

# Classification and Compensation

UPDATE TO THE BOARD OF TRUSTEES 8.16.17



# Policy Statements

- ▶ **Externally competitive** – Salary/wage alignment with a defined market;
- ▶ **Internally equitable** - Job alignment within job family and college-wide;
- ▶ **Readily updated** – Market sources and data available;
- ▶ **Easily understood** – system is not complex; and
- ▶ **Fiscally responsible** – Equitable salary adjustments within established budget.

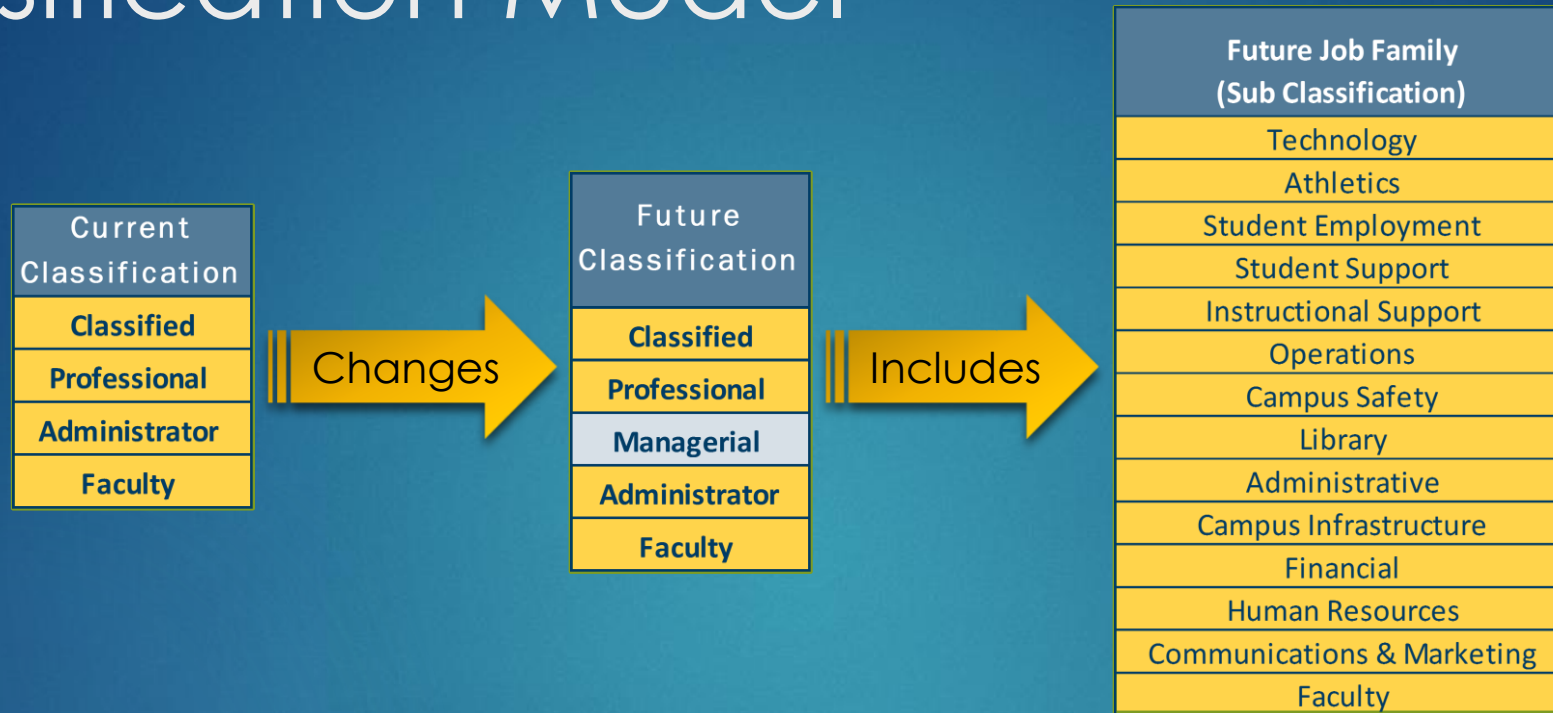


# Policy Statements

- ▶ **Employer of Choice** – competitive wages, unsurpassed benefits, engaging work environment and compelling, meaningful work.
- ▶ **Systematic Process** – objectivity in determining and maintaining appropriate compensation for employees.
- ▶ **Fair Compensation** – competitively placed within the market, between similarly situated employees.
- ▶ **Longevity** – allow for compensation growth within the market range to the extent necessary for retention of excellent employees.
