

Swarthmore College Staff Survey on Compensation Philosophy – May 2001

As its first goal the Compensation Committee wants to understand what Swarthmore’s *philosophy* about compensation (pay, benefits) *should be*. These questions will be a starting point to help us understand what you feel should be the driving values of our new system.

Your responses will be held *strictly confidential!* We do not ask for your name on the survey. We have asked a few job classification questions at the end to help us better understand the responses to some of the items, and to determine whether all employees are represented. But the survey results will be presented in group summary format only, and never in a way that would allow someone’s identity to be known. If you feel uncomfortable answering the job classification questions (or any other questions), please just skip them. What is most important is that we have as much input from you as you wish to provide. We ask that you return your survey (instructions at end) **by May 31, 2001.**

A. Evaluation of current system

First, it would be helpful to know how you feel about aspects of our current system. Please indicate your level of agreement with each of the following statements using the following scale:

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| | SD | D | N | A | SA |
| 1. I understand the system used to grade jobs. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 2. The grade of my job accurately reflects the work that I do. ... | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 3. I understand how employees can earn pay increases in their grade. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 4. There are generally opportunities for employees to move up to the next grade level. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 5. I understand the other terms that are used to describe pay at Swarthmore (for example “Full Market Value”). | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 6. I feel that my current pay level is fair. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 7. I am satisfied with the current compensation system at Swarthmore. | SD ___ | D ___ | N ___ | A ___ | SA ___ |

B. Ideal Compensation System

Next, we’d like to know how you think Swarthmore *should* go about setting annual pay increases. Rather than evaluating the current system, here we’d like to know what you think is the *ideal scenario* for Swarthmore.

Using the following scale, please indicate how much you feel each of the following things *should* affect the amount of a Swarthmore employee’s annual pay increase.

- | | Not at All | 1 | Moderate | 3 | A Great Deal |
|--|------------|-------|----------|-------|--------------|
| | 0 | 1 | 2 | 3 | 4 |
| 1. Performance as judged by immediate supervisor | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 2. Performance as judged by someone above immediate supervisor | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |

(How much do you feel each of the following things *should* affect the amount of a Swat employee's annual pay increase?)

| | <u>Not at All</u> 0 | 1 | <u>Moderate</u> 2 | 3 | <u>A Great Deal</u> 4 |
|--|------------------------|-------|----------------------|-------|--------------------------|
| 3. Performance as judged by others (e.g. coworkers, direct reports, customers) | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 4. Performance as judged by employee (self-evaluation) | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 5. Whether skills of person are in high demand elsewhere | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 6. Inflation (across the board cost-of-living adjustments) | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 7. The College's financial well-being..... | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 8. Years of work in the position | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 9. Years of work at the College | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 10. Years of work experience (anywhere) | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 11. Salary levels earned by people in similar jobs at other colleges | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |
| 12. Salary levels earned by people in similar jobs in other industries ... | 0 ___ | 1 ___ | 2 ___ | 3 ___ | 4 ___ |

These are more items about pay, just in a different format, to help us understand what you think the values *should be* at Swarthmore. Please indicate your level of agreement with each of the following statements using this scale:

| | <u>Strongly Disagree</u> SD | <u>Disagree</u> D | <u>Neutral</u> N | <u>Agree</u> A | <u>Strongly Agree</u> SA |
|---|--------------------------------|----------------------|---------------------|-------------------|-----------------------------|
| 13. The starting salary or wage offered to any person hired at Swarthmore should be whatever it takes to get the very best person to join the College. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 14. A new hire should not be paid more than someone else already doing the same kind of job here, regardless of their qualifications or experience. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 15. Comparing the pay earned by employees at Swarthmore with the pay earned by employees at other colleges is a good way to set our salaries. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 16. External comparisons should not affect the pay earned by employees at Swarthmore. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 17. Whatever method of deciding pay that is used, it should be the same for every department. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 18. The annual pay increase should NOT be tied at all to job performance. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 19. Some of the annual pay increase should be tied to job performance. | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 20. Any (all) annual pay increase should be tied to job performance. ... | SD ___ | D ___ | N ___ | A ___ | SA ___ |

Strongly Disagree Disagree Neutral Agree Strongly Agree
 SD D N A SA

21. Someone who is cross-trained and can perform another job at the College should be rewarded with higher pay.SD ___ D ___ N ___ A ___ SA ___

22. Some people believe Swarthmore should pay employees based on a market approach. This approach would set pay based on what other employers pay for a position. Do you agree or disagree that this is the approach Swarthmore should use in setting a minimum hourly wage that can be paid to an employee?SD ___ D ___ N ___ A ___ SA ___

23. Some people feel that the lowest hourly wage paid to an employee need not be based on the market, but should be determined by a standard that is set by the College to reflect its moral and ethical values about the minimum needed to earn a living. Do you agree or disagree that this is the approach that Swarthmore should use?SD ___ D ___ N ___ A ___ SA ___

