



# CITY OF WILMINGTON

## Non-Union

2023 SALARY ADMINISTRATION PROGRAM

FINAL

July 2023

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Strategic Compensation Solutions. Valuable Results

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# METHODOLOGY

## Introduction

Peter R. Johnson & Company (PRJ), specialists in compensation consulting, was retained by the City of Wilmington for the purpose of conducting a compensation review for its Non-Union positions. The following information details the project methodology.

- Initially, Peter R. Johnson & Company (PRJ) gathered organizational information in the form of base compensation, and other data, as necessary.
- Conducted interviews with key senior leaders.
- Reviewed published surveys for competitive labor market comparisons.
- “Matched” positions to survey job descriptions to ensure appropriate comparisons.
- Competitive labor market has been defined to include organizations of a similar size (operating budget, number of employees), geographic region and industry.
- Data was extracted and tabulated from the published surveys based upon the cluster comparisons noted above. Percentiles and medians were also utilized in the analysis.
- The data was adjusted econometrically from the date of the data collection to July 2023.
- The survey data utilized and resulting average rates of base compensation are displayed for all positions.

Once competitive labor market rates were identified, the consultant developed the salary structure which reflects the trend of data. Average rates of pay for the positions provide the foundation for the grade midpoint, or average market rate for the position.

After updating the salary ranges, a financial analysis (or compa-ratio) was developed to determine the competitive compensation posture of the City of Wilmington’s Non-Union employees. The compa-ratio analysis compares the current rate of pay for the incumbent to the proposed grade midpoint.

If the employee makes \$70,000, and the grade midpoint is \$70,000, a compa-ratio of 100% would result. This could be interpreted that the employee is receiving 100% of the current market rate for the position.

Peter R. Johnson & Company consultants recommend utilizing the first third of the proposed salary structure as a targeted hiring range for most positions.

# METHODOLOGY

## The Development of a Salary Administration Program



## EXECUTIVE SUMMARY

This section highlights top level findings and results from the Salary Administration program review.

KEY FINDINGS	COMMENT
<b>Position Levels</b> <ul style="list-style-type: none"><li>• 11 Levels – NU 01 – NU 11</li></ul>	Level NU 01 is vacant to allow for additional lower level positions in this program.
<b>Range Spreads</b> <ul style="list-style-type: none"><li>• 40 - 50%</li></ul>	Range spreads of 40-50% are common in salary administration programs for non-management jobs. These spreads are at least twice as wide as the previous levels.
<b>Compa-Ratio</b> <ul style="list-style-type: none"><li>• 88.6%</li></ul>	A compa-ratio of 88.6% suggests that in the aggregate, employees are paid 11% below market.
<b>Employees Under Range Minimum</b> <ul style="list-style-type: none"><li>• 7 Employees - \$16,186</li></ul>	
<b>Compa-ratio After Minimum Adjustment</b> <ul style="list-style-type: none"><li>• 88.8%</li></ul>	We recommend bringing all employees to the range minimum.
<b>Employees Over Range Maximum</b> <ul style="list-style-type: none"><li>• None</li></ul>	
<b>Observations</b> <ul style="list-style-type: none"><li>• We recommend collapsing the Planner roles into 2 or 3 levels. Six levels are too many for the size of your organization.</li><li>• For all employees in this group, the midpoint for the new salary range is higher than the midpoint from the old level.</li><li>• We have re-numbered the levels to avoid comparisons with old grades.</li><li>• We have eliminated the lower levels from the prior range as the market does not support those levels for the positions that are considered in this program. Level NU 01 is vacant to accommodate any positions that may be added.</li></ul>	

## EXTERNAL SALARY SOURCES

PRJ utilized the following external resources throughout the compensation project. All our research is based on an appropriate array of current and validated data sources to access the most relevant market data by industry, geography, and organization size, thus ensuring the necessary levels of source integrity and objectivity.

