

NEW MEXICO JUNIOR COLLEGE

BOARD WORK SESSION

DISCUSSION ONLY

Wednesday, May 28, 2008

Zia Room - Library

11:00 a.m.

AGENDA

A. 2008/2009 Employee Compensation

Larry Hanna

KEY**Market**

Positions @ 89.99% -	3.50%
Positions @ 90-99/99%	2.50%
Position @ 100-109.99%	1.50%
Position @ 110% +	0%

KEY**Years of Service**

1-5 years	0.50%
6-10 years	1.00%
11-15 years	1.50%
16-20 years	2.00%
21 years +	2.50%

Position Classification, Salary Survey and
FY 2008/2009 Compensation Plan

for the

New Mexico Junior College

May 28, 2008

Project Scope

- Document and verify the number, type and distinct levels of occupational job classes within the College.
- Update job titles to identify the work of “today”.
- Survey the College’s competitive labor market to determine its level of competitiveness.
- Develop a salary plan that is internally equitable and externally competitive.

Project Goals

- Develop a hierarchy of job titles and salary ranges based on internal relationships and external competitiveness.
- Develop a competitive salary plan and fiscally responsible salary administration policy.
- “Price” jobs to be both externally competitive and internally equitable.
- Develop a salary administration policy that is readily understood by employees and easy to administer.
- Up-to-date job descriptions as needed.

Methodology--First Steps

- Position Analysis Questionnaires (PAQ)– Employees completed a comprehensive questionnaire in which they explained their current duties and responsibilities.
- Updated Occupational Job Titles - Job titles were updated to identify the work of “today” at the College.
- Quality Review – the President, identified executive staff and human resource staff reviewed the preliminary classifications and job titles to provide feedback and identify errors.

Classification Findings and Actions

- The approximately 140 job titles currently in use were consolidated into 122 job classes in the position classification plan.
- 81% of the College's 140 classifications were assigned to proper occupational job class, or required minor title modifications to more accurately describe job responsibilities.

Results of the Position Classification Process

	<u>Classification Transactions</u>	<u>% of Total</u>
- (N) No change	78	56%
- (D) Deleted, no incumbents	9	6%
- (T) Title modification only	36	26%
- (M,D) Merged with other class and deleted	11	8%
- (J) New job class	6	4%

Sample Job Title Modifications

- Assistant to the President Internal / External Affairs - to Director of Administrative Services
- Clerk – to Administrative Support Assistant.
- Groundskeeper II – to Groundskeeper Irrigation Specialist.

Summary of Classification Transactions

	No of <u>Positions</u>	% of <u>Total</u>
- Reclassified to another job class	32	13%
- No change, correctly classified	136	55%
- Required title modification only	81	32%

Salary Survey Methodology

- Competitors are those public and private employers the College competes with to attract and retain employees
- Competitors may be different by job classification
 - Executive classifications
 - College-specific classifications
 - Non-college-specific classifications
- Occupations being compared, not employees

Comparator Employers

Comparator employers were recommended based on the College's relevant labor market for the following distinct occupational groups:

- Executive/Senior Management and College Specific Occupations – CUPA Administrative Compensation Survey; CUPA Mid-Level Professional Compensation Survey; CUPA Community College Faculty Survey; Mountain States Association of Community Colleges Survey.
- Local Government and Non-College Specific Occupations – City of Hobbs, Lea County, Hobbs Municipal School District, New Mexico Military Institute, Lea Regional Medical Center, New Mexico Small Business Development Center Association, and **New Mexico and Texas** local public and private employers in BLS Wage Survey for the E NM area and NW Texas area.

Salary Survey Methodology

- **Comparative Data on Benchmark Jobs** – salary range data was extracted from published salary surveys and the individual pay plans of comparator employers matching duties and responsibilities to 88 of the College's 137 job classes.
- **Salary Range Midpoint Comparison** – We used a “structure-to-structure” midpoint method to compare the College's calculated average salary to the prevailing rates.
- **Illustrative Salary Range:**



Salary Survey Findings

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>	<u>Average Variance</u>	<u>Range of Variance</u>
Below	56	64%	-15.95%	-31.21% / -6.37%
Comparable	22	25%	+0.76%	-5.13% / +5.38%
Above	10	11%	+14.04%	+5.71% / +24.76%

NOTE: Relationship of +/- 5% to the prevailing rates is considered comparable to the prevailing rates.