- ▶ **Reward Extraordinary Efforts** – Reward employees for contributions above and beyond, aligned to mission, vision, values and strategic goals.



# Classification Model



- ▶ Adding one classification level – Managerial.
- ▶ Provides continuity with existing classifications in policy and procedure.
- ▶ Job families help with employee development and titling structure.



# Classification System Process

- ▶ Job Analysis Tool (JAT)
- ▶ Titling
- ▶ Market Analysis
- ▶ Fair Labor Standards Act (FLSA) – to be exempt or not
  - ▶ Duties Test and Salary Test





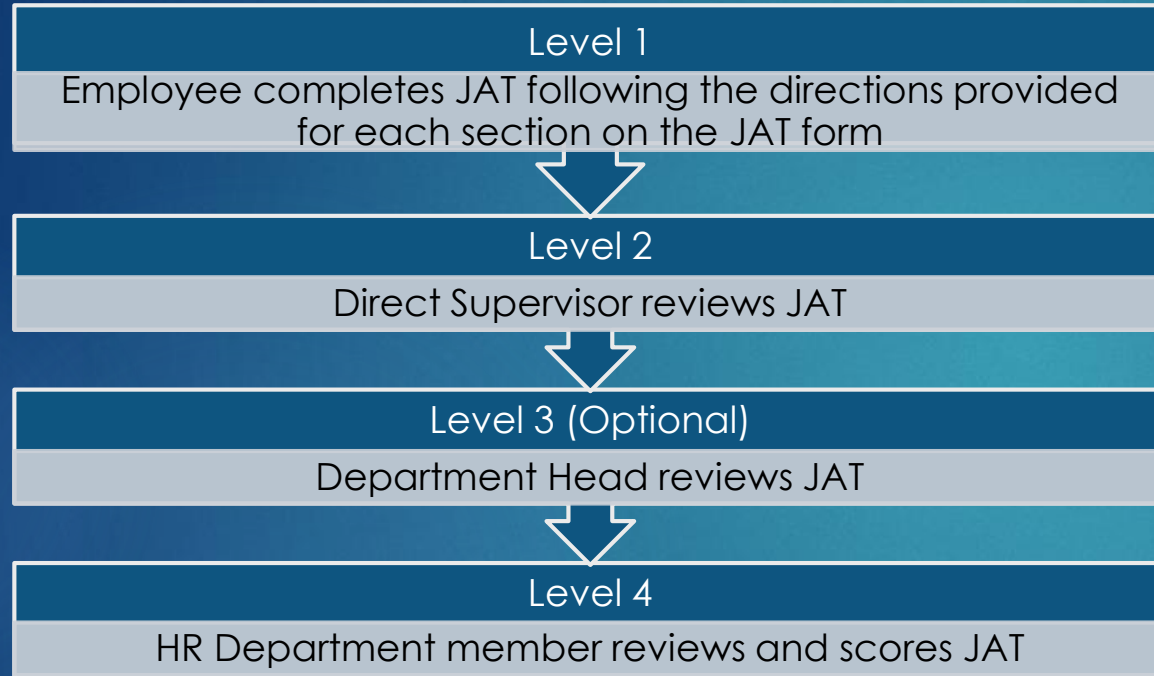
# Job Analysis Tool (JAT)

## Includes the following:

1. Job Overview
2. Job Description
3. Essential Job Functions
4. Type of Work Performed
5. Education
6. Work Experience
7. Leadership
8. Working Conditions
9. Complexity
10. Decision Making
11. Relationships
12. Financial Responsibilities
13. Use of Equipment/Machinery
14. Physical Abilities



