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[Staff Compensation Committee](#)

To: President Scott Green
From: University of Idaho Staff Compensation Committee
Date: December 7, 2022
Re: FY24 Staff CEC Allocation Recommendations

Dear President Green,

In anticipation of a Change in Employee Compensation (CEC) allocation to our General Education Base budget for FY2024, the Staff Compensation Committee seeks to fulfill its role under [FSH Policy 1640.81](#) and provide recommendations on the distribution of the CEC. The priority of the committee is to advocate for equity, transparency, and consistency in compensation; with a long-term goal to see all staff attain their calculated target salary. The target salary utilizes local and national market rates in combination with an employee's years of service, education, and years in position to compute an individualized equitable salary. To achieve meaningful progress towards meeting target salaries, the **committee recommends a tiered approach by (1) implementing a COLA/ATB¹ increase based on staff's individualized target rates, and (2) merit-based increase for exemplary performers.**

Since August 2022, the Committee has conducted bi-weekly meetings to discuss issues related to staff compensation and to determine a set of principles for allocating CEC. We considered input from individual staff members as well as through information obtained from the CEC Distribution Survey deployed on September 22, 2022 ([Exhibit 1](#)). The survey results revealed that staff found COLA/ATB increases most equitable; however, had a stronger preference for target-based increases over COLA/ATB, with meritorious pay receiving the lowest ranking for both equity and preference. While staff indicated CEC dollars should be used for a merit pool, they "strongly agreed" it should take into consideration an employee's target annual pay.

Thus, we are also seeking adoption of a performance-based compensation policy inclusive of qualifiers and procedural steps to assist supervisors in allocating merit pay in a way that is meaningful, defensible, and articulated. If your preference is that this policy go through official channels, we ask for your assistance in ensuring this agenda item can be prioritized so that it can be voted on prior to fiscal year end.

On November 9, 2022 the Committee presented these principles to Staff Council who voted in support of the Committee's principles (21 in favor and 0 opposed).

If the state legislature approves CEC funds, the committee agrees on the following reductions prior to allocation of the CEC to employees:

- **Faculty Promotion and Tenure:** The Committee supports recognizing the achievements of faculty through promotion and tenure (P&T) increases in salary. As a principal, the Committee believes that P&T increases should be funded through a source other than the CEC. However, in recent years the state legislature has not provided this funding, and therefore, the Committee supports use of CEC monies to fund P&T. The committee is requesting proportionate CEC funding for staff, to be utilized as a merit pool for exemplary performers.
- **Meritorious Pay for Staff who Perform at an Exemplary Level:** The committee requests to have a proportional dollar amount allocated to staff for meritorious pay. Since survey results depicted staff's desire to have merit pay as a tertiary goal, the committee is advocating for this allocation despite the practice being contrary to market-based compensation. To be eligible for merit pay, one would need to have (1) been employed with the University of Idaho before December 31, 2022, (2) completed a satisfactory annual evaluation with supporting statements of their exemplary contributions throughout the fiscal year, and (3) successfully completed annual required training. (Exhibit 2).
- **RA and TA compensation:** Although we receive some state funding for graduate student appointments (primarily TAs), it has been static for many years. It has been proposed that a portion of the CEC funds be allocated to GenEd-funded graduate student appointments. Attracting and retaining the best and brightest graduate students is paramount to reaching our goal of Carnegie Highest Research (RI) status; we endorse using a proportional amount of CEC funds as the previous year to advance graduate student competitiveness.
- **Exempt Staff Minimums:** Increasing exempt staff's minimum salary to meet the salary requirement dictated by federal law, specifically the Fair Labor Standards Act (FLSA).

Following these reductions, the committee recommends taking the following steps:

- **Increases for staff farthest from Annual Target Pay:** Increase staff positions to at least 80% of their Annual Target rate or higher, depending on what is attainable with the allocated funds.
- **ATB percentage allocation based on Annual Target rate:** Specifically, this would mean calculating an increase based on the computed target rate which encompasses the individual's market rate in conjunction with their years of service, years in position, and education. Historically, the ATB increase was based on the employees' current rate of pay. If applied, this would allow those behind target to incrementally increase while allocating a lesser amount for those above their target rate of pay, helping to lessen the gap of disparity. Additionally, we endorse using most current salary data to assess market pay, as opposed to previous years where salaries were calculated using a three-year weighted average.
- **COLA increase to offset inflation:** The committee seeks endorsement to utilize the remaining funds to provide staff with a flat rate increase. Based on historical data, a \$500 lump sum payment to each staff member appears feasible; however, if there is a surplus in

funds the committee supports an increased rate. Again, this is contrary to best practice for maintaining a market-based compensation system; however, the Consumer Price Index for 2022 has increased exponentially and had significant impacts on everyone.