Methodology--Next Steps

Utilize the recommended **Permanent Salary Range Table** – which provides equal in-range salary opportunity of 50% for all job classes, standard 2.5% between sequential salary range midpoints:

	Grade	Min	Mid	Max
100 Ranges	20	\$21,722	\$27,153	\$32,584
	21	\$22,266	\$27,832	\$33,398
	:	:	:	:
	50	\$45,564	\$56,955	\$68,346
	51	\$46,703	\$58,379	\$70,055



Salary Plan Development

- **Assignment of Job Classes to Salary Ranges** - We utilized the salary survey results and the Permanent Salary Range Table and assigned all the College jobs (benchmark and non-benchmark jobs) to a salary range that reflects the College's internal job hierarchy and the external prevailing rates (Midpoints).
- **Prevailing Rates** – Within reason, benchmark jobs were placed in the salary range whose Midpoint most closely matches the prevailing rate.
- **Quality Control Review** - We conducted a quality review with the President, identified executive staff and human resource staff to confirm the internal relationships and salary range assignments.

Prevailing Rate Policy

- *"At the prevailing rates"* is defined as +/- 5% of the survey jobs' averages matching the College's benchmark job classes.
- We recommend the College adopt a prevailing rate policy to place its salary competitiveness as close to the prevailing rates as financially able.
- This policy will permit the College to consider internal occupational group relationships, supply and demand in the marketplace for specific occupations, and financial constraints.

Recommendations

- Adopt a permanent prevailing rate-related salary policy.
- Establish the College's level of competitiveness at 100% ($\pm 5\%$) of the market.
- Utilize the Permanent Salary Range Table and salary range assignments in Table 5 and Table 6.
- Annually update the salary plan by reallocating job classes to different salary ranges on the Salary Range Table reflecting individually varying prevailing rate movement of each job class.
- Bring all employees below minimum up to the minimum of the new range.
- If funding is available, address additional in-range salary adjustments using one of the following approaches.

Possible Additional In-Range Adjustments

Years of <u>Service</u>	1: Specific <u>% of Range Midpoint</u>	2: Single % <u>Increase</u>
0 – .99	80%	0%
1 – 1.99	83%	1%
2 – 2.99	86%	2%
3 – 3.99	89%	3%
4 – 4.99	92%	4%
5 – 5.99	95%	5%
6 – 6.99	98%	6%
7 – 7.99	101%	7%
8 – 8.99	104%	8%
9 – 9.99	107%	9%
10+ Years	110%	10%
Cost (after MIN)	\$793,025 (133 ees)	\$395,089 (133 ees)