# JAT Level of Review



Administrator		
1	550.00	600.00
2	600.00	650.00
3	650.00	750.00
4	750.00	900.00
5	900.00	1000.00
Classified		
1	125.00	250.00
2	250.00	275.00
3	275.00	325.00
4	300.00	375.00
5	350.00	400.00
6	375.00	425.00
7	425.00	450.00

Managerial		
1	400.00	475.00
2	450.00	500.00
3	475.00	550.00
4	500.00	575.00
5	550.00	600.00
Professional		
1	300.00	350.00
2	325.00	375.00
3	375.00	425.00
4	425.00	475.00
5	475.00	575.00



# Classification Levels

Classification	Levels	Example Sub-Classification & Titles
<b>Classified</b>	<b>Classified 1-7</b>	Assistant, Administrative I Technician, Printing Safety Officer Technician, Mechanical and Plumbing
<b>Professional</b>	<b>Professional 1-5</b>	Strategist, Creative Marketing Analyst, IR Research Counselor
<b>Managerial</b>	<b>Managerial 1-5</b>	Supervisor, Mail Services and Warehouse Manager, Facilities and Events Registrar
<b>Administrator</b>	<b>Administrator 1-5</b>	VP, Academic Affairs Comptroller Director, Physical Plant
<b>Faculty</b>	<b>Faculty 1-8</b>	Instructor, Mathematics Clinical Coordinator/Instructor, Radiography Program Director/ Instructor, Surgical Technologies





# Job Titling

Current Title
Academic Advisor
Career Education Specialist
Lead Career Education Specialist
Advisor TRIO Student Support Services
Data Analyst IR
Research Analyst
Business Analyst Student Services
Administrative Assistant Library and Learning Commons
Administrative Assistant School of Outreach and Workforce Development
Office Assistant
Office Assistant/Accounts Receivable Technician
Division Assistant Albany County Campus Academic Affairs
Executive Administrative Assistant Administration and Finance
Executive Administrative Assistant Vice President of Student Services
Executive Assistant to the President/Secretary Board of Trustees
Director TRIO Student Support Services Project
Writer / Project Coordinator Public Relations
Program Manager Student Activities & Multicultural Engagement
Accounting and Finance Specialist
Assistant Mail Shipping/Receiving and Warehouse
Specialist Systems & Technology Support/Network Administrator
Supervisor Shipping/Receiving Mail Services and Warehouse
Technician Distance Learning/Audiovisual
Writing & Comm Center Tutor



Proposed New Titling
Advisor, Academic
Advisor, Career Education
Advisor, Career Education
Advisor, TRIO
Analyst, IR Data
Analyst, IR Research
Analyst, Student Services
Assistant, Administrative I
Assistant, Administrative I
Assistant, Administrative II
Assistant, Administrative II
Assistant, Administrative III
Assistant, Executive Admin I
Assistant, Executive Admin II
Assistant, Executive Admin III
Director, TRIO
Manager, Strategic Communications and Marketing
Manager, Student Activities and Engagement
Specialist, Accounting II
Specialist, Mail Shipping/Receiving/Warehouse
Specialist, Systems and Technology Support
Supervisor, Mail Services and Warehouse
Technician, Audiovisual II
Tutor, Writing Center

- ▶ Simplified titling and classification with focus on the core function
- ▶ Creates the ability to consistently compare position internally and externally



# Classification Levels and Bands\*

Classification	Level	Grade	Minimum	25th	Midpoint	75th	Maximum	Range	Midpoint
Classified	1	Classified1	\$20,368.51	\$23,423.79	\$26,479.07	\$29,534.34	\$32,589.62	60%	-
Classified	2	Classified2							
Classified	5	Classified5							
Classified	6	Classified6							
Classified	7	Classified7							
Professional	1	Professional1	\$34,322.13	\$39,470.45	\$44,618.77	\$49,767.09	\$54,915.41	60%	-
Professional	2	Professional2							
Professional	3	Professional3							
Professional	4	Professional4							
Professional	5	Professional5							
Managerial	3	Managerial3	\$57,338.39	\$65,939.14	\$74,539.90	\$83,140.66	\$91,741.42	60%	-
Managerial	4	Managerial4							
Managerial	5	Managerial5							
Administrator	1	Administrator1	\$73,938.46	\$85,029.23	\$96,120.00	\$107,210.77	\$118,301.54	60%	-
Administrator	2	Administrator2							
Administrator	3	Administrator3							

