

Classification and Compensation Procedure	Policy Number	6.11P
	Effective Date	11/10/21

1.0 PURPOSE

In accordance with Laramie County Community College (LCCC) Board of Trustees Policy 6.11, the College’s approach to compensating employees should engender successful recruitment and retention of the very best individuals to do the work of the institution. Thus, LCCC is committed to establishing an environment where employees of the College are offered challenging work matched with rewarding compensation. Therefore, the purpose of this procedure is to ensure employee classification and compensation processes of the institution are aligned with Board’s intentions and to inform LCCC’s annual budget development process.

2.0 REVISION HISTORY

Adopted on: (This procedure replaces Policy and Procedure 4400, dated 01/03/1989)

Revised on: 5/18/21, 11/10/21

3.0 PERSONS AFFECTED

All employees, current and future, of LCCC are affected by this procedure: all full-time positions regardless of the source of funds, and interim appointments regardless of the source of funds.

4.0 DEFINITIONS

- A. *Applicable Education* – Applicable education is defined as education which directly relates to the required education defined in either the minimum or preferred qualifications of the position. This could be formal education or certifications necessary to perform the duties and responsibilities of the position. Supporting documentation must be provided to receive credit for applicable education.
- B. *Applicable Experience* – Applicable experience is defined as experience which directly relates to the duties and responsibilities of the position being filled. This could be experience, education, skills, or abilities necessary to perform the duties and responsibilities of the position. Supporting documentation must be provided to receive credit for applicable experience.
- C. *Classification Groups* – The organizing units of employees at LCCC; all employees are assigned to one of six (6) employment classifications: Administrator, Professional, Managerial, Classified, Faculty, and Faculty-Managerial. (See Diagram in paragraph 5.0, B below)
- D. *Classification Sub-Groups* – The levels within a classification group designed to capture the level of work performed by the classification or the discipline taught by faculty, as well as a means of differentiating positions for compensation assignment. (See Diagram in paragraph 5.0, B below)

- E. *Classification System* – The institutional process for categorizing employees within a classification and determining the appropriate type of employment relationship for each employment group.
- F. *Compensation System* – The institutional process which establishes how employees at LCCC are paid for the work they perform. The College’s compensation system consists of a benefits package and a pay plan with pay bands that are assigned to classifications.
- G. *Increment* – The unit of measurement the College utilizes to mark various points along the spectrum of a salary band. Increments are used to progress/increase employee compensation in relation to the applicable salary band. Examples of College-approved increments include increments awarded for longevity, obtainment of an approved preferred educational qualification, and/or superior performance results in the execution of job duties
- H. *Job Assessment Tool (JAT)* –A tool that LCCC uses to analyze the specific roles, responsibilities, work, qualifications, etc. of a position to aid in the process of determining the appropriate classification of the position. The information collected with the JAT helps determine how work is organized within the College and to ensure equity and continuity of compensation for similar work across the organization. The five compensable factors that are scored are Leadership, Working Conditions, Complexity, Decision Making, and Relationships.
- I. *Market* – A broadly-defined sector (i.e., region, industry, etc.) that is most representative of where LCCC must compete to recruit and/or retain employees with specific knowledge, skills, abilities, experience, and/or job title. The College must compete for talent within the applicable market by providing competitive benefits, compensation, and a rewarding work environment. LCCC leverages local, regional, and national datasets to evaluate current markets.
- J. *Position Description* – The institutional document that describes the core responsibilities; duties; essential functions; knowledge, skills, and abilities; and physical and mental demands of each position. Position description requirements are reflected in the functional job performance elements within LCCC’s Performance Management process (see LCCC Procedure 6.7P).
- K. *Salary Band* – The mechanism the College utilizes to define the range of appropriate wages for specific roles and responsibilities associated with a classification group and positions within. Salary bands are designed to represent market-based compensation for individuals who perform specific work and account for the diverse employee characteristics of experience, education, longevity, and performance. Typically, the salary band's minimum represents the entry point for an employee new to the field with limited experience and minimum qualifications. The salary band's maximum represents the highest earning potential for an employee with preferred qualifications, exceptional longevity, advanced performance, and documented/demonstrated expertise.

5.0 PROCEDURES

- A. *Classification Groups* – The classification system establishes how work is organized and how human capital is utilized to meet the needs and perform the core services of the College. In order to ensure internal equity or fairness throughout the organization, it is critical that the classification system accurately capture the work being performed by employees.