C. Current Benefits

Part of the compensation that we earn is reflected in the benefits that we receive and are paid for by the College. Below is a list of benefits currently paid by the College. We would like to know two things about each item: 1) How important is it to you? 2) How satisfied are you with it? Please use these scales:

| | <u>Importance</u> | | | <u>Satisfaction</u> | | |
|---|----------------------------|---------------------------------|-----------------------|----------------------------|---------------------------------|-----------------------------|
| | <u>Not Important</u> NI | <u>Somewhat Important</u> SI | <u>Important</u> I | <u>Not Satisfied</u> NS | <u>Somewhat Satisfied</u> SS | <u>Very Satisfied</u> VS |
| 1. Medical Coverage | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 2. Dental Coverage | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 3. Vacation | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 4. Sick Leave | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 5. Parental Leave | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 6. Life Insurance | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 7. Short Term Disability | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 8. Long Term Disability | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 9. Tuition Grant Program for children of employees | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 10. Tuition Reimbursement (continuing education) | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 11. Retirement (College-paid portion) | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 12. Carebridge (Employee Work/Life Referral System) | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |
| 13. Horizens (Employee Counseling Program) | NI ___ | SI ___ | I ___ | NS ___ | SS ___ | VS ___ |

14. In order to help us better understand your responses, please indicate whether your health benefits are for single or family coverage:

Single ___ Family ___

D. Benefits Not Offered

Next is a list of benefits *not offered* by the College. (Of course, any changes to benefits would necessarily have to undergo careful review and prioritization. These items are presented primarily to gauge interest in a range of areas.) For each of these items we would like to know: 1) How important is it that the College provide such a benefit? 2) How likely is it that you would make use of each benefit if it were offered?

| | <u>Importance</u> | | | <u>Would you use?</u> | | |
|---|----------------------------|---------------------------------|-----------------------|---------------------------|-------------------------|--------------------------|
| | <u>Not Important</u> NI | <u>Somewhat Important</u> SI | <u>Important</u> I | <u>Probably Not</u> PN | <u>Don't Know</u> DK | <u>Very Likely</u> VL |
| 1. Long Term Care Insurance | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 2. Subsidized Dependent Care Assistance (for Child, Elder)..... | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 3. On site Child Care | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 4. Additional Life Insurance..... | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 5. Pre-paid Legal Insurance (like an "Attorney HMO" plan) | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 6. Mortgage Assistance Plan..... | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 7. Pet Health Services (Med. Coverage).. | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |
| 8. Other: _____ | NI ___ | SI ___ | I ___ | PN ___ | DK ___ | VL ___ |

E. Values in continuing employment

Please indicate your level of agreement with each of the following statements using this scale.

| | <u>Strongly Disagree</u> SD | <u>Disagree</u> D | <u>Neutral</u> N | <u>Agree</u> A | <u>Strongly Agree</u> SA |
|--|--------------------------------|----------------------|---------------------|-------------------|-----------------------------|
| I continue to work at Swarthmore because of: | | | | | |
| 1. The pay | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 2. The benefits | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 3. It is convenient to my home | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 4. It allows me to do a job that I enjoy | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 5. I like working with the people here..... | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 6. Resources available on campus (e.g. Library, Athletics facilities, Arboretum) | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 7. Tight job market..... | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 8. The reputation of the College | SD ___ | D ___ | N ___ | A ___ | SA ___ |
| 9. I enjoy a college environment | SD ___ | D ___ | N ___ | A ___ | SA ___ |

F. Job classification questions

These questions will help us to understand results for some of the items above that may affect employees differently. They will also let us know whether all types of employees are represented in the results. *However, if you feel uncomfortable answering any item, just leave it blank!*

- 1. Are you
Exempt (Salaried) ___
Non-Exempt (Hourly) ___
- 2. How many years have you worked at the College?

- 3. Do you supervise other staff?
Yes ___
No ___
- 4. What is your Grade Level (if you know) _____
- 5. Is your position
Temporary ___
Permanent ___
- 6. Is your position
Full-Time ___
Part-Time ___

G. Open-Ended Questions

It can be difficult to answer complex questions like those above with simple answers. These final questions are meant to give you an opportunity to respond more freely. Please write as much or as little as you want (attach additional pages if needed).

1. Are there any issues in this survey that you would like to expand on or describe in more detail?

2. Since this is just our first attempt in gathering your input on compensation, it is likely that we have missed some things that you may feel are important in considering a compensation philosophy for the College. Please let us know of other concerns or issues that were not addressed here, but that we should be aware of.

3. We'd like to know what things you like about the current system of compensation, what you don't like, and any ideas you might have for a better way of doing things.

4. Is there anything else you would like to say?

THANK-YOU for sharing your opinions!

If you have completed this survey electronically (using Word), please attach it to an email message and email it to: SWAT-COMP. If you have completed a paper copy of this survey, please put it in Campus Mail to: SWAT-COMP. Paper copies may also be left at the College Post Office for SWAT-COMP.

* * * Your responses will be most helpful if they are received by **May 31**. * * *

The results of this survey will be shared with the full campus community. Please know that there will be additional opportunities for you to have input in this important work. (You may send campus mail or email to SWAT-COMP at **any** time with your comments or suggestions.) Again, thank you for your help.