**New Mexico Junior College
FY 2008 Salary Plan**

Table 2 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
1000	<u>EXECUTIVE</u>				
1100	Executive				
1101	* President	92	\$128,537	\$160,671	\$192,805
1102	* Vice President For Finance	74	\$82,413	\$103,017	\$123,620
1103	* Vice President For Instruction	78	\$90,969	\$113,711	\$136,453
1104	* Vice President For Student Services	72	\$78,442	\$98,053	\$117,663
1105	Director of Development	66	\$67,640	\$84,551	\$101,461
1106	Director of Lea County Cowboy Hall of Fame/WHC	46	\$41,279	\$51,599	\$61,919
1107	* Director of Physical Plant	63	\$62,811	\$78,514	\$94,216
1108	Director of Del Norte Fitness Center	40	\$35,595	\$44,493	\$53,392
1109	* Executive Director - NMJC Foundation	51	\$46,703	\$58,379	\$70,055
1110	* Executive Director - Western Heritage Museum & LCCHF	55	\$51,552	\$64,440	\$77,328
1111	* Vice President for Training and Outreach	74	\$82,413	\$103,017	\$123,620
1112	* Education and Events Coordinator WHM	34	\$30,693	\$38,367	\$46,040
1113	* Museum Curator	45	\$40,272	\$50,340	\$60,408
2000	<u>ADMINISTRATIVE SERVICES</u>				
2100	Office Support				
2101	Executive Assistant to the President	47	\$42,311	\$52,889	\$63,467
2102	* Executive Assistant	30	\$27,807	\$34,758	\$41,710
2103	* Administrative Support Coordinator	26	\$25,191	\$31,489	\$37,787
2107	* Switchboard Operator/Mail Clerk/Cashier	18	\$20,676	\$25,845	\$31,014
2109	* Administrative Support Assistant	12	\$17,829	\$22,286	\$26,743
2200	Accounting/Financial				
2201	* Purchasing Coordinator	36	\$32,247	\$40,309	\$48,371
2202	* Accountant (Controller)	50	\$45,564	\$56,955	\$68,346
2207	* Accounts Payable Clerk	24	\$23,978	\$29,972	\$35,966
2209	* Grants Coordinator	20	\$21,722	\$27,153	\$32,584
2211	* Accounts Receivable Specialist/Head Cashier	20	\$21,722	\$27,153	\$32,584
2212	* Cashier/Data Entry Assistant	14	\$18,731	\$23,414	\$28,097
2300	Computer/Information Systems				
2301	* Director of Computer Information Systems	68	\$71,065	\$88,831	\$106,597
2302	* Programmer Analyst	46	\$41,279	\$51,599	\$61,919
2303	* Coordinator of Network Systems	47	\$42,311	\$52,889	\$63,467
2304	* Database/Server Specialist	37	\$33,053	\$41,317	\$49,580
2306	* Personal Computer Specialist	37	\$33,053	\$41,317	\$49,580
2400	Human Resources				
4401	* Director Administrative Services	58	\$55,516	\$69,395	\$83,274
2402	* Human Resources Generalist	40	\$35,595	\$44,493	\$53,392
2403	* Human Resources and Payroll Specialist	34	\$30,693	\$38,367	\$46,040
2404	* Human Resources Technician	26	\$25,191	\$31,489	\$37,787
2405	* Human Resources Payroll Clerk	20	\$21,722	\$27,153	\$32,584
4403	* Security Personnel	21	\$22,266	\$27,832	\$33,398
2500	Document Center (Graphic Arts Services)				
2502	* Document Center Coordinator	34	\$30,693	\$38,367	\$46,040

**New Mexico Junior College
FY 2008 Salary Plan**

Table 2 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes	- Recommended -			
		Salary Range	Minimum	Midpoint	Maximum
2600	Institutional Research				
2601	* Director of Institutional Effectiveness	60	\$58,326	\$72,908	\$87,489
2602	* Coordinator of Assessment and Quality Improvement	48	\$43,369	\$54,211	\$65,053
2603	Institutional Effectiveness Assistant	18	\$20,676	\$25,845	\$31,014
3000	<u>MAINTENANCE SERVICES</u>				
3100	Maintenance				
3101	* General Maintenance Foreman	42	\$37,397	\$46,746	\$56,095
3102	* Electrician - Lead Journeyman	38	\$33,880	\$42,350	\$50,819
3103	* Mechanical Systems - Lead	29	\$27,128	\$33,910	\$40,693
3104	Plumber - Lead Journeyman	36	\$32,247	\$40,309	\$48,371
3105	* Warehouse/Fleet Maintenance Worker	22	\$22,822	\$28,528	\$34,233
3106	* General Maintenance Worker	25	\$24,577	\$30,721	\$36,865
3107	* Shipping & Receiving/Department Clerk	24	\$23,978	\$29,972	\$35,966
3108	* Carpenter - Lead	29	\$27,128	\$33,910	\$40,693
3110	* Inventory Control Specialist	25	\$24,577	\$30,721	\$36,865
3200	Custodial				
3201	* Custodial Supervisor	30	\$27,807	\$34,758	\$41,710
3202	Custodial Crew Leader	14	\$18,731	\$23,414	\$28,097
3203	* Custodian	8	\$16,152	\$20,190	\$24,228
3300	Grounds				
3301	* Grounds Supervisor	30	\$27,807	\$34,758	\$41,710
3302	Groundskeeper - Irrigation Specialist	16	\$19,679	\$24,599	\$29,519
3303	* Groundskeeper	12	\$17,829	\$22,286	\$26,743
3304	* Groundskeeper - Pest Control & Spray Specialist	20	\$21,722	\$27,153	\$32,584
4000	<u>STUDENT SERVICES</u>				
4100	Admissions and Records				
4101	* Dean of Enrollment Management	56	\$52,841	\$66,051	\$79,261
4102	* Records Administrator	35	\$31,461	\$39,326	\$47,191
4103	* Registrar Assistant	29	\$27,128	\$33,910	\$40,693
4104					
4200	Financial Aid				
4201	* Director of Financial Aid	55	\$51,552	\$64,440	\$77,328
4202	* Assistant Director of Financial Aid	41	\$36,485	\$45,606	\$54,727
4203	Financial Aid Specialist	29	\$27,128	\$33,910	\$40,693
4300	Student Recruiting				
4301	* Admission Specialist	34	\$30,693	\$38,367	\$46,040
4400	Security				
4401	Director Administrative Services	58	\$55,516	\$69,395	\$83,274
4403	Security Personnel	21	\$22,266	\$27,832	\$33,398
4500	Student Life (Student Activities/Housing)				
4501	* Associate Dean of Students	55	\$51,552	\$64,440	\$77,328
4502	* Coordinator of Intramurals/Student Activities	31	\$28,502	\$35,627	\$42,753
4503	* Housing Coordinator	31	\$28,502	\$35,627	\$42,753