Alternatively, while not advocated for by the committee and not reflective of the survey results, given the limitations set by the President for having 1/3 of the funding reserved for meritorious pay, the following comment is being included:

If a 1/3 of funding is required for merit, the committee advocates that the amount that would be decreased to account for that allocation would be the COLA, opposed to decreasing the amount allocated to increasing compensation for staff farthest from Annual Target Pay, or decreases to the amount allocated for the ATB based on Annual Target Pay. This is reflective of the survey results, as Annual Target Pay was identified as the primary goal. It's also advised that the communication for the merit pool in this case include that supervisors should consider Annual Target rates when providing increases.

In previous years, the Idaho State Legislature has instituted statewide requirements and we want to formally acknowledge the needed latitude to adhere to any requirements set forth by that governing agency.

We want to reiterate the intentions of the Staff Compensation Committee, which is to be the voice of staff when discussing matters relevant to compensation. When accomplished, it serves to increase morale, lessen turnover and attrition, and retain those highly skilled staff who are instrumental in the operations of the University of Idaho. We kindly ask that you take into consideration the proposal outlined above and welcome you to ask questions should any arise.

Sincerely,

Staff Compensation Committee Members:

Omni Francetich – Chair
Theresa Albright – Voting Committee Member
Eric Anderson – Voting Committee Member
Jennifer Baillargeon-Hauck – Voting Committee Member
Amber Feldman – Voting Committee Member
Elissa Keim – Voting Committee Member
Marty Lunt – Voting Committee Member
Michelle Mattoon – Voting Committee Member
Sara Moore – Voting Committee Member

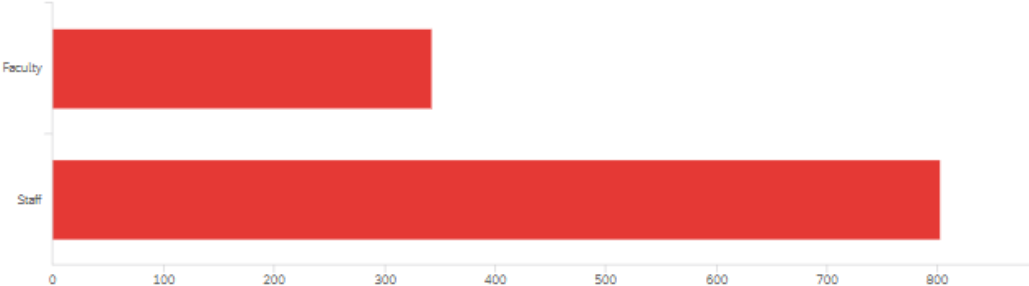
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Exhibit 1: CEC Distribution Survey Results

Default Report

Staff Compensation Committee Survey
 October 3, 2022 5:30 PM MDT

Q2 - Are you a faculty or a staff member?



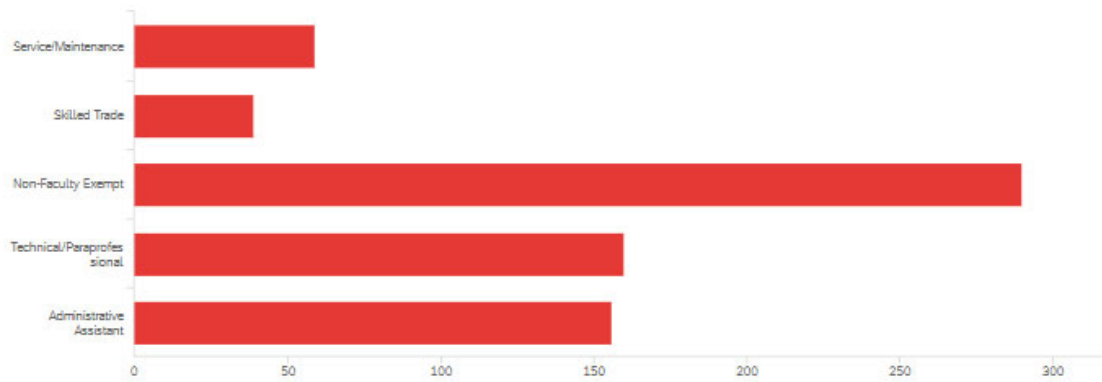
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you a faculty or a staff member?	1.00	2.00	1.70	0.46	0.21	1,146

#	Field	Choice Count
1	Faculty	29.93% 343
2	Staff	70.07% 803

1146

Showing rows 1 - 3 of 3

Q3 - Which category does your position best fit into?

