



WASHINGTON STATE BAR ASSOCIATION

Board of Governors Business Meeting

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La Conner, WA



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WSBA Compensation Plan

The WSBA Compensation Plan is designed to assure that the Washington State Bar Association offers competitive and equitable compensation to its employees. The Plan was adopted by the Board of Governors on February 18, 1995 upon the recommendation of independent consultants.

The Plan is a flexible program able to respond to changing economic conditions. Using periodic surveys, the WSBA will compare its compensation package, including salary and benefits, to various sources and will adjust salaries under the Plan to reflect changes in the market.

The Plan is also intended to assure that employees are treated fairly in relationship to each other. This is done by comparing and classifying jobs at the WSBA into job grades, and then applying to the grades uniform ranges of pay.

JOB GRADES

Jobs are evaluated and placed in job grades based on the information provided by the employees and managers in the Position Analysis Questionnaire. Analysis is based on these factors:

- Knowledge and skills required for competent job performance,
- The level of thought required by the job for analysis, reasoning, and reaching conclusions,
- The job's responsibility for decision-making and its impact on the organization's end results, and
- Other factors, including supervision, and working relationship to others within the organization and outside the organization.

Jobs with reasonably similar rankings are grouped into job grades.

SALARY RANGES

Salary ranges are established for each job grade with a base point, a midpoint, and a high point. The midpoint in a salary range is based on market data and is generally the amount a fully competent person can expect to be paid after 3 - 5 years in a given position. The base point is 20% less than the midpoint, and the high point is 20% greater than midpoint.

Changes in Salary Ranges: To the extent the budget allows:

- 1) Employees performing at a level of fully satisfactory or better, can expect to maintain their salary position with respect to the market.
- 2) Employees will continue to receive performance based increases.

Annual Performance Review: Continuing with the current practice, each employee will receive an Annual Performance Review at his or her employment anniversary date. Based on the level of performance and the WSBA's budget for that fiscal year, a salary decision will be made.

Plan Maintenance & Evaluation: To maintain the WSBA Compensation Plan, on-going evaluation must take place. As with the creation of this Plan, both external and internal data sources must be reviewed in a routine and systematic fashion.

External Analysis: Periodic salary surveys will be conducted on an on-going basis to assure the Compensation Plan remains current with the market. This external analysis will help determine any annual increases to midpoint of job grades, as noted above. Data from professional association surveys, and regional surveys, as well as local market review, will all be used to evaluate the current structure and salary ranges.

Internal Analysis: To assure that positions within the structure remain appropriately graded, it is necessary to provide for periodic evaluation of each position and its relation to others. There are three points at which evaluation of a Job is appropriate to establish its Grade:

1. *New Position* -- When a new job is being added, the department head must complete a Position Analysis Questionnaire. It is the responsibility of the Human Resource Coordinator to review the Questionnaire and, based on factors listed above, place the new position in the appropriate job grade.
2. *Periodic Review* -- Jobs change and evolve over time. It is necessary to periodically review all jobs so as to assure it is placed in the appropriate job grade. Each year approximately one-third of all jobs will be reviewed and evaluated.

Year A:	Job Grades 1 - 6
Year B:	Job Grades 7 - 9
Year C:	Job Grades 10 - 12

3. *Special Review* -- A department head may request a special review if he or she believes:
- a job has significantly changed,
 - a restructuring of the department has resulted in changed duties, or
 - the needs of the department have changed in conjunction with staff turnover.

IMPLEMENTATION SCHEDULE

March 1, 1995

In the fall of 1994 Dick Byington and Hugh Judd were hired as consultants by the Board of Governors to conduct a compensation survey and to design a Compensation Plan for the Washington State Bar Association. For the past five months, they have conducted both the internal and external analysis and have presented various options leading to a Compensation Plan that best represents the kinds of work at the WSBA and its place in the job market.

The Compensation Plan was approved by the Board of Governors on February 18, 1995. In addition, on February 23, 1995 the Budget and Audit Committee approved the specific salary adjustments to implement the Compensation Plan.

Data for the Survey was gathered on both internal and external tracks. Externally, the consultants surveyed area associations and used data from several salary surveys to determine comparable rates of pay in the market. Simultaneously, the consultants reviewed Position Analysis Questionnaires for each position at the WSBA. The combined result is the establishment of Job Grades and Salary Ranges that reflect market competitiveness and internal equity.

The Consultants found that most of WSBA salaries are comparable with the market. They found that five people were being paid below the minimum for their salary range and that five were being paid above the maximum for their salary range.¹ In addition, there were 27 other individuals who fell at the low end of the range for their job grade. Because we are close to the mark, we are able to make all the changes necessary to implement the Compensation Plan now rather than phase it in over time.

New Job Titles: Some positions have been given new titles. For example, there are Paralegal Assistant I's and Paralegal Assistant II's. This is a means to identify a career ladder and a differentiation in functions. Similarly, Secretary's I, II, and III

¹ A commitment was made at the beginning of the compensation survey that anyone whose pay was found to be above the salary range maximums would not receive a pay cut.

identify different functions and levels of responsibility. The Senior Bookkeeper is now an Accounting Supervisor, and the Director of Admissions is the Admissions Supervisor, changes which better reflect the current nature of those jobs.

Implementation Schedule

- I. Effective Date: The new Compensation Plan will become effective March 1, 1995 and salary increases made in conjunction with implementation of the Plan will appear on the March 15, 1995 pay checks. Performance Appraisals for staff with April employment anniversary dates will be the first to receive increases based on the new guidelines.
- II. Review of Grade Any staff member who believes significant aspects of his or her job were not adequately considered can request a review and re-appraisal under the following process.
 - a) A Simple Review: Meet with the department head and review particular aspects of the position that are under question. This level of review must take place prior to June 30, 1995.
 - b) Re-appraisal: If the department head agrees that important aspects of the job were not adequately considered, a request for a re-appraisal can be made to the Human Resource Coordinator. At this point, the employee may be asked to complete a new Position Analysis Questionnaire and write a one page description of aspects of the job which require further review. The department head will also be asked to review the Position Analysis Questionnaire to help put the appropriate perspective and "weight" on aspects of the job.

The Human Resources Coordinator will then review the material and the placement with the department head to assure all appropriate information has been considered. Based on level of required skill, knowledge, responsibility, and impact, the position will be placed in the job grade to which it best compares.

- c) Final Review: If the employee or department head agree that the position is still not ~~be~~ appropriately rated, the decision can be reviewed by the Executive Director. The Executive Director will review all relevant material and may meet with the employee, department head, and Human Resource Coordinator, individually or as a group. The decision of the Executive Director ends the review process.

At the conclusion of the review, if an adjustment to salary is required, it will be retro-active to March 1, 1995.

- III. New position review. The following new positions will be reviewed after six months from their effective date to assure they have been appropriately graded: Access to Justice/Local Bar Coordinator, CLE Publications Managing Editor, CLE Publications Coordinator, Order Fulfillment Clerk, and HR/Special Projects Coordinator. If increases to salary are necessary, they will be retro-active to March 1, 1995.