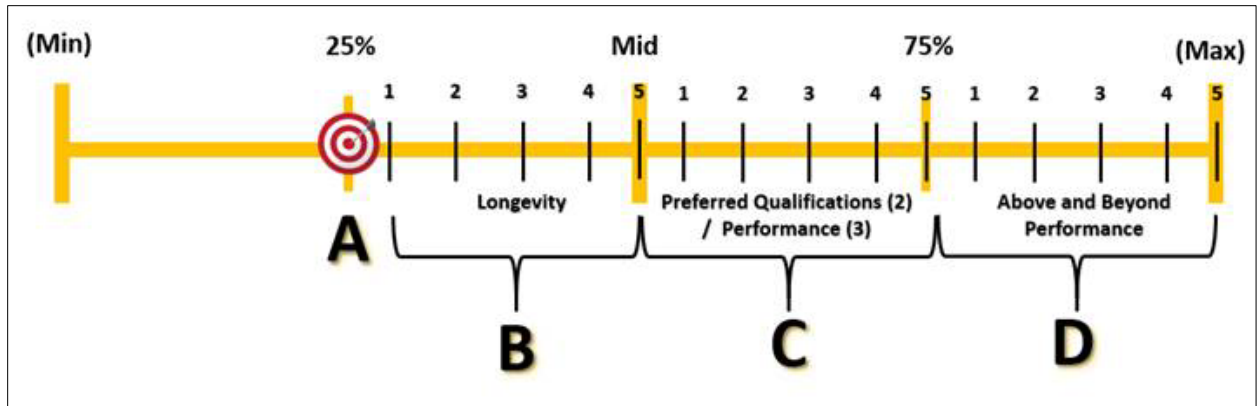
- 1) The LCCC classification system consists of four staff classifications (Administrator, Professional, Managerial, and Classified) and two faculty classifications (Faculty and Faculty-Managerial). Human Resources (HR) will assign a classification to each employment position at the College based on the type of work. Classifications are determined by completing a Job Assessment Tool (JAT), review of current organizational structure (department and campus wide structure), and/or review of market comparators.
 - a. Administrator - In the role of an Administrator (e.g. Dean, Comptroller, Vice President, etc.), an employee is responsible for the management of the institution, or a customarily recognized department or subdivision thereof. This role typically consists of management of a broad range of services for similar functions, management of large departments, or a supervisory position over large service areas. Administrator assignments require the performance of work directly related to management policies or general business operations of the overall institution, large department or major subdivision, which generally require educational preparation as defined by the minimum and preferred qualifications in the position description. The administrator category ultimately has the highest levels of responsibility and decision-making for LCCC. Positions in this category are exempt from the overtime requirements of the Fair Labor Standards Act (FLSA).
 - b. Managerial - The Managerial employee category includes positions whose primary responsibility consists of managing and/or overseeing a specific service area or program within the College (Director, Manager, Supervisor, Registrar, etc.). This role typically consists of management of a singular or set of similar functions, management of a department or program, or a supervisory position over a specific service area. Generally, positions assigned to the Managerial category exercise significant supervisory responsibilities of programs and/or personnel. Positions in this category are exempt from the overtime requirements of the FLSA. Representative classifications are typically directors, assistant and associate directors, functional area managers, non-front-line supervisors, and athletic coaches. Educational preparation is defined by the minimum and preferred qualifications in the position description.
 - c. Professional - The Professional employee category includes positions which carry the primary responsibility of coordinating and/or performing specialized academic support, student service, and organizational/institutional support functions. Positions in this category are exempt in status with regards to the overtime requirements of the FLSA. Representative classifications are typically data and research analysts, program and department managers, as well as subject matter specialists. Educational preparation is defined by the minimum and preferred qualifications in the position description .
 - d. Classified - Classified positions are non-exempt from the overtime requirements of the FLSA. Classified staff fulfill roles of area operational and programmatic support that fall within the following primary areas: technical or paraprofessional, service or maintenance, skilled crafts, and clerical or administrative support. Classified positions are generally non-supervisory, and do not provide performance management to other employees on a regular basis. Educational requirements are defined by the minimum and preferred qualifications in the position description.