- 1) Economic Research Institute - Salary Assessor
  - Cluster 1 – Wilmington + 100 miles, Government and Municipal Workers
  - Cluster 2 – Wilmington + 100 miles, All Industries
  
- 2) CompAnalyst
  - Cluster 1 - Philadelphia Region, Government and Municipal Workers, \$200-\$500 mm Budget
  - Cluster 2 - Philadelphia Region, All Industries, \$200-\$500 mm Budget
  - Cluster 3 - Philadelphia Region, Government and Municipal Workers, 1000-1500 Employees
  - Cluster 4 - Philadelphia Region, All Industries, 1000-1500 Employees
  - Cluster 5 – Mid-Atlantic Region, Government and Municipal Workers, \$200-\$500 mm Budget
  - Cluster 6 – Mid-Atlantic Region, All Industries, \$200-\$500 mm Budget
  - Cluster 7 – Mid-Atlantic Region, Government and Municipal Workers, 1000-1500 Employees
  - Cluster 8 – Mid-Atlantic Region, All Industries, 1000-1500 Employees
  
- 3) Peter R. Johnson & Company Confidential Client Files

## 2023 POSITION LEVEL SUMMARY

This page illustrates the Position Levels and the placement of each position/title. Placement is based on market-based compensation similarities, and relative value among positions within this structure.

<u>Position Level</u>	<u>Job Title</u>
NU 01	Vacant Level
NU 02	Human Resources Office Assistant
NU 03	Accounts & Program Support Coordinator
NU 03	Criminal Records Coordinator
NU 04	Equipment & Transportation Assistant
NU 04	GIS Technician I
NU 04	Information Input Specialist
NU 05	Civil Appeals Administrator
NU 05	Fiscal Administrator
NU 05	Medical Dispensary Coordinator
NU 05	Planner I
NU 05	Youth Intervention Specialist
NU 06	Administrative Supervisor
NU 06	Assistant Central Cashiering Supervisor
NU 06	Assistant Revenue Audit Agent
NU 06	Code Enforcement Administrator
NU 06	HRIS Coordinator
NU 06	Human Resources Leave Administrator
NU 06	Human Resources Specialist
NU 06	IT Office Coordinator
NU 06	Legal Assistant I
NU 06	Mapping Technician II
NU 06	Nutrition Program Coordinator
NU 06	Program and Grants Coordinator
NU 06	Risk Management Analyst
NU 06	Senior Rehabilitation Specialist II
NU 06	Utility Facilities Program Administrator
NU 06	Youth and Families Program Administrator

## 2023 POSITION LEVEL SUMMARY

<u>Position Level</u>	<u>Job Title</u>
NU 07	Accounts Payable Supervisor
NU 07	Assistant Water Production Supervisor
NU 07	Bilingual Victims Case Coordinator
NU 07	CADD/GIS Engineering Coordinator
NU 07	Compliance Specialist
NU 07	Constituent Services Supervisor
NU 07	Development Specialist
NU 07	Domestic Violence Coordinator
NU 07	Engineering Records Coordinator
NU 07	Financial Administrator
NU 07	GIS Analyst II
NU 07	Grants Accountant
NU 07	Grants Coordinator
NU 07	Information Analyst I
NU 07	Information Desktop Engineer
NU 07	Information Help Desk Coordinator
NU 07	Information Help Desk Engineer
NU 07	Nuisance Property Administrator
NU 07	Parks Financial Administrator
NU 07	Parks Maintenance Supervisor
NU 07	Plans Examiner
NU 07	Real Estate Legal Coordinator
NU 07	Real Estate Tax Coordinator
NU 07	Records Supervisor
NU 07	Special Assistant to the Public Works Commissioner
NU 07	Staff Accountant
NU 07	Street Cleaning Manager
NU 07	Transportation Administrative Supervisor
NU 07	Water Meter Supervisor
NU 07	Wet Weather Administrator



## 2023 POSITION LEVEL SUMMARY

<u>Position Level</u>	<u>Job Title</u>
NU 08	Application Support Specialist I
NU 08	Billing Analyst
NU 08	Cold Case Investigator
NU 08	Compensation Specialist
NU 08	Crime Analyst
NU 08	Labor Relations Specialist
NU 08	Legal Assistant II
NU 08	Litigation Assistant
NU 08	Planner II
NU 08	Program Administrator
NU 08	Senior Auditor
NU 08	Senior Employee Benefits Administrator
NU 08	Senior Information Desktop Engineer
NU 08	Telephony Analyst
NU 08	Webmaster
NU 09	Assistant Tax Supervisor
NU 09	Building Services Manager
NU 09	Claims Supervisor
NU 09	Communications Supervisor
NU 09	Construction Supervisor/RCMS Manager
NU 09	Contracts & Fleet Administrator
NU 09	Contracts & Maintenance Supervisor
NU 09	Forestry Programs & Operations Supervisor
NU 09	Human Resources Information & Systems Analyst
NU 09	Information Systems Administrator
NU 09	Network Technician
NU 09	Occupational Health Nurse
NU 09	Parking Services Supervisor
NU 09	Revenue Audit Agent
NU 09	Revenue Collector
NU 09	Sanitation Manager
NU 09	Senior Accountant
NU 09	Senior Crime Analyst
NU 09	Senior Planner II
NU 09	Senior Treasury Analyst
NU 09	Sheriff Sales Administrator
NU 09	Victim Services Supervisor
NU 09	Water Production Supervisor