## Wage Data:

- EG Salary Survey of 12 Peer Institutions
- CUPA-HR National Salary Surveys
- ERI Proprietary Salary Data (WY, CO, NE, SD, etc.)

\* Salary bands are not final and shown here for illustrative purposes only.



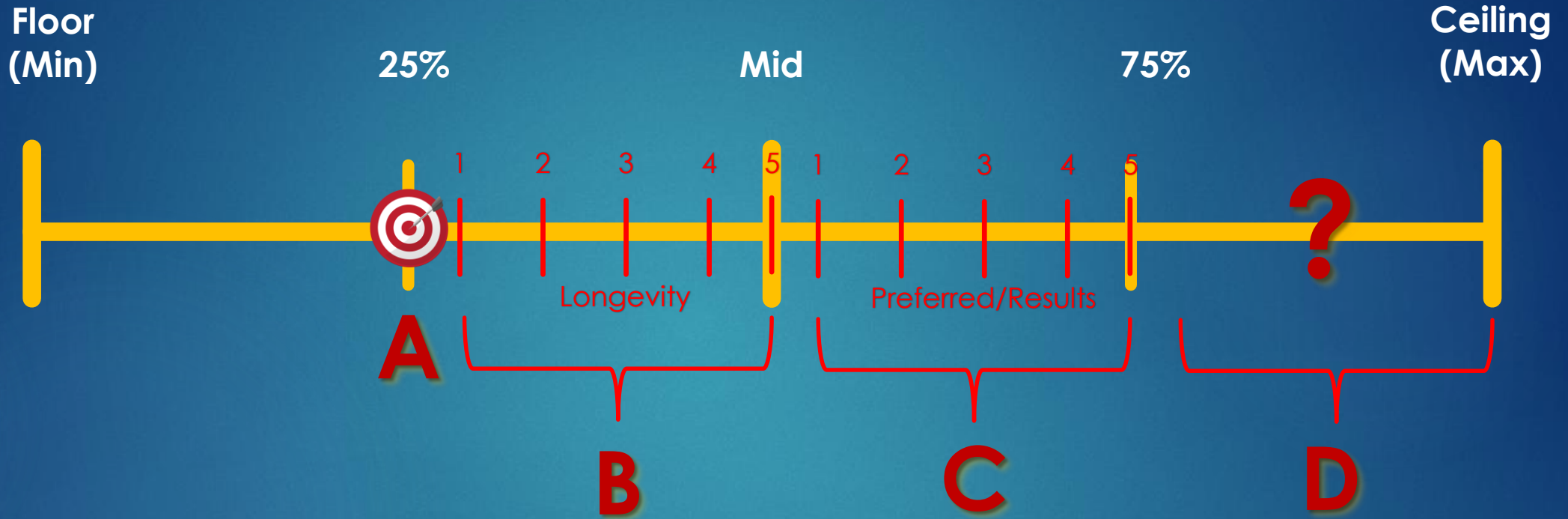
# Recap Thus Far

## Every Position:

- ▶ Goes through the JAT (PD, Education, Experience, Leadership, etc.)
- ▶ Is Classified into a Major Classification, Level, and Title
- ▶ Is Assigned an FLSA Exempt or Non-Exempt Status
- ▶ Falls into a Specific Salary Band



# Salary Bands



- A. Start All New Hires that meet the minimum qualifications at the 25% percentile.
- B. Advance employees (longevity) with five equal increments each year until the 50% midpoint of the band is reached.
- C. Advance employees based on the preferred qualifications of the position and/or proven results achievement/performance.
- D. After the 75<sup>th</sup> percentile of the band is reached the college's performance management system will be used to access future advancements based on "LCCC-ness" (yet to be defined).