Table 2 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
4600	Athletics				
4601	* Director of Athletics	57	\$54,162	\$67,702	\$81,242
4602	Assistant Mens Basketball Coach	24	\$23,978	\$29,972	\$35,966
4700	Counseling				
4701	* Dean of Counseling	53	\$49,068	\$61,335	\$73,602
4702	* Counselor	43	\$38,332	\$47,915	\$57,498
4800	Student Services Grants & Special Programs				
4801	Director of Student Support Services	46	\$41,279	\$51,599	\$61,919
4802	* Academic/Career Planner - Talent Search	38	\$33,880	\$42,350	\$50,819
4804	Director of Talent Search	46	\$41,279	\$51,599	\$61,919
4805	School Coordinator - Talent Search	38	\$33,880	\$42,350	\$50,819
4806	Director of Upward Bound Program	46	\$41,279	\$51,599	\$61,919
4807	Upward Bound Academic Coordinator	38	\$33,880	\$42,350	\$50,819
5000	<u>INSTRUCTIONAL SERVICES</u>				
5100	Academics				
5101	* Dean of Math and Sciences	68	\$71,065	\$88,831	\$106,597
5102	* Dean of Careers and Technology	63	\$62,811	\$78,514	\$94,216
5103	* Professor - AA	36	\$32,247	\$40,309	\$48,371
5104	* Professor - BA	40	\$35,595	\$44,493	\$53,392
5105	* Professor - MA	44	\$39,290	\$49,112	\$58,935
5106	* Professor - MA+12	48	\$43,369	\$54,211	\$65,053
5107	Professor - MA+24	49	\$44,453	\$55,566	\$66,680
5108	Professor - MA+36	52	\$47,871	\$59,839	\$71,807
5109	* Professor - MA+45	53	\$49,068	\$61,335	\$73,602
5110	* Professor - PHD	54	\$50,294	\$62,868	\$75,442
5115	* Director Of Allied Health Fields	64	\$64,381	\$80,476	\$96,572
5116	Assistant Director of Corrections Academy Training	44	\$39,290	\$49,112	\$58,935
5118	* Professor - MA+30	51	\$46,703	\$58,379	\$70,055
5119	Dean of Public Safety	60	\$58,326	\$72,908	\$87,489
5120	Assistant Director - Law Enforcement Academy & Public Safe	44	\$39,290	\$49,112	\$58,935
5122	Head Rodeo Coach	48	\$43,369	\$54,211	\$65,053
5125	Divisional Academic Coordinator/Professor - Public Safety	47	\$42,311	\$52,889	\$63,467
5127	Professor AA 12 months	AA12	\$38,696	\$48,371	\$58,045
5128	Professor BA 12 months	BA12	\$42,714	\$53,392	\$64,070
5200	Transitional Studies (Learning & Career Services)				
5201	* Dean of Arts and Humanities	65	\$65,991	\$82,488	\$98,986
5202	Director of Adult Basic Education	47	\$42,311	\$52,889	\$63,467
5213	* Testing Center Coordinator	28	\$26,467	\$33,083	\$39,700
5220	Director of Learning Communities/Retention	35	\$31,461	\$39,326	\$47,191
5221	Coordinator of Learning Assistance Center/Tutoring	36	\$32,247	\$40,309	\$48,371
5300	No Longer have this dept. (Instructional Television)				
5400	Library				
5401	* Director of Library Services	58	\$55,516	\$69,395	\$83,274
5403	* Library Assistant	14	\$18,731	\$23,414	\$28,097
5404	* Library Technician	28	\$26,467	\$33,083	\$39,700
5405	* Coordinator of Technical Services (Librarian)	44	\$39,290	\$49,112	\$58,935

