maximum of their Band or Level.

Career Band A — Illustration



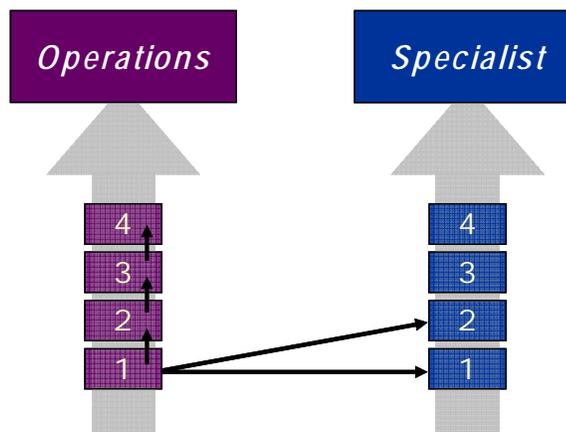
See the Human Resources website at [www.middlebury.edu/hr](http://www.middlebury.edu/hr) for the current Career Band and Career Level Salary Ranges.

## Career Moves

There is more than one way to grow and be rewarded under the Staff Compensation Program. You can advance your career by:

- An **in-role move** within a Career Band;
- Taking a **new job within the same Career Band** at the same or higher Career Level; and/or
- Taking on a **new job within a new Career Band** at the same or higher Career Level.

### Career Levels — Illustration



All three opportunities are based on your qualifications and ability to demonstrate growth and development. In the sense that all three work to advance your position in your Career Band, each can be thought of as career progression (i.e., promotion).

In-role development is a natural progression of one's current job based on expansion of job content and sustained performance/competency.

Taking on a new job—whether within a Band or to a new Band—requires a vacancy resulting from add-to-staff or turnover. These opportunities become available through the College's job posting process. Progression to new jobs, like a promotion today, is not automatic; it depends on the availability of a job in that Band for which you are qualified and selected. These jobs will be filled on an as-needed basis during the year.

All career progression moves will be reviewed by HR to determine if a salary increase is warranted.

## TYPICAL CAREER EVENTS AND PAY ACTIONS

### Annual Market Review

In order to assess Middlebury's competitive positioning with the market, HR conducts an annual compensation review of base salary levels, based on the defined labor market for that position. This market study helps to determine the competitiveness of Middlebury's salary ranges for our Career Bands and Career Levels.

Market data is available through HR, to assist in determining new hire salaries and career progression increases.

### Salary Adjustments

Under the Staff Compensation Program, there are three types of salary increases:



#### Merit Increases

**Merit Increases** will be awarded to employees, on an annual basis, based on their performance and the College's budget.

#### Market Adjustments

Human Resources will use **Market Adjustments**, *on an as needed basis*. A market adjustment is a salary increase that is provided to staff members whose jobs fall *well below* market levels. This type of adjustment would be determined by HR in its annual market review of Middlebury jobs. It's important to note that many employees may go through their entire career at Middlebury without receiving a market adjustment because the program is designed to keep pace with the market.

#### Career Progression Increases

Under Middlebury's Staff Compensation Program, a promotion (defined as **Career Progression**) occurs when an employee moves to a job with greater responsibilities in a higher Career Level (within their current Band) or a different Career Band (either within or outside of their current job family). Changes to individual capabilities and activities (e.g., learning a new skill, increasing the number of staff supervised) do not constitute career progression (although they may help develop an employee's skills and competencies to enhance their career). In situations where there is a **significant** change in current job responsibility, HR will review the job to determine if a salary increase may be warranted.

The salary for employees achieving a career progression will be reviewed in a similar fashion to candidates from outside Middlebury. Essentially, the intent is to determine the employee's capabilities to assume the new job responsibilities and pay the employee a starting salary commensurate with those capabilities.

## ROLES AND RESPONSIBILITIES

While Middlebury will provide you with career-related resources, you will work collaboratively with your manager to take ownership of your career and create development plans that support your personal objectives and the College's needs. All employees define his or her career expectations differently. After you personally define what "career" means to you, you can use this Program to determine how to develop in your career at Middlebury. Here are several examples of what career and career progress have meant to other employees at Middlebury:

- Taking advantage of challenging opportunities
- Achieving balance in your life
- Having a career path
- Achieving satisfaction in what you do
- Growing personally and professionally
- Being professionally accomplished
- Receiving recognition for contributions
- Possessing passion about working at Middlebury
- Relating work to life
- Doing well in your chosen job and not being upwardly driven
- Acquiring and demonstrating new skills and competencies
- Learning pieces of multiple jobs and broadening your role

Middlebury's Staff Compensation Program is meant to add to resources that you are already using to assess your performance and development and discuss your career with others. If you are already doing these things, keep doing them. If you aren't, our Staff Compensation Program provides an opportunity for you to begin reflect on your strengths, development needs, and what you want from your career.

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## SUMMING IT UP

We encourage you to take an active role in your career development at Middlebury, to help grow and strengthen our College for continued organizational success. Take the time to review this brochure and learn about the program. You can find more details on the Human Resources website at [www.middlebury.edu/hr](http://www.middlebury.edu/hr). If you have questions, talk with your Manager or your Human Resources Generalist.