- e. Faculty - Faculty positions have the primary responsibilities of teaching assigned courses, holding regular office hours, being available for students, mentoring, and collaborating on departmental objectives. In addition, all faculty work in alignment with the College’s mission, vision, and values to continuously improve as professional educators and experts in their field. Faculty further serve the College in collaborative and collegial relationships across the institution and with external stakeholders. Faculty positions can be either Instructional or Non-instructional. Educational preparation is defined by the minimum and preferred qualifications in the position description.
 - i. Instructional faculty positions receive a contract, typically with annual obligations associated with a specified number of duty days and/or workload hours as set forth in Academic Affairs Policy and Procedure 2.18 and 2.18P, Workload, Full-Time Faculty, and are usually classified as exempt from the overtime provisions of the FLSA.
 - ii. Non-instructional faculty positions receive a contract and are usually classified as exempt from provisions of the FLSA.
 - iii. Faculty-Managerial - In the role of faculty-managerial, an employee spends the majority of their time providing oversight, direction, and management to one of the College’s academic programs or departments (Program Director, Program Coordinator, etc.). The work performed of this category generally requires educational preparation of a Master’s degree or higher for successful role fulfillment. Employees within this category are classified as exempt from the overtime provisions of the FLSA. Faculty -Managerial positions receive a contract, typically with annual obligations associated with a specified number of duty days and/or workload hours as set forth in Academic Affairs Policy and Procedure 2.18 and 2.18P, Workload, Full-Time Faculty, and are usually classified as exempt from the overtime provisions of the FLSA.

B. Classification Group and Subgroups - All employees are assigned to one of six (6) employment classifications: Administrator, Professional, Managerial, Classified, Faculty, and Faculty-Managerial. Subgroups are the levels within a classification group designed to capture the work performed, responsibilities of the position, and market data.

Classification Groups	Classification Sub-groups
Classified	Classified 1-8
Professional	Professional 1-5
Managerial	Managerial 1-5
Administrator	Administrator 1-5
Faculty	Faculty 1-8
Faculty–Managerial	Faculty-Managerial 1-8

C. Employee Advancement on Salary Bands – Salary bands are designed with five compensation targets (minimum, 25%, 50%, 75%, maximum). When the budget allows, advancement of compensation is as follows:



- 1) Initial Placement - “Minimum Placement Target” (Refer to “A” in diagram above.)- LCCC places all new hires at least at the 25th percentile on the associated salary band at the start of their employment. New hires may be placed beyond the Minimum Placement Target up to the 50th percentile based on documented years of experience as indicated in the following table.

Full-time New Hire Placement	
Years of Experience	Increments to Midpoint
0 years	25th percentile of band
1-3 years	25th + 1 Increment of band
4-6 years	25th + 2 Increments of band
7-9 years	25th + 3 Increments of band
10-12 years	25th + 4 Increments of band
13+ years	50th percentile of band

- 2) Longevity Increments – (Refer to “B” in diagram above.)- Following initial placement, all employees move through longevity increments based on a 1:1 ratio of one increment for one year of service. There is a maximum of five increments available to be utilized for experience and/or longevity advancement to a maximum placement of the 50th percentile.

When the budget allows, increments for longevity will be awarded annually (July 1) for the first 5 years of employment. Employees starting after the beginning of the fiscal year, are required to complete at least one year of employment to be eligible for an incremental advancement. An employee with a current Performance Improvement Plan (PIP) may receive an increment when the PIP is successfully completed in accordance with the Performance Management Procedure, 6.7P. An increment may be withheld or postponed for disciplinary reasons in accordance with 6.10P, Employee Conduct and Discipline Procedure.

- 3) Preferred Qualifications and/or Job Performance - (Refer to “C” in diagram above.)- Employees may move on the associated salary band based on preferred qualifications, proven results, achievement, or performance within the responsibilities of their position description. There is a maximum of two (2) increments available for preferred qualifications and a maximum of three (3) for job performance. To be qualified for job performance

increments, employees must receive an evidenced-backed overall Outstanding performance management rating, be recommended by their supervisor and approved by the respective cabinet member. When the budget allows, increments for preferred qualifications and or job performance will be awarded annually (July 1). Employees starting after the beginning of the fiscal year, are required to complete at least one year of employment to be eligible for an incremental advancement. An employee with a current Performance Improvement Plan (PIP) may receive an increment when the PIP is successfully completed in accordance with the Performance Management Procedure, 6.7P. An increment may be withheld or postponed for disciplinary reasons in accordance with 6.10P, Employee Conduct and Discipline Procedure.

