

SWARTHMORE COLLEGE

500 College Avenue
Swarthmore, PA 19081
215/328-8000

December 18, 1991

Bill Spock
Vice President—Business and Finance
Swarthmore College

Dear Bill Spock,

As a result of growing concern among secretarial staff regarding compensation, and in response to Lee Robinson's interest in working with a small committee of secretaries to discuss concerns and perceptions relating to compensation and job levels, we have formed an Ad Hoc Committee on Salary Concerns. We identify the primary goals of this committee as: understanding current personnel policies and practices as they relate to secretarial compensation; facilitating the communication of these policies and practices to secretarial support staff and their supervisors; and establishing a forum in which secretarial compensation issues may be raised by secretarial staff and addressed by the administration.

We met with Lee Robinson on Tuesday, December 17, and hope to work closely with her on these issues. At this time, however, we would like to share with you our initial concerns and some perceptions voiced by our fellow secretaries.

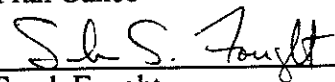
- Salary levels do not reflect the complexity of the work performed.
- Annual salary increases do not consistently reflect the cost of living.
- Salary increases do not seem to reflect job evaluations.
- Criteria for compensation levels and salary increases are not easily understood.
- The system currently in place may not reflect appropriate placement on the pay scale for individual secretaries.

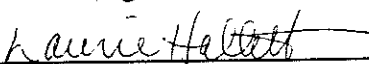
We invite your comments, and look forward to your support as we continue to work with Lee. We plan to keep you abreast of our progress.

Sincerely,


Eleonore Baginski



Fran Cuneo


Sarah Fought


Laurie Hallett


Judy Lord


Rose Maio


Rose Sacks

MEMORANDUM

TO: Ad Hoc Committee on Salary Concerns
FROM: Laurie Hallett *Laurie Hallett*
Rose Sacks *Rose Sacks*
DATE: January 6, 1992
SUBJECT: Suggestions on Approach of the Committee

Here are some of our thoughts on how the Committee could begin to approach addressing some of the concerns regarding secretarial compensation. We feel it is important to emphasize that we approach these collective compensation concerns as a group for the benefit of all as opposed to addressing individual concerns for the benefit of a few.

1. Understand how money is appropriated to fund secretary salaries
 - A. Budgeting process/Board involvement
 - B. Impact of comparison group survey
 - C. Other factors
2. Understand the process of requesting an increase in appropriations to the secretarial salary pool and, if appropriate, set the wheels in motion for such a request.
3. Understand the current pay scales for grades 16, 17 and 18
 - A. Range of the scales
 - B. How the "quintile" system works
 - C. Placement of secretaries on the scale for grade 17
4. Understand the current process for salary increases
 - A. Academic - at Lee's discretion based on ?
 - B. Administrative - at supervisor's discretion based on ?
5. Consider and suggest alternate means of placement on pay scale/pay grade
 - A. Work to develop a listing of job tasks to be used to develop job descriptions
6. Consider and suggest improvements of salary increase process
 - A. Improved communication to supervisors and secretaries regarding performance appraisals
 - B. Consideration of cost of living and merit increases
 - C. Consideration of merit bonuses
 - D. Consideration of other means of recognition

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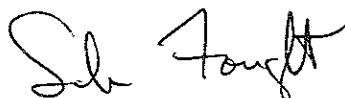
January 7, 1992

Dear Fellow Secretary,

At the suggestion of Lee Robinson, a group of College secretaries has formed an Ad Hoc Committee on Salary Concerns, working to discuss concerns and perceptions relating to compensation and job levels. We have identified the primary goals of this committee as understanding current personnel policies and practices as they relate to secretarial compensation, facilitating the communication of these policies and practices to secretarial support staff and their supervisors, and establishing a forum in which secretarial compensation issues may be raised and addressed.

This group will be meeting for lunch at noon on Tuesday, January 14 in the Club, and would be happy to have you join us to talk informally about your concerns. We look forward to seeing you.

Yours,



Sarah S. Fought, for the Committee
Eleonore Baginski
Cathy Cinquina
Fran Cuneo
Laurie Hallett
Judy Lord
Rose Maio
Cheryl Robinson
Rose Sacks