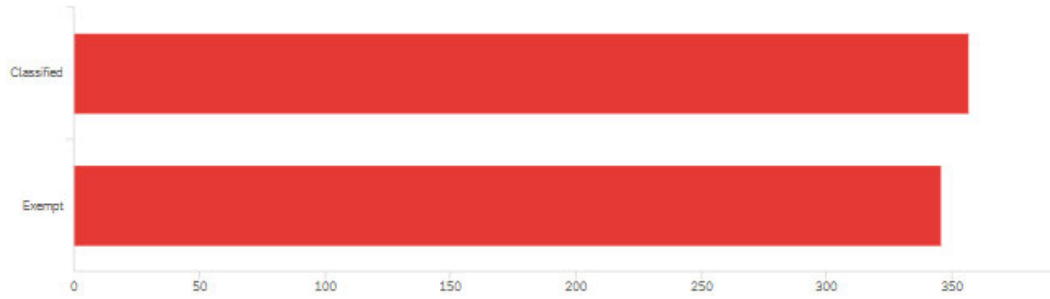


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Which category does your position best fit into?	1.00	5.00	3.45	1.14	1.30	704

#	Field	Choice Count
1	Service/Maintenance	8.38% 59
2	Skilled Trade	5.54% 39
3	Non-Faculty Exempt	41.19% 290
4	Technical/Paraprofessional	22.73% 160
5	Administrative Assistant	22.16% 156
		704

Showing rows 1 - 6 of 6

Q4 - What is your employee status?



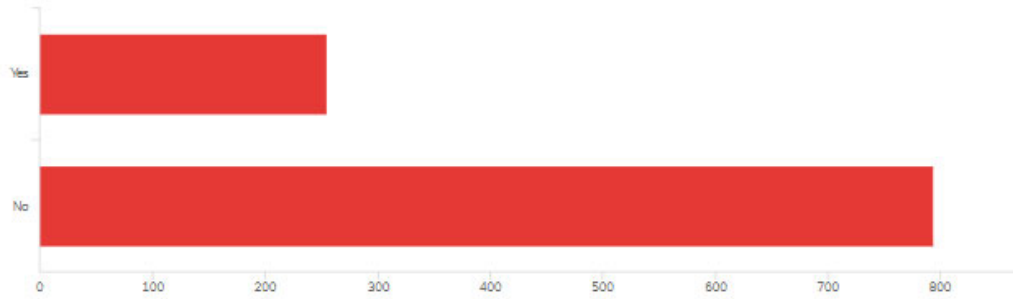
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your employee status?	1.00	2.00	1.49	0.50	0.25	703

#	Field	Choice Count
1	Classified	50.78% 357
2	Exempt	49.22% 346

703

Showing rows 1 - 3 of 3

Q5 - Are you a supervisor to a board-appointed position?



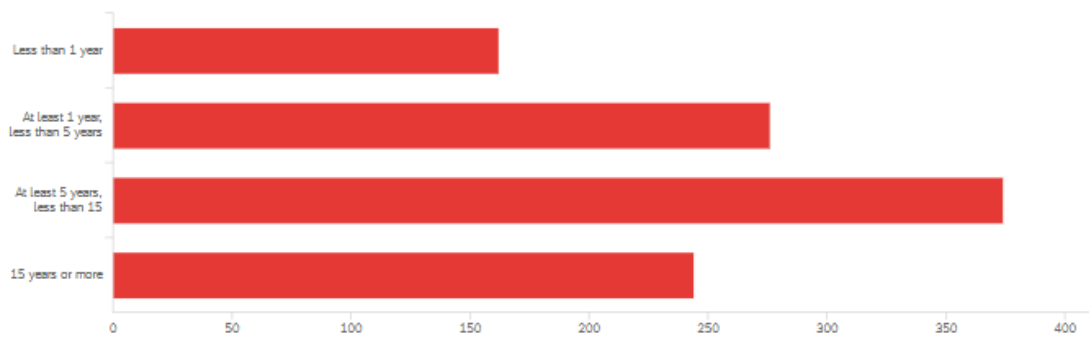
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you a supervisor to a board-appointed position?	1.00	2.00	1.76	0.43	0.18	1,049

#	Field	Choice Count
1	Yes	24.31% 255
2	No	75.69% 794

1049

Showing rows 1 - 3 of 3

Q6 - How many years have you been employed at the University of Idaho?