- 4) Institutional Performance - (Refer to “D” in diagram above.)- Advancement above the 75th percentile will be based on exceptional contributions and institutional impact. There are five (5) increments available in this category. To be eligible for these increments, employees must demonstrate a sustained, profound, impact on the institution through exceptional contributions. **NOTE: Criteria, processes, and implementation guidelines for these increments will be developed in the future.** When the budget allows, increments for institutional performance will be awarded annually (July 1). Employees starting after the beginning of the fiscal year, are required to complete at least one year of employment to be eligible for an incremental advancement. An employee with a current Performance Improvement Plan (PIP) may receive an increment when the PIP is successfully completed in accordance with the Performance Management Procedure, 6.7P. An increment may be withheld or postponed for disciplinary reasons in accordance with 6.10P, Employee Conduct and Discipline Procedure.
- 5) Concurrent Advancements – Employees may achieve more than (1) one increment within (1) one year (i.e. one longevity and one preferred qualification increment). Advancements do not have to be accomplished sequentially.
- 6) Examples of the scenarios above can be found in Appendix A.

D. Classification of New Positions

- 1) When the budget allows, President’s Cabinet accepts requests for new positions as part of the College’s annual HR prioritization process. The requesting supervisor will complete a New Position Request Form found in the budget section on SharePoint. The request is forwarded to HR for an estimated salary amount provided to the Budget Officer. Out of cycle requests will be considered for special or emergent circumstances as determined by the President.
- 2) The completed New Position Request Form will be handled through the normal budget development process. HR will develop a salary estimate, the positions will be scored by College Council for inclusion in the priority plan, and the scored and ranked positions will be considered for approval (based on budget) by President’s Cabinet.
- 3) If the position is approved by President’s Cabinet, the requesting supervisor will complete the JAT. HR will review and score the JAT, determine the appropriate classification, and forward the final budget estimate to the Budget Officer.

- 4) Once a position is scored and market data is collected, it is placed into an appropriate classification according to the duties, responsibilities, and FLSA status. Based on the supervisor's input, market data, and standardization across the college, an appropriate title will be assigned. The Classification Placement Form, sample found on HR virtual office, will be used in order to document the sub group selected for the classification and to document the justification for the selected salary band.
- E. Review of existing positions: A supervisor may request a review of an existing position. This request must come through their cabinet member. A review of a position should only occur when the position's duties as listed in their Position Description significantly change or differ from the work performed. For example, when the organization assigns new duties or external factors change. The review can be completed for an individual position or an entire job family. The data used to determine a change to a classification, pay, or title for a position(s) are collected by using the JAT, market data, department data, and any additional information provided by the supervisor. Position reviews will be considered annually from November 1-30 to be completed ahead of the budget cycle. The President may authorize an out-of-cycle review request based on an emergent need.
- 1) The supervisor initiates this request by completing the Position Review Request Form and forwarding to their cabinet member. The Cabinet member forwards to Human Resources for review and consideration. After the review is initiated, the employee(s) under consideration for a classification change will complete a JAT. The employee(s) completing the JAT must be very specific when completing the sections regarding the Job Description and Essential Tasks of the classification.
 - 2) After the employee(s) completes the JAT, the supervisor and/or the department head overseeing the position will review the employee's responses in the JAT for accuracy. Any misalignment with the employee's responses will be documented. Next, the JAT will be reviewed and scored by a member(s) of the HR team.
 - 3) Results of a position review may be a revised classification, change in title, change in pay grade, or FLSA determination. The market data collection will occur for all requests for pay grade adjustments. If the position is changed to a lower grade, an employee will not receive less salary than their current position. The revised classification and pay grade will take effect when the position is vacated.
 - 4) Position review does not guarantee a change in classification, title or salary.
- F. Placement of existing employees when they take different position at the College –
- 1) Promotion - When an employee is promoted to a new classification, they will be placed on the new salary band at the increment commensurate with their years of longevity at the College, experience, and minimum or preferred qualifications. The new placement will be evaluated for internal equity among other employees in the new pay band. The employee will be placed on the new scale at a level that is equal to or greater than their current salary. Under no circumstances will an employee receive less salary than their current position.
 - 2) Administrative Transfers – Administrative transfers are covered under Procedure 6.1.3P, *Employment – Existing or Non-Vacant Positions*, Paragraph 5.0, C.


