

The background of the slide features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the slide, framing the central white text area.

CLA's Compensation Benchmarking Project

Informational Session and Overview

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Agenda

- ▶ Background
- ▶ Project Overview
- ▶ How to Use the Information
- ▶ For Employers
- ▶ For Individuals
- ▶ What's Next



- The CLA minimum salary guidelines that used to be posted on CLC's Jobs page were initially established by the Career Development Committee in 2012, with a cost-of-living update in 2016 for the entry level MLS position
- The Career Development Committee was responsible for conducting the survey and establishing those guidelines in the past, but we didn't have the documentation to repeat that process
- CLA had received multiple inquiries from library leaders and staff regarding these numbers and it had been a topic of discussion at CLA board meetings
- Knowing how important this data is to our CT library community is what motivated us to work with a consultant on the project to ensure we could offer the most accurate/current data



A few key terms:

- Compensation benchmarking: common process where an institution or organization compares their compensation rates to other similar organizations. Typically comparing a specific position at an organization with comparable positions at similar organizations
- Cost of living: how much it costs to live in a specified area at a specified time (ie. Housing, food, taxes etc.)
- Cost of labor: how much it costs an employer to attract and retain an individual with the education, experience, and skills needed to do a specified job in a specified location. This is what made CLA's project a little unconventional and tricky

Project Overview

▶ Project Scope

- ▶ 4 positions: Entry level MLS, LTA 1, LTA 2, LTA3
- ▶ Variability within positions
 - ▶ Entry-level children's services librarian vs. entry-level adult services librarian
 - ▶ Entry-level LTA 1 at one library may have slightly different responsibilities than their counterpart at another library
- ▶ Multiple employers and locations
 - ▶ Different sizes
 - ▶ Different budgets
- ▶ Focus on public libraries

▶ Process

- ▶ Identify representative organizations for each of the six CLA regions
- ▶ Identify positions and key compensable factors
 - ▶ Essential functions
 - ▶ KSA's
 - ▶ Education required
 - ▶ Years experience
- ▶ Compare to multiple similar positions using all data points not just job titles
- ▶ Data collection - 15 different sources
- ▶ Data analysis arithmetic corrections and data proportionalizing (ie. Correcting for number of hours worked in a typical week)

- CLA's project was much broader in scope than an average benchmarking project
 - It consisted of 4 positions - LTA 1, 2,3 and the entry-level MLS positions
 - The number of positions is not what made the project unique
 - It was the variability within the positions since they were not specific to one organization
- Our project also consisted of multiple employers at different geographic locations throughout the state
 - These libraries would have different staff sizes and
 - Different operating budgets, sometimes vastly different
- Because of the already broad scope of the project we needed to narrow our focus to public libraries

The Process

Two steps before KardasLarson could begin their work:

- First, we worked with KardasLarson to identify representative organizations for each region
 - We did this using data from the state library's annual report
 - For each region we averaged the operating budgets and staff sizes

- (accounting for PT and FT staff) and then selected a library that was most representative of the averages
- We then worked together to draft a generalizable job description for the MLS position (the LTA positions had already been drafted)
 - We did this by identifying likely essential functions of any entry-level librarian position such as:
 - Collection development and maintenance
 - Planning and presenting programs
 - Creating marketing materials
 - Potentially overseeing volunteers or pages
 - We also identified the basic knowledge, skills and abilities (KSA's) that would be required
 - Things such as strong written and oral communication skills
 - Strong interpersonal skills
 - Strong technology skills and
 - The ability to adapt to new situations and changing roles (never more true than over this last year)
 - And, finally we identified the minimum levels of experience and education required
 - Which were an MLS degree from ala accredited institution
 - And preferred customer service experience
 - With current, generalizable job descriptions the consultants would be able to use all data points, not just the job titles themselves, to find and compare to similar positions in the labor market
 - With all of the background work complete the consultants were able to conduct the research that would inform the salary benchmarks. They did this by:
 - Collecting data from approximately 15 different public and proprietary resources, ensuring that the data they used was no more than 2 years old,
 - Then analyzing that data – including performing arithmetic corrections and data proportionalizing.
 - This is where they corrected for the average number of hours worked in a typical week and converted annual salary data into hourly wages

