

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 | | Moderate | | 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 ___