## 2023 POSITION LEVEL SUMMARY

<u>Position Level</u>	<u>Job Title</u>
NU 10	Application Support Specialist II
NU 10	Billing Manager
NU 10	Civil Engineer
NU 10	Code Enforcement Supervisor
NU 10	Employee Benefits Operations Administrator
NU 10	Fiscal & Operations Analyst
NU 10	Human Resources Information Systems Administrator
NU 10	Mapping & Graphics Manager
NU 10	Senior Analyst
NU 10	Senior Planner III
NU 10	Transportation Engineer
NU 10	Water Utility Project Manager
NU 10	Zoning Manager
NU 11	Delinquent Accounts Manager
NU 11	Human Resources Administrator
NU 11	Manager of Sustainability & Environmental Compliance
NU 11	Revenue Supervisor
NU 11	Senior Planner Design & Review
NU 11	Tax Supervisor

## 2023 EXTERNAL SALARY COMPARISONS

This analysis highlights key pieces of comparative information for each Position Level:

- 1) External Survey Data: reports the average salary data per our market research
- 2) Middle Third: the majority of survey data will fall within the “middle third” of the proposed salary range.

<u>Position Level</u>	<u>Job Title</u>	<u>Market Data</u>	<u>Middle Third of Range</u>	<u>Min-Max of Range</u>
NU 01	Vacant Level	NA	\$42,500 - \$47,500	\$37,500 - \$52,500
NU 02	Human Resources Office Assistant	\$48,883	\$45,900 - \$51,300	\$40,500 - \$56,700
NU 03	Accounts & Program Support Coordinator	\$52,400	\$49,572 - \$55,404	\$43,740 - \$61,236
NU 03	Criminal Records Coordinator	\$53,800		
NU 04	Equipment & Transportation Assistant	\$57,613	\$53,538 - \$59,836	\$47,239 - \$66,135
NU 04	GIS Technician I	\$55,124		
NU 04	Information Input Specialist	\$54,300		
NU 05	Civil Appeals Administrator	\$58,411	\$57,821 - \$64,623	\$51,018 - \$71,426
NU 05	Fiscal Administrator	\$63,700		
NU 05	Planner I	\$61,246		
NU 05	Youth Intervention Specialist	\$62,802		
NU 06	Administrative Supervisor	\$65,322	\$62,072 - \$70,168	\$53,976 - \$78,264
NU 06	HRIS Coordinator	\$67,590		
NU 06	Human Resources Leave Administrator	\$66,400		
NU 06	Human Resources Specialist	\$64,660		
NU 06	IT Office Coordinator	\$63,673		
NU 06	Legal Assistant I	\$63,000		
NU 06	Mapping Technician II	\$65,522		
NU 06	Nutrition Program Coordinator	\$67,097		
NU 06	Program and Grants Coordinator	\$64,638		
NU 06	Senior Rehabilitation Specialist II	\$67,097		
NU 06	Utility Facilities Program Administrator	\$66,689		
NU 06	Youth and Families Program Administrator	\$66,578		