How to Interpret the Results

▶ Percentiles

- ▶ 25% - One quarter of the data points are below this
- ▶ 50% - Median of the data points. Half of the data points are below this, half are above
- ▶ 75% - One quarter of the data points are above this
- ▶ The market average is often very close to the median of the data range



The data are presented as percentiles along a continuum

- Imagine 100 hourly rates listed in a line, the 25th rate listed in the sequence would be the 25%, the 50th rate listed would be the 50th% or median of the hourly rate points and so on
- 25% - One quarter of the data points are below this
- 50% - Median of the data points. Half of the data points are below this, half are above
- 75% - One quarter of the data points are above this
- The market average is often very close to the median of the data range

The Results

Position	Market Percentiles			Market Average
	25th	50th	75th	
<u>Statewide</u>				
Library Assistant (or Library Clerk) - Level I	14.36	16.45	18.79	16.51
Library Technical Assistant - Level II	15.75	18.15	20.9	18.24
Library Technician - Level III	17.19	19.84	22.87	19.93
MLS Librarian	28.16	31.26	34.39	31.27
<u>Region 1</u>				
Library Assistant (or Library Clerk) - Level I	13.36	15.16	17.15	15.2
Library Technical Assistant - Level II	14.36	16.43	18.77	16.5
Library Technician - Level III	15.72	17.95	20.47	18.01
MLS Librarian	24.98	27.81	30.68	27.82
<u>Region 2</u>				
Library Assistant (or Library Clerk) - Level I	14.39	16.37	18.55	16.42
Library Technical Assistant - Level II	15.71	17.99	20.57	18.07
Library Technician - Level III	17.72	20.31	23.21	20.39
MLS Librarian	26.67	29.49	32.33	29.49

As discussed earlier, the results cover four positions in 7 geographic locations, statewide + the 6 CLA regions

Find the full report here:

<https://ctlibraryassociation.org/compbenchmarks>

For each position in each region you will see the 25, 50 and 75 percentiles as well as the market average

Libraries who are interested in using this information can apply it directly to employee positions or it can be used to help develop budgets or compensation philosophies. The data can be applied to current roles in a variety of ways depending on your compensation philosophy, but below are some common practices:

- It is typical for employers to start a new employee at the 25th percentile and then increase their pay as they prove successful in their role
- An individual who is competent in their role and performing at an average level may be earning around the 50th percentile and
- More experienced employees or those who are high performing are typically compensated at the higher end of the scale

Employers may also choose to start employees at the 50th or even 75th percentile if their budget allows and their compensation philosophy supports this practice. It is important to note though, that salary is only one piece of the employment package and other benefits should also be factored into an employee's total benefits package

The Results Cont.

Position	Market Percentiles			Market Average
	25th	50th	75th	
<u>Region 3</u>				
Library Assistant (or Library Clerk) - Level I	13.82	15.69	17.74	15.74
Library Technical Assistant - Level II	14.81	16.92	19.27	16.98
Library Technician - Level III	16.77	19.16	21.81	19.23
MLS Librarian	26.03	28.89	31.77	28.89
<u>Region 4</u>				
Library Assistant (or Library Clerk) - Level I	15.12	17.34	19.8	17.4
Library Technical Assistant - Level II	16.21	18.68	21.5	18.77
Library Technician - Level III	17.72	20.49	23.62	20.58
MLS Librarian	28.35	31.41	34.54	31.43
<u>Region 5</u>				
Library Assistant (or Library Clerk) - Level I	13.74	15.64	17.74	15.69
Library Technical Assistant - Level II	14.84	17.02	19.49	17.1
Library Technician - Level III	16.54	19	21.76	19.07
MLS Librarian	26.1	28.98	31.9	28.99
<u>Region 6</u>				
Library Assistant (or Library Clerk) - Level I	13.85	15.7	17.76	15.76
Library Technical Assistant - Level II	14.9	17.02	19.42	17.09
Library Technician - Level III	16.56	18.91	21.55	18.98
MLS Librarian	25.09	27.79	30.52	27.8



This information can also be used as part of a compensation philosophy that your organization can share with its employees and stakeholders.

