



STAFF COMPENSATION UPDATE TO STAFF | JUNE 2022



IN THE MARCH, APRIL & MAY PRESENTATIONS WE COVERED...

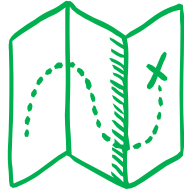
- X Employee feedback & market data
- X Project road map—how we got here
- X Goals of the program
- X Fair and competitive pay strategy
- X Details about the new program that includes Step 1: Role, Step 2: Individual and Step 3: Discretion
- X Common questions and scenarios for this year and future years



THIS MONTH, WE'LL COVER...

- X Final details on each step
- X Walk through of example with all Steps together
- X What to expect in the next couple of weeks
- X Summary of impact
- X Going forward after July 1





ROLE

Role mapped to market and min/max range established

Agnostic to individual



INDIVIDUAL

Skill matrix based on ownership and impact drives where individual falls into range



DISCRETION

Final layer of discretion based on VP/Manager functional expertise

Guardrails in place

STEP 1: ROLE

- X New structure is set and available
- X Go back to March and April presentations/videos for a refresher on how we developed this from the Mercer study and input from departments
- X Institutional review stage finalized what grade each role fell into based on established methodology



STEP 1: FY23 PAY RANGERS

- X We have a market-based set of ranges for VT positions and second range with a 15% geographical differential for California
- X In the following slide there are three different salary basis tables that are used depending on the standard full-time week for a work group, all are based on the same market-based base ranges (plus 15% for CA)
 - X VT-2080 (40 hours per week) Operations providing services beyond normal administrative office hours
 - X VT-2015 (38.75 hours per week) Administrative Offices
 - X CA-1950 (37.5 hours per week) All MIIS positions



VT CAMPUS: 2080 SALARY BASIS (40/HOURS WEEK)

Grade	Minimum	Mid-Point	Maximum
13	\$82.10	\$104.60	\$127.20
12	\$68.40	\$87.15	\$105.95
11	\$57.00	\$72.65	\$88.30
10	\$47.45	\$60.55	\$73.55
9	\$39.60	\$50.45	\$61.35
8	\$33.65	\$42.00	\$50.45
7	\$29.25	\$36.55	\$43.85
6	\$25.45	\$31.80	\$38.15
5	\$22.15	\$27.65	\$33.15
4	\$19.25	\$24.05	\$28.85
3	\$18.00	\$22.05	\$26.10
2	\$17.00	\$20.85	\$24.65
1	\$17.00	\$20.85	\$24.65

Grade	Minimum	Mid-Point	Maximum
13	\$ 170,800	\$ 217,600	\$ 264,600
12	\$ 142,300	\$ 181,300	\$ 220,400
11	\$ 118,500	\$ 151,100	\$ 183,700
10	\$ 98,700	\$ 125,900	\$ 153,000
9	\$ 82,400	\$ 104,900	\$ 127,600
8	\$ 70,000	\$ 87,400	\$ 104,900
7	\$ 60,800	\$ 76,000	\$ 91,200
6	\$ 52,900	\$ 66,100	\$ 79,400
5	\$ 46,100	\$ 57,500	\$ 69,000
4	\$ 40,000	\$ 50,000	\$ 60,000
3	\$ 37,500	\$ 45,900	\$ 54,300
2	\$ 35,400	\$ 43,300	\$ 51,300
1	\$ 35,400	\$ 43,300	\$ 51,300



VT CAMPUS: 2015 SALARY BASIS (38.75/HOURS WEEK)

Grade	Minimum	Mid-Point	Maximum
13	\$82.10	\$104.60	\$127.20
12	\$68.40	\$87.15	\$105.95
11	\$57.00	\$72.65	\$88.30
10	\$47.45	\$60.55	\$73.55
9	\$39.60	\$50.45	\$61.35
8	\$33.65	\$42.00	\$50.45
7	\$29.25	\$36.55	\$43.85
6	\$25.45	\$31.80	\$38.15
5	\$22.15	\$27.65	\$33.15
4	\$19.25	\$24.05	\$28.85
3	\$18.00	\$22.05	\$26.10
2	\$17.00	\$20.85	\$24.65
1	\$17.00	\$20.85	\$24.65