## 2023 EXTERNAL SALARY COMPARISONS

<u>Position Level</u>	<u>Job Title</u>	<u>Market Data</u>	<u>Middle Third of Range</u>	<u>Min-Max of Range</u>
NU 07	Accounts Payable Supervisor	\$68,335	\$67,038 - \$75,782	\$58,294 - \$84,526
NU 07	Assistant Water Production Supervisor	\$72,420		
NU 07	Bilingual Victims Case Coordinator	\$71,000		
NU 07	CADD/GIS Engineering Coordinator	\$72,179		
NU 07	Compliance Specialist	\$70,500		
NU 07	Constituent Services Supervisor	\$70,300		
NU 07	Development Specialist	\$69,200		
NU 07	Domestic Violence Coordinator	\$69,500		
NU 07	Engineering Records Coordinator	\$68,900		
NU 07	Financial Administrator	\$71,800		
NU 07	GIS Analyst II	\$68,585		
NU 07	Grants Accountant	\$73,071		
NU 07	Grants Coordinator	\$71,502		
NU 07	Information Analyst I	\$68,200		
NU 07	Information Help Desk Coordinator	\$69,100		
NU 07	Information Help Desk Engineer	\$69,600		
NU 07	Parks Financial Administrator	\$71,800		
NU 07	Real Estate Legal Coordinator	\$71,253		
NU 07	Records Supervisor	\$68,509		
NU 07	Special Assistant to the Public Works Commissioner	\$68,900		
NU 07	Staff Accountant	\$68,836		
NU 07	Street Cleaning Manager	\$71,500		
NU 07	Transportation Administrative Supervisor	\$69,094		
NU 08	Application Support Specialist I	\$73,708	\$72,401 - \$81,845	\$62,958 - \$91,288
NU 08	Billing Analyst	\$79,400		
NU 08	Cold Case Investigator	\$73,461		
NU 08	Compensation Specialist	\$73,724		
NU 08	Crime Analyst	\$73,283		
NU 08	Labor Relations Specialist	\$78,134		
NU 08	Legal Assistant II	\$74,800		
NU 08	Litigation Assistant	\$79,379		
NU 08	Planner II	\$74,190		
NU 08	Program Administrator	\$75,284		
NU 08	Senior Auditor	\$76,607		
NU 08	Senior Employee Benefits Administrator	\$76,663		
NU 08	Senior Information Desktop Engineer	\$76,000		

## 2023 EXTERNAL SALARY COMPARISONS

<u>Position Level</u>	<u>Job Title</u>	<u>Market Data</u>	<u>Middle Third of Range</u>	<u>Min-Max of Range</u>
<b>NU 08 Continued</b>				
NU 08	Telephony Analyst	\$74,500	\$72,401 - \$81,845	\$62,958 - \$91,288
NU 08	Webmaster	\$78,800		
NU 09	Building Services Manager	\$83,520	\$77,740 - \$88,846	\$66,634 - \$99,952
NU 09	Claims Supervisor	\$80,931		
NU 09	Communications Supervisor	\$81,377		
NU 09	Construction Supervisor/RCMS Manager	\$80,477		
NU 09	Contracts & Fleet Administrator	\$84,654		
NU 09	Contracts & Maintenance Supervisor	\$83,520		
NU 09	Forestry Programs & Operations Supervisor	\$80,673		
NU 09	Human Resources Information & Systems Analyst	\$85,125		
NU 09	Information Systems Administrator	\$85,600		
NU 09	Network Technician	\$83,100		
NU 09	Occupational Health Nurse	\$82,538		
NU 09	Revenue Audit Agent	\$80,674		
NU 09	Sanitation Manager	\$82,275		
NU 09	Senior Accountant	\$85,600		
NU 09	Senior Planner II	\$80,669		
NU 09	Senior Treasury Analyst	\$85,786		
NU 09	Victim Services Supervisor	\$80,673		
NU 09	Water Production Supervisor	\$84,333		
NU 10	Application Support Specialist II	\$88,992	\$83,959 - \$95,953	\$71,965 - \$107,947
NU 10	Billing Manager	\$87,350		
NU 10	Civil Engineer	\$89,500		
NU 10	Code Enforcement Supervisor	\$89,121		
NU 10	Human Resources Information Systems Administrator	\$85,200		
NU 10	Mapping & Graphics Manager	\$88,331		
NU 10	Transportation Engineer	\$88,902		
NU 10	Water Utility Project Manager	\$88,800		
NU 10	Zoning Manager	\$90,333		
NU 11	Delinquent Accounts Manager	\$92,709	\$90,675 - \$103,629	\$77,722 - \$116,582
NU 11	Human Resources Administrator	\$100,200		
NU 11	Manager of Sustainability & Environmental Compliance	\$99,653		
NU 11	Revenue Supervisor	\$93,734		
NU 11	Tax Supervisor	\$101,330		