A compensation philosophy is a formal statement made by an organization outlining its commitments, goals and practices related to employee compensation and how that ties into its mission, vision, values and strategic plan

A great example of a draft compensation philosophy from the nonprofit Community Action Partnership of Ramsey & Washington Counties can be found here:

https://caprw.org/file_download/inline/1d4caca1-44ae-46ee-b062-8eb9476839ca

- While their philosophy is more detailed than the average, it does a great job of explaining the different principles and goals of their philosophy
- Their Competitive Positioning, New Hire Pay, and Link to Performance statements are especially helpful

Having a compensation philosophy for your organization:

- Promotes transparency - which develops trust and mutual respect between the employer and employee
- Maintains or develops equity by helping to avoid conscious or unconscious bias in

compensation practices

- Depending on what your compensation philosophy is, it can help you attract top talent by outlining your intentions/practices for competitive new hire pay. Of course, you need to know what the market rate is for a given role to know what a competitive salary is, and now you have that with the results from CLA's compensation benchmarking project
- Retain talent by rewarding high performers, which also helps to motivate employees (though salary itself should not be the only source of motivation). If employees know that they will be compensated/rewarded for their efforts, they are more likely to put in the necessary effort

For Individuals



MAKE INFORMED DECISIONS



NEGOTIATE YOUR SALARY AND BENEFITS

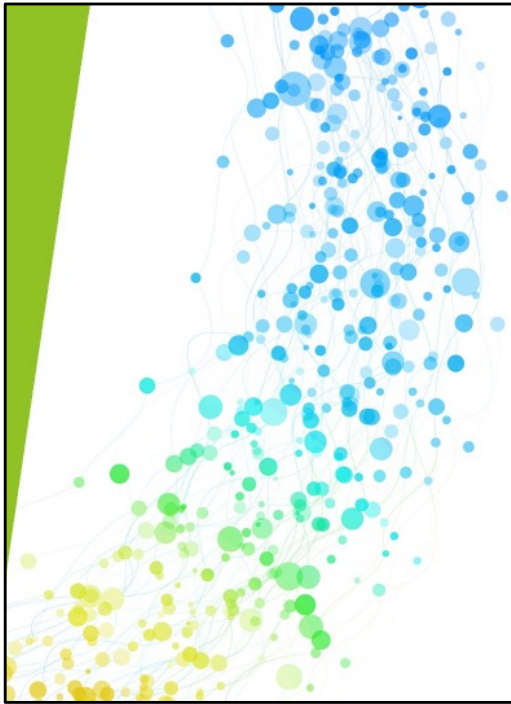
- Know how the salary compares to the market
 - You can compare any salary or range listed in a job posting or offer of employment to the benchmarking results
 - You may not know when you apply what the salary is, but when you do find out you will have data to compare it to
 - An employer can't necessarily pay you more, but at least you are making an informed decision
- Have the data you need to negotiate your benefit package
 - Maybe they can't pay you what you'd like, but maybe you can ask for
 - Flex scheduling
 - Professional development opportunities
 - Remote work
 - Increased vacation time
- Back to that draft compensation philosophy linked to earlier:
 - There was a final guiding principle mentioned, Total Rewards Alignment, that explains that compensation is only one piece of the package. It is important for both employers and employees to understand this. Budgets will not always allow for higher salaries, but that doesn't mean that

employees cannot receive other benefits that make a position attractive

What's Next

- ▶ Annual cost of labor adjustments provided by consultant for years 2 and 3
- ▶ Compensation benchmarking repeated after year 3
- ▶ Salary survey or compensation benchmarking for other positions
 - ▶ Library director
 - ▶ Association vs. Municipal
 - ▶ Department heads and other middle management
 - ▶ Academic Libraries

- The Career Development Committee and CLA's board are committed to keeping the data current
- KardasLarson will provide us with cost of labor adjustments for years 2 and 3, after which the compensation benchmarking will need to be repeated
- CLA's board is working to plan for that project
- The committee and CLA's board are also considering additional benchmarking or salary survey projects for other positions and library types
- We know that this data is important not just to public libraries or the roles focused on in this project and we are actively working to determine how best to scale the project and ensure its sustainability



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