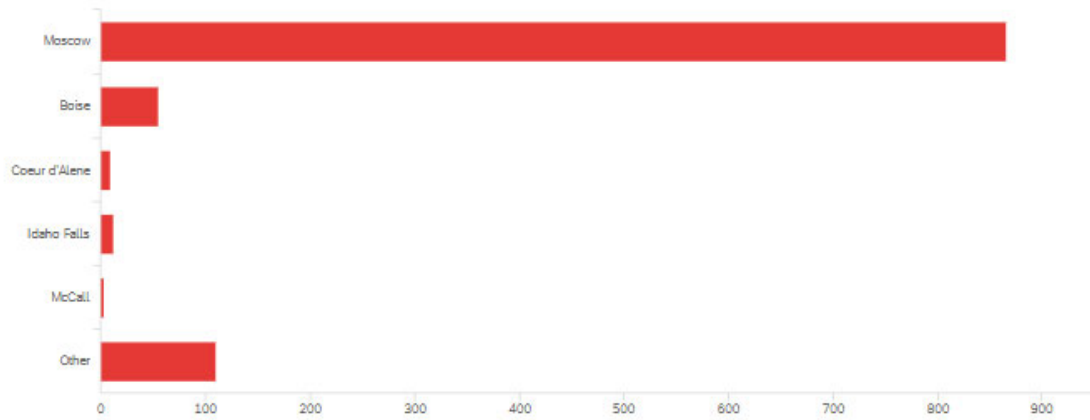
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How many years have you been employed at the University of Idaho?	1.00	4.00	2.66	1.00	0.99	1,056

#	Field	Choice Count
1	Less than 1 year	15.34% 162
2	At least 1 year, less than 5 years	26.14% 276
3	At least 5 years, less than 15	35.42% 374
4	15 years or more	23.11% 244

1056

Showing rows 1 - 5 of 5

Q7 - Which campus do you work?



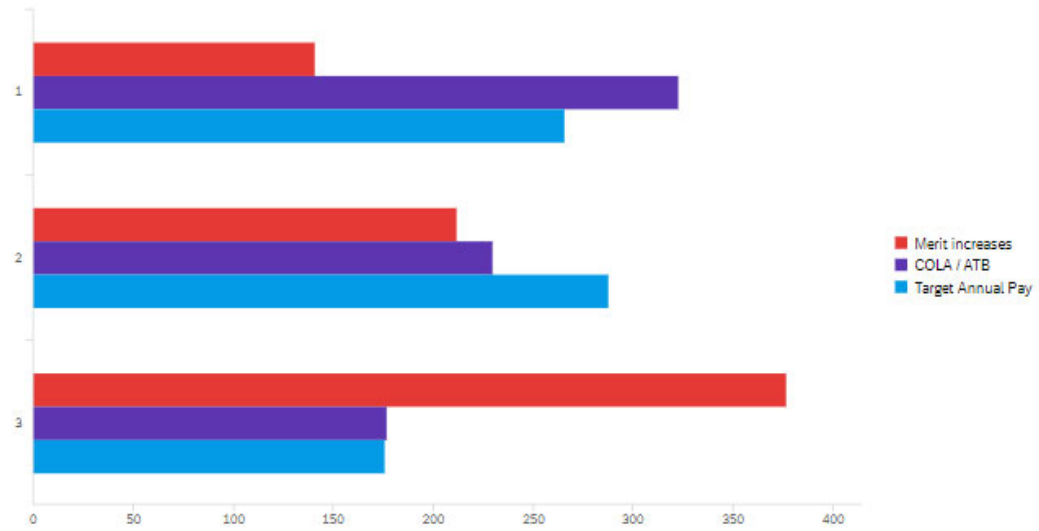
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Which campus do you work? - Selected Choice	11.00	16.00	11.64	1.56	2.44	1,055