Grade	Minimum	Mid-Point	Maximum
13	\$ 165,400	\$ 210,800	\$ 256,300
12	\$ 137,800	\$ 175,600	\$ 213,500
11	\$ 114,800	\$ 146,400	\$ 178,000
10	\$ 95,700	\$ 122,000	\$ 148,200
9	\$ 79,800	\$ 101,600	\$ 123,600
8	\$ 67,800	\$ 84,700	\$ 101,600
7	\$ 58,900	\$ 73,600	\$ 88,400
6	\$ 51,300	\$ 64,000	\$ 76,900
5	\$ 44,600	\$ 55,700	\$ 66,800
4	\$ 38,800	\$ 48,400	\$ 58,100
3	\$ 36,300	\$ 44,400	\$ 52,600
2	\$ 34,300	\$ 42,000	\$ 49,700
1	\$ 34,300	\$ 42,000	\$ 49,700

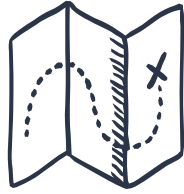


CA CAMPUS: 1950 SALARY BASIS (37.5/HOURS WEEK)

Grade	Minimum	Mid-Point	Maximum
13C	\$94.40	\$120.30	\$146.30
12C	\$78.65	\$100.25	\$121.85
11C	\$65.55	\$83.55	\$101.55
10C	\$54.60	\$69.60	\$84.60
9C	\$45.55	\$58.00	\$70.55
8C	\$38.70	\$48.30	\$58.00
7C	\$33.65	\$42.00	\$50.45
6C	\$29.25	\$36.55	\$43.90
5C	\$25.45	\$31.80	\$38.15
4C	\$22.15	\$27.65	\$33.20
3C	\$20.70	\$25.35	\$30.00
2C	\$19.55	\$23.95	\$28.35
1C	\$19.55	\$23.95	\$28.35

Grade	Minimum	Mid-Point	Maximum
13C	\$ 184,100	\$ 234,600	\$ 285,300
12C	\$ 153,400	\$ 195,500	\$ 237,600
11C	\$ 127,800	\$ 162,900	\$ 198,100
10C	\$ 106,500	\$ 135,700	\$ 165,000
9C	\$ 88,800	\$ 113,100	\$ 137,600
8C	\$ 75,400	\$ 94,200	\$ 113,100
7C	\$ 65,600	\$ 81,900	\$ 98,300
6C	\$ 57,100	\$ 71,300	\$ 85,600
5C	\$ 49,700	\$ 62,000	\$ 74,400
4C	\$ 43,200	\$ 53,900	\$ 64,700
3C	\$ 40,400	\$ 49,400	\$ 58,500
2C	\$ 38,200	\$ 46,700	\$ 55,300
1C	\$ 38,200	\$ 46,700	\$ 55,300





ROLE

Role mapped to market and min/max range established

Agnostic to individual



INDIVIDUAL

Skill matrix based on ownership and impact drives where individual falls into range



DISCRETION

Final layer of discretion based on VP/Manager functional expertise

Guardrails in place

REMINDER PHILOSOPHY OF THE SKILL MATRIX...

- X The skill matrix is a tool to place individuals into the range based on career progression—and, specifically, their level of ownership and impact
- X Elevates a culture of high performance and ability to focus compensation conversations on skills and competencies—questions on how to increase pay can tie back to results and are transparent
- X Calibration across the institution on skill matrix—goal is to move people to ‘thriving’ and have that be at midpoint of grade range
- X Each year, market is reviewed, and ranges may be adjusted—but skill matrix will consistently be tied to percentage into range

FROM APRIL PRESENTATION



SKILL MATRIX: OWNERSHIP & IMPACT

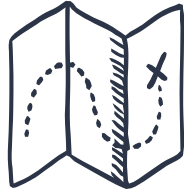
	Learning in the role (minimum)	Growing in the role (25%)	Thriving in the role (50%)	Leading in the role (60%)
OWNERSHIP	<p>Requires support and direction</p> <p>Provides consistent delivery of tasks outlined in role</p>	<p>Requires some support while building proactive, independent approach</p> <p>Provides questions and ideas to build in partnership with others</p>	<p>Requires limited oversight and takes initiative in all aspects of portfolio</p> <p>Provides solution focused leadership and delivery</p>	<p>Requires only direction on where the work is going, not how to get there</p> <p>Provides leverage within and across organization</p>
IMPACT	<p>Delivers results with ongoing partnership and support</p> <p>Exhibits openness and willingness to learn</p>	<p>Delivers increasingly consistent results with some support</p> <p>Exhibits emerging expertise and contributions</p>	<p>Delivers strong and reliable results with consistency and limited oversight</p> <p>Exhibits excellent execution on critical projects and priorities</p>	<p>Delivers stellar results, again and again</p> <p>Exhibits the highest level of mastery as an independent, sought-after leader</p>



...SKILL MATRIX DESIGNED TO ESTABLISH POSITION IN RANGE

- X We were able to achieve our goal for each percentage into range for learning, growing and thriving. This will not change.
- X We made progress with Leading but were not able to fully get to our goal of 75% into range—we will continue to work towards this in future years.
- X Successful employees are spread out across each point in the skill matrix—use this as a tool for discussion and skill building.