## 2023 BASE SALARY STRUCTURE - STANDARD

<u>Position Level</u>	<u>Minimum</u>	<u>1/3</u>	<u>Midpoint</u>	<u>2/3</u>	<u>Maximum</u>	<u>Spread</u>
NU 01	\$37,500	\$42,500	\$45,000	\$47,500	\$52,500	40.0%
NU 02	\$40,500	\$45,900	\$48,600	\$51,300	\$56,700	40.0%
NU 03	\$43,740	\$49,572	\$52,488	\$55,404	\$61,236	40.0%
NU 04	\$47,239	\$53,538	\$56,687	\$59,836	\$66,135	40.0%
NU 05	\$51,018	\$57,821	\$61,222	\$64,623	\$71,426	40.0%
NU 06	\$53,976	\$62,072	\$66,120	\$70,168	\$78,264	45.0%
NU 07	\$58,294	\$67,038	\$71,410	\$75,782	\$84,526	45.0%
NU 08	\$62,958	\$72,401	\$77,123	\$81,845	\$91,288	45.0%
NU 09	\$66,634	\$77,740	\$83,293	\$88,846	\$99,952	50.0%
NU 10	\$71,965	\$83,959	\$89,956	\$95,953	\$107,947	50.0%
NU 11	\$77,722	\$90,675	\$97,152	\$103,629	\$116,582	50.0%

## 2023 BASE SALARY STRUCTURE - STEPS

<u>Position Level</u>	<u>Step 1 Minimum</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6 Midpoint</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>	<u>Step 11 Maximum</u>	<u>Spread</u>
<b>NU 01</b>	\$37,500	\$39,000	\$40,500	\$42,000	\$43,500	\$45,000	\$46,500	\$48,000	\$49,500	\$51,000	\$52,500	40.0%
<b>NU 02</b>	\$40,500	\$42,120	\$43,740	\$45,360	\$46,980	\$48,600	\$50,220	\$51,840	\$53,460	\$55,080	\$56,700	40.0%
<b>NU 03</b>	\$43,740	\$45,490	\$47,239	\$48,989	\$50,738	\$52,488	\$54,238	\$55,987	\$57,737	\$59,486	\$61,236	40.0%
<b>NU 04</b>	\$47,239	\$49,129	\$51,018	\$52,908	\$54,797	\$56,687	\$58,577	\$60,466	\$62,356	\$64,245	\$66,135	40.0%
<b>NU 05</b>	\$51,018	\$53,059	\$55,100	\$57,140	\$59,181	\$61,222	\$63,263	\$65,304	\$67,344	\$69,385	\$71,426	40.0%
<b>NU 06</b>	\$53,976	\$56,405	\$58,834	\$61,262	\$63,691	\$66,120	\$68,549	\$70,978	\$73,406	\$75,835	\$78,264	45.0%
<b>NU 07</b>	\$58,294	\$60,917	\$63,540	\$66,164	\$68,787	\$71,410	\$74,033	\$76,656	\$79,280	\$81,903	\$84,526	45.0%
<b>NU 08</b>	\$62,958	\$65,791	\$68,624	\$71,457	\$74,290	\$77,123	\$79,956	\$82,789	\$85,622	\$88,455	\$91,288	45.0%
<b>NU 09</b>	\$66,634	\$69,966	\$73,298	\$76,629	\$79,961	\$83,293	\$86,625	\$89,957	\$93,288	\$96,620	\$99,952	50.0%
<b>NU 10</b>	\$71,965	\$75,563	\$79,161	\$82,760	\$86,358	\$89,956	\$93,554	\$97,152	\$100,751	\$104,349	\$107,947	50.0%
<b>NU 11</b>	\$77,722	\$81,608	\$85,494	\$89,380	\$93,266	\$97,152	\$101,038	\$104,924	\$108,810	\$112,696	\$116,582	50.0%

## COMPA-RATIO ANALYSIS BASED ON 2023 BASE SALARY STRUCTURE

This page illustrates the Compa-Ratio for each level, by comparing current pay to the midpoint of newly proposed salary range. This is useful for identifying market-competitiveness issues.