# Longevity Increments

- ▶ Goal – All employees at Mid-Point (50<sup>th</sup> Percentile) by Five Years
  - ▶ Contingent on satisfactory performance appraisals (evaluations)
  - ▶ 1 year = 1 increment
- ▶ New Employees
  - ▶ Can earn longevity increments at time of placement based on relevant past experience.
    - ▶ 1-3 Years = 1 increment
    - ▶ 4-7 Years = 2 increments
    - ▶ 8-11 Years = 3 increments
    - ▶ 12-15 years = 4 increments
    - ▶ More than 15 = 5 increments





# Preferred/Results Increments

- ▶ Increments tied to Preferred Qualifications or Demonstrated Result
- ▶ Preferred Qualifications
  - ▶ Increments may be awarded to new employees at placement if they have preferred qualifications.
  - ▶ Existing employees may advance and earn increments when they achieve preferred qualification milestones (e.g., advanced degrees, specialized training, experience, etc.)
- ▶ Demonstrated Results
  - ▶ Increments may be awarded to new employees if they bring exceptional, demonstrated outcomes in achieving things LCCC requires of them.
  - ▶ Existing employees may earn increments based on exceptional, demonstrated results assessed through annual performance appraisal
- ▶ Five total increments; Award determined by Human Resources.



# LCCC-ness

- ▶ Conceptual at this Juncture
- ▶ Employees moving beyond 75<sup>th</sup> percentile will have demonstrated exceptional alignment with LCCC Mission, Vision and Values.
- ▶ Criteria and Process TBD.



# COLA's and State Pay Plans

- ▶ Cost of Living Adjustments
  - ▶ Based on inflationary indices (e.g. CPI), annual Cost of Living Adjustments (COLA's) may be built into annual budgets.
  - ▶ COLA's will adjust all salary bands proportionate to the % increase.
- ▶ State Pay Plans
  - ▶ If state implements a pay plan, revenues will be used in the following order for compensation:
    - ▶ COLA's (or across the board increases)
    - ▶ Longevity and Performance increments
    - ▶ Market Adjustments (as a result of position re-analysis)
    - ▶ LCCC-ness increments and performance bonuses



# Implementation – Behind the Scenes


- ▶ Finalization of the Evergreen Report and Recommendations
  - ▶ Cabinet is finalizing review of classification structure
  - ▶ Human Resources will provide final feed back to Evergreen
  - ▶ Evergreen will finalize the report, manual, and recommendations
- ▶ LCCC systems will need to be updated to prepare for implementations
  - ▶ Large scale position structure update in colleague
  - ▶ HR policy, forms, and procedure update and changes
  - ▶ Communication plan to LCCC community
  - ▶ Development of internal tracking mechanisms
  - ▶ Position Description updates (as needed)





# Conceptual Implementation Plan



## ▶ FY18 & FY19

- ▶ Communication Plan
- ▶ Technical Implementation (e.g., procedures, criteria, forms, Colleague, etc.)
- ▶ Move all employees below mid-point to minimum of pay band. 

## ▶ FY20 & FY21

- ▶ Develop aspects for “LCCC-ness” advancement.
- ▶ Move all employees below 25<sup>th</sup> percentile to that point of the pay band. 

## ▶ FY21 & FY22

- ▶ Incrementally move employees towards their appropriate longevity place on the pay bands (e.g. 5 year or more employees to 50<sup>th</sup> percentile). 
- ▶ Begin moving employees based on preferred qualifications or performance outcomes. 





# Final Considerations

- ▶ Emphasis for budget allocations on moving to full implementation of the model (playing catch up till we get to 25<sup>th</sup> Percentile)
- ▶ Every FY budget would incorporate larger compensation components.
- ▶ When and where should COLA's be implemented?
- ▶ How does this change/impact the current educational advancement elements?
- ▶ Employees above 50<sup>th</sup> percentile will not likely see salary/wage advancements UNLESS there is a COLA or a state-funded pay plan.
- ▶ Others?