#	Field	Choice Count
11	Moscow	82.09% 865
12	Boise	5.21% 55
13	Coeur d'Alene	0.85% 9
14	Idaho Falls	1.14% 12
15	McCall	0.28% 3
16	Other	10.43% 110

1055

Showing rows 1 - 7 of 7

Q10 - Please rank the following options in order of equity – that is, the most fair and impartial to the least equitable:



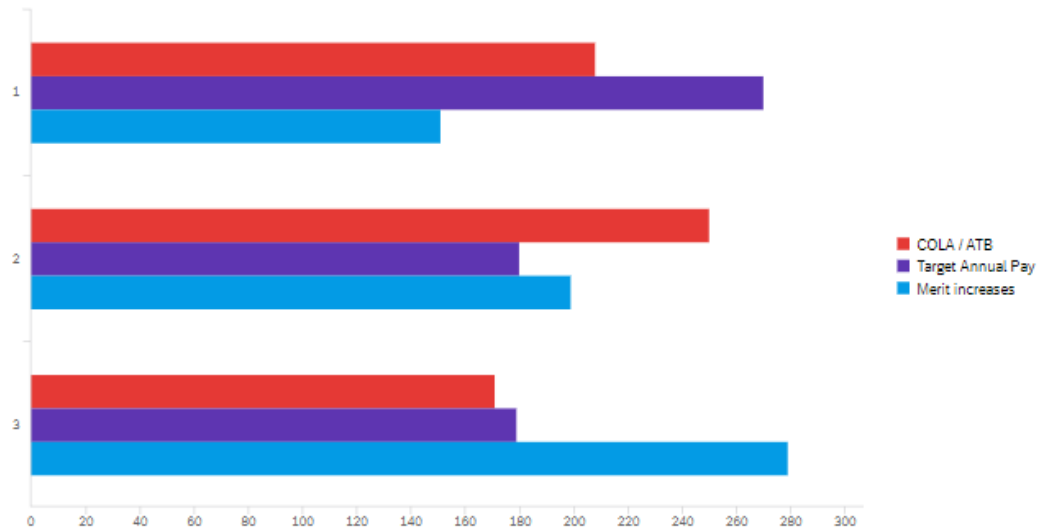
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Merit increases	1.00	3.00	2.32	0.78	0.61	730
2	COLA / ATB	1.00	3.00	1.80	0.80	0.64	730
3	Target Annual Pay	1.00	3.00	1.88	0.77	0.59	730

#	Field	1	2	3	Total
1	Merit increases	19.32% 141	29.04% 212	51.64% 377	730
2	COLA / ATB	44.25% 323	31.51% 230	24.25% 177	730
3	Target Annual Pay	36.44% 266	39.45% 288	24.11% 176	730

Showing rows 1 - 3 of 3

Q11 - Please rank the following options in order of which should take preference in

distributing CEC funds:

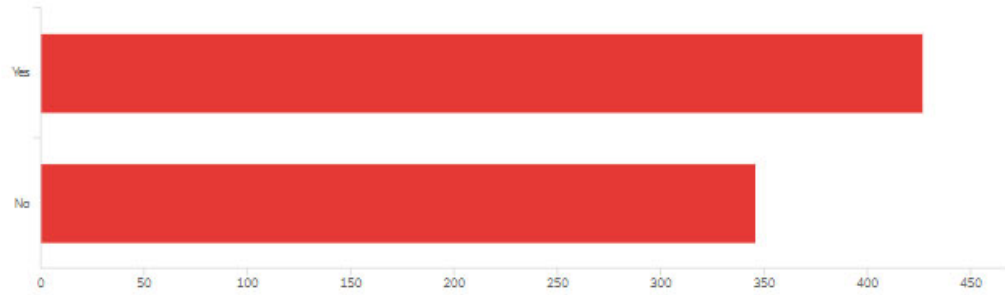


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	COLA / ATB	1.00	3.00	1.94	0.77	0.60	629
2	Target Annual Pay	1.00	3.00	1.86	0.83	0.69	629
3	Merit increases	1.00	3.00	2.20	0.80	0.64	629

#	Field	1	2	3	Total
1	COLA / ATB	33.07% 208	39.76% 250	27.19% 171	629
2	Target Annual Pay	42.93% 270	28.62% 180	28.46% 179	629
3	Merit increases	24.01% 151	31.64% 199	44.36% 279	629

Showing rows 1 - 3 of 3

Q12 - Should a portion of the CEC funding be set aside each year to provide merit increases for outstanding performance? In this situation, there would be less funding available for use in bringing employees closer to their target annual pay.