G. General Administration –

- 1) Organizational Classification Updates or Changes – Approximately every five years, LCCC will conduct a compensation and classification study to assess the accuracy and relevancy of the existing system. Additionally, when employee(s), supervisor(s), department head(s), and/or the HR team suspect a change in the market range for one or more classifications, it may be necessary to collect market data to assess the validity of the suspected changes at the position or classification group levels. HR may initiate individual or group changes based on the market data collected as the result of small sample surveys approximately every three years.
- 2) Collecting market data – Market data is sought from a variety of resources depending on the position and the current circumstances, retention, and ability to recruit. Resources may include: local, regional, and national comparators; other 2-year institutions; private sector and governmental agencies; CUPA-HR; ONET, etc.
- 3) Cost of Living Adjustments – When a budget cycle allows, the President may evaluate the need for a Cost of Living Adjustment (COLA). If a COLA is approved, the entire salary band will be adjusted accordingly and employees will retain their placement on the band.

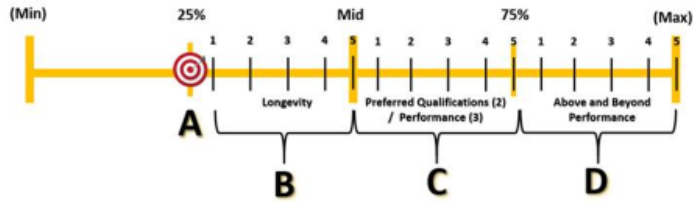
H. Education Increment Advancement –

- 1) Advancement for education will be determined by minimum and preferred qualifications identified in the Position Descriptions. This could include continuing education and/or certifications. Advancements will be one (1) increment for completion of one (1) requirement one (1) time. Educational Advancements must be directly related to an employee's current position, duties, and responsibilities. Attendance at conferences, seminars, and retreats will not count for educational advancement. Prior to enrolling in the educational activity, the employee must obtain supervisor and HR approval to receive credit upon completion.
 - 2) Upon completing the educational qualification, the employee is required to submit documentation to HR. This could include an official transcript, certificate of completion, or certificate of attendance. Educational advancements will be awarded twice a year, effective January 1 and July 1. Documentation of completion must be submitted to HR not later than January 5 and July 5 respectively. Note, educational advancements for Category-A Faculty will go into effect on September 5 and January 5. Documentation for Category-A Faculty must be received by September 5 and January 5.
 - 3) Those currently in the process of actively pursuing an approved educational advancement will have the opportunity to complete the advancement under the previous policy/procedure.
- I. FLSA Overtime Compensation (Classified Staff) – The College is under the Wage and Hour provisions of the Fair Labor Standards Act (FLSA). In accordance with this law, employees with "non-exempt" status as defined by FLSA are eligible for overtime compensation at a rate of time and one-half for all hours worked in excess of forty (40) in a workweek. The following criteria apply to payment for overtime:

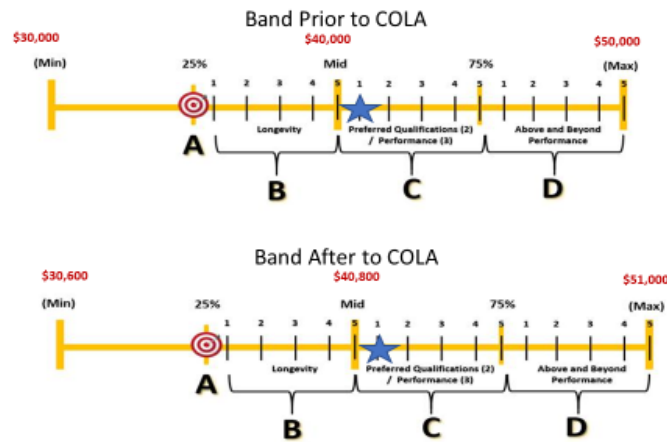
- 1) Employees eligible for overtime compensation are those assigned to the employment category of Classified (FLSA Nonexempt).
- 2) Hours worked is defined as all hours an employee actually works during the College defined workweek. For example, sick leave, vacation, personal leave, holiday and emergency closure time will not be counted towards the employee's forty (40) hour workweek, only actual hours worked.
- 3) All hours worked over forty (40) in a workweek must be at the discretion of and have PRIOR approval of the employee's supervisor. All hours and overtime must be recorded on the employee's timeclock software and approved by the employee's supervisor. A record of overtime will be maintained in the payroll office.
- 4) Overtime will be paid to the employee at a rate of one and one-half (1/2) times the employee's regular rate of pay, or the employee may be given compensatory time off (comp time) at a rate of one and one-half (1/2) hours off for each hour of overtime. The employee has the option to be paid for overtime or receive comp time, providing comp time does not exceed forty (40) hours as indicated below.
 - a. All supervisors of nonexempt employees are encouraged to schedule the employee's work within in a forty (40) hour workweek to avoid overtime payment and/or comp time.
 - b. Scheduling of overtime is allowed only when funds are available within the department's budget.
 - c. If comp time is used in lieu of overtime payment, the maximum accrual shall be forty (40) hours which is twenty-seven (27) hours of actual work calculated at time and one-half.
 - d. If an employee transfers to another department, the employee must be paid all overtime and comp time from the department where the time was earned.
- 5) The official college work week is 12:00 a.m. Sunday through 11:59 p.m. Saturday.
- 6) Upon termination of employment, employee will be paid for all uncompensated overtime from funds within the department's budget

