

LCCCEA recommendations/considerations for compensation policy statements

LCCCEA solicited comments and feedback from members. The aggregated comments are listed below in broad categories. Feedback on the actual policy statement was to include that LCCC values its employees and will offer compensation to both attract and retain employees and will implement the policy equitably and consistently. We appreciate the opportunity to give input on the compensation policy. It will also be very important for us to be able to offer feedback on the procedure as many of the comments address issues that will appear in procedure rather than policy.

Comments/questions related to policy:

- What is the reason for addressing this now?
- With the uncertainty of the budget session why do we want to make changes now that could have major budget implications?
- I strongly believe that a vague policy is a useless policy. The policy belongs to the Board, the procedure to the Administration. It is the Board's responsibility to provide direction to the Administration in the form of a policy that lists the Board's important considerations. This cannot be done with statements that are so vague that any procedure satisfies them.
- LCCC values employees and will implement compensation policy equitably and consistently across the college.
- LCCC will offer compensation to both attract and retain employees.
- We are a college in a remote part of the country, which makes it important that we offer a generous compensation package, if we are to be competitive with other colleges in attracting world-class faculty.
- Our compensation package should be competitive with the community colleges in Wyoming and local high schools.
- I do like living in this part of the country, but the above considerations are important if we are to maintain decent salaries for the faculty and be competitive in attracting world-class faculty, as our strategic plan envisages.
- The salary for the educational staff is inadequate in most areas. If the college wants to retain good employees it needs to increase their wages so that single people can live on the wage.
- We are losing quality employees when they are not considered for internal advancement because they leave the college in search of higher paying employment.
- The cost of replacing employees should be considered into the equation.

Requests before creating a procedure:

- Update position descriptions.
- Have an outside person write the compensation procedure with the directive to write it according to board policy.
- If compensation is to be determined based on "market data", the definition of market is critical in determining what the salaries will look like. The question of defining our market is one that the Board should consider seriously. Since we have many local and regional factors working against us in terms of ability to attract and retain highly-qualified faculty, I suggest that these factors are weighted heavily in the determination of salaries.

Procedural comments:

- Address salary compression of long term employees.
- If our benefit packages are to be improved, I suggest that we do not reduce salaries to do that.
- There are already procedures in place to evaluate employees based on performance. For faculty, the LCCC Faculty Classroom Observation Form and annual goals could be used to implement a structure for annual increases. The fact that they are not being used already is a bit surprising to me.
- Annual merit pay increases based on supervisory (dean) evaluations of teaching and annual accomplishments (more rigor will need to be applied to the evaluation vehicles first)
- Any merit pay should be applied in addition to step and education increases, not in lieu of.
- LCCC's practice of skipping step increases annually is a self-defeating practice that results in hostile relationships between administration and faculty/staff and reduces institutional loyalty and pride turning LCCC into a step stone on the path to a career, rather than an end point.
- The current compensation model does not account for faculty in career and technical education with terminal degrees. Many of our programs do not articulate to a B.S. degree.
- Changing the status of new staff to at-will employees and denying legacy staff the right to apply for other positions or advancements without losing their legacy status sends a message that we do not value our employees.
- Experienced professional staff at LCCC make less than employees stocking shelves at Wal-Mart.
- Review educational advancement and hiring policies. If someone gets a degree from a nationally accredited college that utilizes financial aid, that individual should qualify for campus jobs that require the same level of education. We recognize it to give them an educational advancement, but they cannot move up in positions because of the current requirement for regional rather than national accreditation. We are losing quality employees when they are not considered because they leave the college in search of higher paying employment. The cost of replacing that employee should be considered into the equation.

Comments on the President's proposal:

- Overall, I like most of what's here and think they are on a good track, but any reference to longevity is conspicuously absent. It sounds like the only way you get a raise is through cost of living, market adjustments, or extraordinary work that "advances" the organization, which is commendable but also potentially very subjective and ignores the huge amount of work that goes on here that is incredible and valuable but might just miss the target of "extraordinary." Plus, I am sure there are many people around here that would like to do "extraordinary" work but are not given the opportunity. An employee that plugs away doing consistently excellent work (but maybe just short of "extraordinary") for years should be rewarded, as well. I think that sometimes these employees are easy to overlook when the focus is always on what's new and bright and shiny and being able to output consistently good work for years, despite the upheaval going on around them, is an extraordinary accomplishment in and of itself sometimes.