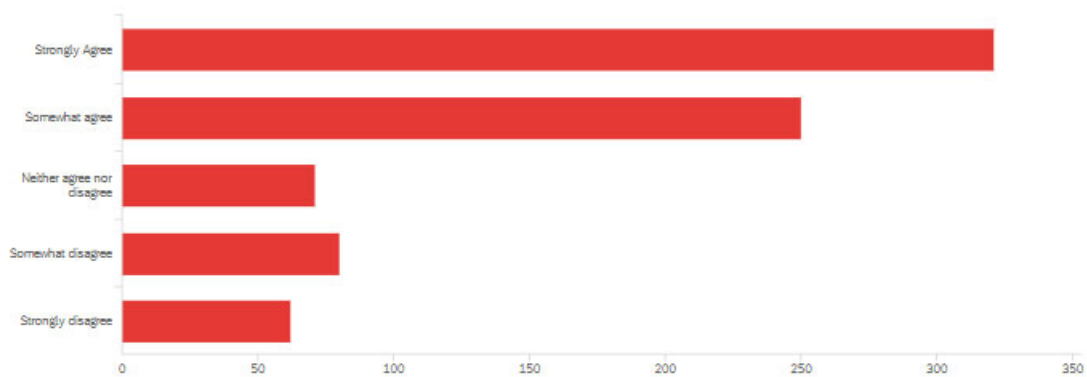


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Should a portion of the CEC funding be set aside each year to provide merit increases for outstanding performance? In this situation, there would be less funding available for use in bringing employees closer to their target annual pay.	1.00	2.00	1.45	0.50	0.25	773

#	Field	Choice Count
1	Yes	55.24% 427
2	No	44.76% 346
		773

Showing rows 1 - 3 of 3

Q13 - How much do you agree or disagree with the following statement? Some employees are closer to their Target Annual Pay relative to others, e.g. one employee may be at 50% of their target, whereas another employee might be at 110%. Allocation of CEC funding should consider these differences even though it means those at or above 100% of Target Annual Pay may receive a smaller percentage increase.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How much do you agree or disagree with the following statement? Some employees are closer to their Target Annual Pay relative to others, e.g. one employee may be at 50% of their target, whereas another employee might be at 110%. Allocation of CEC funding should consider these differences even though it means those at or above 100% of Target Annual Pay may receive a smaller percentage increase.	1.00	5.00	2.12	1.27	1.60	784

#	Field	Choice Count
1	Strongly Agree	40.94% 321
2	Somewhat agree	31.89% 250
3	Neither agree nor disagree	9.06% 71
4	Somewhat disagree	10.20% 80
5	Strongly disagree	7.91% 62

Showing rows 1 - 6 of 6

End of Report

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Exhibit 2: Draft Staff Salaries Policy

A. MARKET COMPENSATION. Salaries shall be determined with reference to locally and nationally validated market salary rates pursuant to a model developed by Human Resources and shall be communicated annually.

B. PERFORMANCE COMPENSATION. If funds are available for performance increases, the following process shall be followed for determining compensation for performance:

B-1. Basis. Performance increases shall be based on the performance of responsibilities in the staff member's position description. Staff members must meet or exceed expectations and have defensible comments articulating how the staff member exceeded requirements.

B-2. Recommendations. The relative number of staff within both academic and non-academic units shall be considered in determining the number of recommendations for each unit if the number of such recommendations is limited.

B-3. Unit Administrator's Report. The unit administrator shall write a report to the Dean and/or Vice President recommending staff for performance increases.

a) The report shall briefly state the reasons for each recommendation and prioritize the recommendations.

b) The recommendations shall be closely related to and supported by annual performance evaluations.

c) The unit administrator may recommend how funds should be distributed.

B-4. Administrative Consultation. The Dean or Vice President shall confer with the unit administrators and other relevant administrators regarding how to best allocate performance increases within the unit to advance the strategic objectives of the university.

B-5. Recommendation. Based on the unit administrators' reports, the Dean or Vice President shall recommend performance increases to the Provost and/or President.

B-6. Future Performance. Unit administrators shall meet with any staff member who wants to discuss their salary to encourage conversation about future performance.

Drafted October 10, 2022