ROLE

Role mapped to market and min/max range established

Agnostic to individual



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Skill matrix based on ownership and impact drives where individual falls into range



DISCRETION

Final layer of discretion based on VP/Manager functional expertise

Guardrails in place

DISCRETION

- X Last month we shared that we didn't have a final answer on discretion...
- X Good news! We were able to fund discretion with \$644,000 (1.15% of FY22 salary budget)
- X Process:
 - X SLG received final Step 1 and Step 2 rates with discretion pool to allocate
 - X Guardrails established:
 - From \$500-\$3,000 in increments of \$500
 - Can't go above maximum for range
 - Must stay within established discretion pool—1.15% of FY22 salary budget
 - Last review of skill matrix to ensure consistency, validate, correct as needed





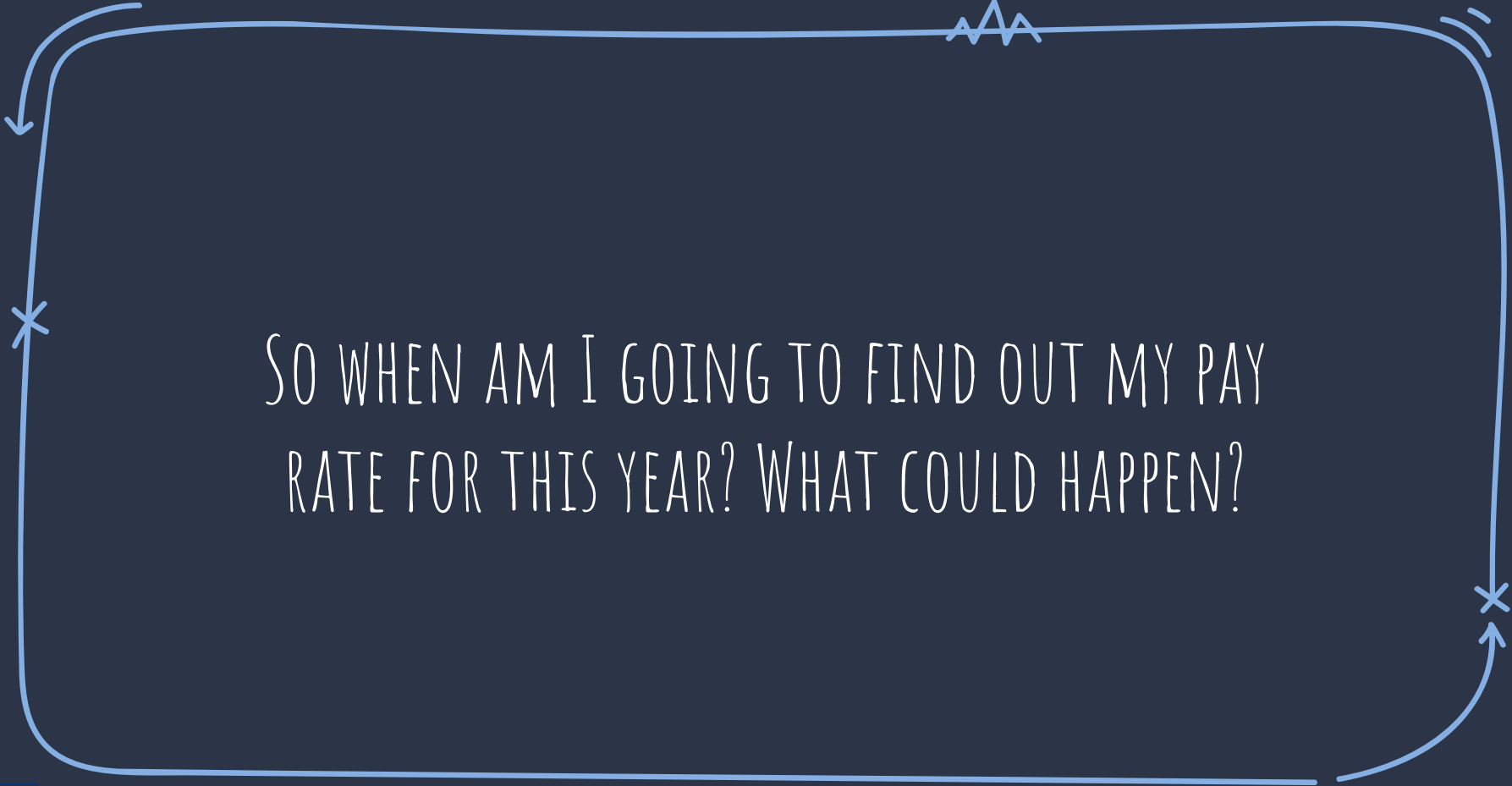
LET'S REVISIT OUR MAPLE SUGARING EXAMPLE...