REQUIRED APPROVALS	NAME/SIGNATURE	DATE
Originator(s) Name(s)	Executive Director of Human Resources, Tammy Maas	6/15/21
Approval by President's Cabinet		
Ratified by College Council	Melissa Gallant, College Council Co-Chair	11/10/21
Approval by President (Signature)		11/10/21

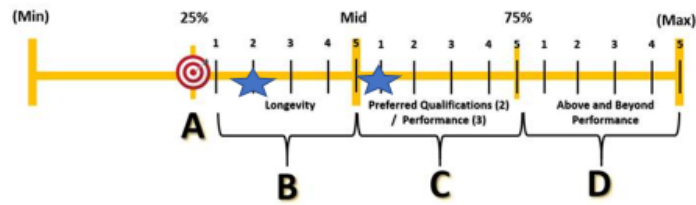
APPENDIX A



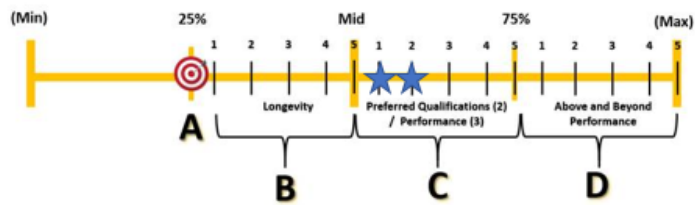
Example 1:
 Johnny is hired at the 25% and has the minimum qualifications. He works at LCCC for 5 years (50%) and then completed one of the preferred qualifications. He would be moved to the 50% plus one (1) increment.



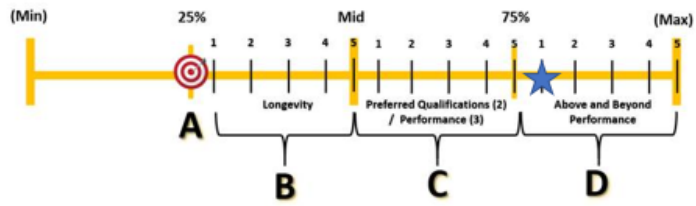
Example 2:
 Johnny is hired at the 25% and has the minimum qualifications. He works at LCCC for 5 years (50%) and then completed one of the preferred qualifications. He would be moved to the 50% plus one (1) increment. Following these movements, a 2% COLA is approved. Johnny's entire band is increased by 2% and he preserves his current placement on the band, resulting in a 2% increase in wages.



Example 3:
 Johnny is hired at the 25% and has the minimum qualifications. In his first year of employment he completes one (1) of the preferred qualifications. At the end of his first year, he would be moved to the 25% plus two (2) increments. When he reaches his 5 year anniversary, he will advance to the 50% plus one (1) increment.



Example 4:
 Johnny has worked at LCCC for over 5 years. He completes one (1) of the preferred qualifications and gets an "outstanding" on his performance evaluation for increasing enrollment 50%, having a course completion rate of 98%, and being named WACCT Faculty of the Year. Johnny would be moved to the 50% plus two (2) increments.



Example 5:
 Johnny has worked at LCCC for 20 years, has completed the preferred qualifications, and his salary is beyond the 75%. Based on established criteria, a rigorous approval process, and availability of funds, Johnny is approved to receive one (1) increment above the 75%.