**New Mexico Junior College
FY 2008 Salary Plan**

Table 2 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
5500	Continuing Education/Training and Outreach				
5501	* Dean of Training and Outreach	62	\$61,279	\$76,599	\$91,918
5502	* Program Planner - Continuing Education	36	\$32,247	\$40,309	\$48,371
5504	Coordinator of Facility Scheduling	27	\$25,821	\$32,276	\$38,732
5508	Distance Learning Instructional Designer	43	\$38,332	\$47,915	\$57,498
5509	Director of Instructional Technology	50	\$45,564	\$56,955	\$68,346
5510	* WEB CT Administrator	50	\$45,564	\$56,955	\$68,346
5511	Director of Transportation & Safety Training	43	\$38,332	\$47,915	\$57,498
5512	* Workforce Training Coordinator	40	\$35,595	\$44,493	\$53,392
5515	NRC Curriculum Developer	56	\$52,841	\$66,051	\$79,261
5516	* Director of Small Business Development Center	56	\$52,841	\$66,051	\$79,261
5517	* Business Specialist - Small Business Development Center	40	\$35,595	\$44,493	\$53,392
5518	Instructional Technology Specialist	40	\$35,595	\$44,493	\$53,392
5519	Advanced Training Coordinator - Public Safety	44	\$39,290	\$49,112	\$58,935
	Public Relations/Marketing				
5503	* Director of PR & Marketing	57	\$54,162	\$67,702	\$81,242
5505	* Assistant Director PR & Marketing	44	\$39,290	\$49,112	\$58,935
5506	* Videographer/Writer PR & Marketing	30	\$27,807	\$34,758	\$41,710
5507	* Graphic Designer	34	\$30,693	\$38,367	\$46,040
5600	Bookstore Services				
5601	* Director of Bookstore Services	45	\$40,272	\$50,340	\$60,408
5602	Bookstore Clerk	15	\$19,199	\$23,999	\$28,799
5700	NMJC Board				