LET'S WALK THROUGH EACH STEP...

Job	Step 1: Role	Step 2: Individual Skill Matrix	Rate after Step 1 and Step 2	Step 3: Discretion	Final rate
Dean of (Maple) Sugaring	Grade 7	Growing	\$68,400	\$2500	\$70,900
Supervisor, Mud Season Sap Collection	Grade 6	Thriving	\$66,100	\$500	\$66,600
Coordinator, Sugar on Snow Events	Grade 4	Learning	\$40,000	\$0	\$40,000
Coordinator, Hiking in Big Sur	Grade 4C	Thriving	\$57,500	\$1,000	\$58,500





SO WHEN AM I GOING TO FIND OUT MY PAY
RATE FOR THIS YEAR? WHAT COULD HAPPEN?



BETWEEN NOW AND JULY 1, THIS IS WHAT YOU CAN EXPECT...

- X Leadership has received final rates and may be sharing this in the coming days and weeks
- X Individual compensation letters will be shared with all staff via email by Wednesday, June 22

NOTE: This date is our goal and we will do everything we can to meet it—but subject to change if we encounter any roadblocks. Update will be shared if any delays.

- X Letters will include specific details related to your ROLE, your SKILL MATRIX placement and any discretion that was given and a final rate starting July 1
- X Final rates will be rounded to nearest hundred (salary) and nearest nickel (hourly)
- X New rates are effective July 1 and reflected in following paycheck:
 - X California check date: July 8
 - X Vermont check date: July 15



LET'S USE TWO MAPLE SUGARING EXAMPLES....

STEP 1: ROLE

Coordinator, Sugar on Snow Events
Grade 4: \$40,000/19.25 per hr. (min) to \$60,000/\$28.85 per hr. (max)

STEP 2: INDIVIDUAL

Employee's current pay rate is \$38,480/\$18.50 per hr.

Learning (minimum)

Growing (25% in range)

Thriving (50% in range)

Leading (60% in range)

FY23 rate= \$40,000
% increase = 3.9%

FY23 rate= \$45,000
% increase = 17%

FY23 rate= \$50,000
% increase = 30%

FY23 rate= \$52,000
% increase = 35%

STEP 3: DISCRETION

A \$500 increment up to \$3000 could be added to FY23 rate from step 2



2ND MAPLE SUGARING EXAMPLE: DIFFERENT PAY RATE

STEP 1: ROLE

Coordinator, Sugar on Snow Events
Grade 4: \$40,000/19.25 per hr. (min) to \$60,000/\$28.85 per hr. (max)

STEP 2: INDIVIDUAL

Employee's current pay rate is \$47,500/\$22.84 per hr.

Learning (minimum)

Growing (25% in range)

Thriving (50% in range)

Leading (60% in range)

Current rate above
new rate, keeps
current rate
FY23 rate= \$47,500
% increase = 0%

Current rate above
new rate, keeps
current rate
FY23 rate= \$47,500
% increase = 0%

FY23 rate= \$50,000
% increase = 5%

New rate= \$52,000
% increase = 9.5%

STEP 3: DISCRETION

A \$500 increment up to \$3000 could be added to new rate





WHAT HAPPENS NEXT YEAR? HOW DO I MAKE
MORE MONEY OVER TIME?



PATHWAYS TO INCREASE INDIVIDUAL COMPENSATION

STAY IN ROLE

- X Continue to deliver as outlined
- X No significant movement in ownership or impact



No change to placement, market adjustment if applicable

BUILD SKILLS IN ROLE

- X Within role, increase level of ownership and impact



Move within skill matrix, move up in range

EXPAND SCOPE/ROLE

- X Scope and/or role has changed from existing role
- X Promotion to new role requires budget approval



New role requires new benchmark and skill matrix assessment

MOVE TO NEW ROLE

- X Move within department or across Institution to a new role



SO, LET'S RECAP...