<u>Position Level</u>	<u>Current Salary</u>	<u>Number of Incumbents X Midpoint</u>	<u>Compa- Ratio</u>
NU 02	\$42,431	1 X \$48,600 \$42,431	= 87.3%
NU 03	\$95,138	2 X \$52,488 \$95,138 \$104,976	= 90.6%
NU 04	\$105,582	2 X \$61,222 \$105,582 \$113,374	= 93.1%
NU 05	\$224,331	4 X \$61,222 \$224,331 \$244,888	= 91.6%
NU 06	\$943,632	16 X \$66,120 \$943,632 \$1,057,920	= 89.2%
NU 07	\$1,946,719	30 X \$71,410 \$1,946,719 \$2,142,300	= 90.9%
NU 08	\$1,235,349	18 X \$77,123 \$1,235,349 \$1,388,214	= 89.0%
NU 09	\$1,512,199	21 X \$83,293 \$1,512,199 \$1,749,153	= 86.5%
NU 10	\$1,096,021	14 X \$89,956 \$1,096,021 \$1,259,384	= 87.0%
NU 11	\$669,154	8 X \$97,152 \$669,154 \$777,216	= 86.1%
		<b>Total:</b>	
		<b>\$7,809,849</b>	<b>= 88.6%</b>
		<b>\$8,814,615</b>	



## GLOSSARY OF SALARY ADMINISTRATION TERMS

<b>Base Compensation:</b>	The wages/salary paid to an employee without bonus or overtime.
<b>Benefit:</b>	Generally, non-cash compensation paid to an employee. Some are mandated by law (social security, unemployment compensation, and workers' compensation); others vary by firm or industry (health/medical insurance, life insurance, medical plan, paid vacation, pension/retirement, etc.)
<b>Compa-ratio:</b>	An employee's annual salary divided by the job range midpoint. The compa-ratio illustrates an employee's pay as a percentage of the market rate for that position.
<b>Compensation:</b>	A general term describing the full spectrum of wages and benefits, both current/direct and deferred, that workers receive out of their employment.
<b>Equity:</b>	A policy of being fair and impartial when determining employee compensation, taking into consideration individual ability, performance, and tenure.
<b>Exempt:</b>	A salaried employee who is not entitled to overtime pay according to the Fair Labor Standards Act.
<b>Incumbent:</b>	An existing employee who holds a specific position within an organization.
<b>Internal Equity:</b>	A policy of fairly and impartially considering the individual ability and performance of a newly appointed employee while taking internal/departmental wage levels into account. Internal equity is the reconciliation or balancing of "market" compensation levels with actual internal wage levels.
<b>Job Description:</b>	A formal record of the principal functions, duties, and responsibilities of a position.

## GLOSSARY OF SALARY ADMINISTRATION TERMS

<b>Maximum Salary:</b>	The highest salary that may be paid to any individual in a position within a position level or grade.
<b>Midpoint:</b>	The salary midpoint is the middle point of a salary range's minimum and maximum. The "market-rates" provide the foundation for midpoints.
<b>Minimum Salary:</b>	The lowest salary that may be paid to any individual who demonstrates satisfactory performance in an assigned level.
<b>New Hire:</b>	A newly hired employee of the organization.
<b>Non-exempt:</b>	An hourly employee who is entitled to overtime pay according to the Fair Labor Standards Act.
<b>Performance Management / Performance Appraisal:</b>	Concepts and tools used to clarify expectations, measure employee effectiveness, identify actions for development or improved performance, and to provide a means of communicating overall performance with the employee.
<b>Position Level: (aka "Job Grade")</b>	A grouping of positions whose internal responsibilities and/or external labor market rates fall within a similar range.
<b>Range Spread:</b>	The distance between the minimum and the maximum salary range. The width of the range may vary when greater or lesser flexibility is required.
<b>Salary Administration:</b>	A system of practices to guide consistent, fair, and defensible compensation decisions which are made during normal business operations: new hires, promotions, transfer, changes in the labor market, etc. A salary administration program ensures overall integrity of the structure.
<b>Salary Range:</b>	Displays the amount of compensation paid for a specific position. A salary range includes a low, mid-point, and maximum salary that could be paid for a specific position.

## GLOSSARY OF SALARY ADMINISTRATION TERMS

<b>Salary Structure:</b>	A series of salary ranges which progress in an orderly alignment from the lowest level to the highest level of positions covered.
<b>Salary Survey:</b>	A standard method of finding out what other organizations are paying for specific jobs, or job classes. Typically, salary data is compared for representative positions drawn by industry, geography, and organization size.
<b>Salary:</b>	Earnings of an employee for services performed during a specific period of time.
<b>Starting Salary:</b>	The salary normally paid to an individual hired in or promoted to a given position.
<b>Total Compensation:</b>	Employee's base salary plus bonus compensation.