**New Mexico Junior College
Permanent Salary Range Table**

Salary Range	Minimum	Midpoint	Maximum		Salary Range	Minimum	Midpoint	Maximum
1	\$13,588	\$16,985	\$20,382		51	\$46,703	\$58,379	\$70,055
2	\$13,928	\$17,410	\$20,892		52	\$47,871	\$59,839	\$71,807
3	\$14,276	\$17,845	\$21,414		53	\$49,068	\$61,335	\$73,602
4	\$14,633	\$18,291	\$21,949		54	\$50,294	\$62,868	\$75,442
5	\$14,999	\$18,748	\$22,498		55	\$51,552	\$64,440	\$77,328
6	\$15,374	\$19,217	\$23,060		56	\$52,841	\$66,051	\$79,261
7	\$15,758	\$19,697	\$23,637		57	\$54,162	\$67,702	\$81,242
8	\$16,152	\$20,190	\$24,228		58	\$55,516	\$69,395	\$83,274
9	\$16,556	\$20,695	\$24,833		59	\$56,904	\$71,129	\$85,355
10	\$16,970	\$21,212	\$25,454		60	\$58,326	\$72,908	\$87,489
11	\$17,394	\$21,742	\$26,091		61	\$59,784	\$74,730	\$89,677
12	\$17,829	\$22,286	\$26,743		62	\$61,279	\$76,599	\$91,918
13	\$18,274	\$22,843	\$27,412		63	\$62,811	\$78,514	\$94,216
14	\$18,731	\$23,414	\$28,097		64	\$64,381	\$80,476	\$96,572
15	\$19,199	\$23,999	\$28,799		65	\$65,991	\$82,488	\$98,986
16	\$19,679	\$24,599	\$29,519		66	\$67,640	\$84,551	\$101,461
17	\$20,171	\$25,214	\$30,257		67	\$69,332	\$86,664	\$103,997
18	\$20,676	\$25,845	\$31,014		68	\$71,065	\$88,831	\$106,597
19	\$21,193	\$26,491	\$31,789		69	\$72,841	\$91,052	\$109,262
20	\$21,722	\$27,153	\$32,584		70	\$74,662	\$93,328	\$111,994
21	\$22,266	\$27,832	\$33,398		71	\$76,529	\$95,661	\$114,794
22	\$22,822	\$28,528	\$34,233		72	\$78,442	\$98,053	\$117,663
23	\$23,393	\$29,241	\$35,089		73	\$80,403	\$100,504	\$120,605
24	\$23,978	\$29,972	\$35,966		74	\$82,413	\$103,017	\$123,620
25	\$24,577	\$30,721	\$36,865		75	\$84,474	\$105,592	\$126,711
26	\$25,191	\$31,489	\$37,787		76	\$86,586	\$108,232	\$129,878
27	\$25,821	\$32,276	\$38,732		77	\$88,750	\$110,938	\$133,125
28	\$26,467	\$33,083	\$39,700		78	\$90,969	\$113,711	\$136,453
29	\$27,128	\$33,910	\$40,693		79	\$93,243	\$116,554	\$139,865
30	\$27,807	\$34,758	\$41,710		80	\$95,574	\$119,468	\$143,361
31	\$28,502	\$35,627	\$42,753		81	\$97,964	\$122,455	\$146,945
32	\$29,214	\$36,518	\$43,821		82	\$100,413	\$125,516	\$150,619
33	\$29,945	\$37,431	\$44,917		83	\$102,923	\$128,654	\$154,385
34	\$30,693	\$38,367	\$46,040		84	\$105,496	\$131,870	\$158,244
35	\$31,461	\$39,326	\$47,191		85	\$108,133	\$135,167	\$162,200
36	\$32,247	\$40,309	\$48,371		86	\$110,837	\$138,546	\$166,255
37	\$33,053	\$41,317	\$49,580		87	\$113,608	\$142,010	\$170,412
38	\$33,880	\$42,350	\$50,819		88	\$116,448	\$145,560	\$174,672
39	\$34,727	\$43,408	\$52,090		89	\$119,359	\$149,199	\$179,039
40	\$35,595	\$44,493	\$53,392		90	\$122,343	\$152,929	\$183,515
41	\$36,485	\$45,606	\$54,727		91	\$125,402	\$156,752	\$188,103
42	\$37,397	\$46,746	\$56,095		92	\$128,537	\$160,671	\$192,805
43	\$38,332	\$47,915	\$57,498		93	\$131,750	\$164,688	\$197,625
44	\$39,290	\$49,112	\$58,935		94	\$135,044	\$168,805	\$202,566
45	\$40,272	\$50,340	\$60,408		95	\$138,420	\$173,025	\$207,630
46	\$41,279	\$51,599	\$61,919		96	\$141,881	\$177,351	\$212,821
47	\$42,311	\$52,889	\$63,467		97	\$145,428	\$181,784	\$218,141
48	\$43,369	\$54,211	\$65,053		98	\$149,063	\$186,329	\$223,595
49	\$44,453	\$55,566	\$66,680		99	\$152,790	\$190,987	\$229,185
50	\$45,564	\$56,955	\$68,346		100	\$156,610	\$195,762	\$234,914

Midpoint %
2.50%

Range Spread
50.00%

New Mexico Junior College
Table 9 - Estimated Initial Fiscal Impact FY 2008/2009 Plan
100% of Prevailing Rates Competitiveness Policy

100%	
	@ 100%
Number of Employees	249
Total Payroll	\$9,640,067
Number of Employees Below Minimum	49
As % of total employees	19.68%
Total \$ below Minimum	\$106,561
As % of total payroll	1.11%
Average amount below Minimum	\$2,175
Number of Employees Between Minimum and Midpoint	161
As % of total employees	64.66%
\$ to Bring from Minimum to Midpoint	\$1,257,380
As % of total payroll	13.04%
Number of Employees Below Midpoint	210
As % of total employees	84.34%
Total \$ below Midpoint	\$1,363,941
As % of total payroll	14.15%
Average amount below Midpoint	\$6,495
Number of Employees Between Midpoint and Maximum	37
As % of total employees	14.86%
Number of Employees Above Maximum	2
As % of total employees	0.80%
Total \$ over Maximum	\$13,261
As % of total payroll	0.14%
Average amount over Maximum	\$6,630
100%	