- X Step 1: ROLE grades established and available for reference
- X Step 2: INDIVIDUAL skill matrix percentage into range established and we have brought all staff positions to market
- X Step 3: DISCRETION funded and part of final rates
- X Common scenarios this year range from significant increase, to modest increase to no increase
- X Over time, this new approach has several pathways for compensation to shift and grow—but there are not necessarily guarantees or any one path
- X Individual details to be shared next week



SUMMARY OF IMPACT



GOALS OF THE NEW APPROACH TO STAFF COMPENSATION

Informed by Market

Rates and ranges are based on market

Includes peer institutions, similar jobs, geography

Collaborative

Opportunity for department leadership to weigh in on market data and how roles are benchmarked

Fair & Competitive

Investment to increase starting wages

Competitive for all

Standard & Simple

Easily explainable and applicable to all staff

Career Progression

New system not directly tied to annual performance or minor adjustments to role

Repeatable

Something we can use this year AND going forward on an annual basis



BY THE NUMBERS

- X **100%** of staff within market ranges, or above
- X **\$5.2M** added to staff compensation in FY23 budget
- X **86%** of staff will receive a raise this year
- X **14%** will not—within that group, 48% are above the maximum for their grade range and 52% are already within established range



NEXT STEPS & TIMELINE

APRIL

Share details on how
ROLE and
INDIVIDUAL sections
work in new program

Share approach and
details on fair and
competitive wages

*HR/Managers begin to
work on specifics*

MAY

Share details on how
DISCRETION section
works in new
program

Go over pathways for
growth year over year

*Department and
institutional review*

JUNE

Share examples of
common scenarios

Preview what is to
come, grade and
skill matrix details

Discuss this year vs.
future years

Finalize details

JULY

Effective July 1

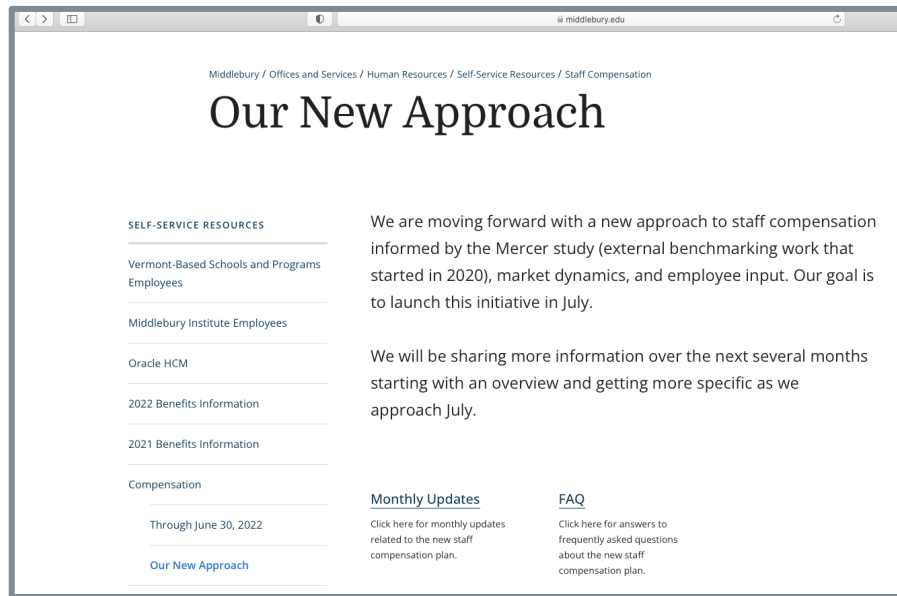
Share options and
pathways for discussion
going forward

Additional summary of
investment, analytics
and reference materials

Action!



QUESTIONS AND ANSWERS



Middlebury / Offices and Services / Human Resources / Self-Service Resources / Staff Compensation

Our New Approach

SELF-SERVICE RESOURCES

- Vermont-Based Schools and Programs Employees
- Middlebury Institute Employees
- Oracle HCM
- 2022 Benefits Information
- 2021 Benefits Information
- Compensation
 - Through June 30, 2022
 - [Our New Approach](#)

We are moving forward with a new approach to staff compensation informed by the Mercer study (external benchmarking work that started in 2020), market dynamics, and employee input. Our goal is to launch this initiative in July.

We will be sharing more information over the next several months starting with an overview and getting more specific as we approach July.

Monthly Updates
Click here for monthly updates related to the new staff compensation plan.

FAQ
Click here for answers to frequently asked questions about the new staff compensation plan.

Visit the *New Approach* section of the HR website under Compensation and submit a question, we'll get back to you and post answers to new questions for all.

