

Employee Compensation Plan
Administrative Procedures Guide

Collin County Community College District

2008–2009

Staff and Administrative Compensation Procedures

A. Organization Pay Plan

Collin County Community College District (CCCCD) maintains a position classification structure with pay ranges for staff and administrative positions within the college. Positions are grouped into one of the following six job families:

- ***Academic Services (ACA)***
- ***Administrative Support (ADS)***
- ***Facilities Services (FAS)***
- ***Management Operations (MOS)***
- ***Program Support Services (PSS)***
- ***Technical Systems (TEK)***

Definitions:

- ***Job Family:*** One of the six groupings of jobs, including ACA, ADS, FAS, MOS, PSS, TEK.
- ***Job/Position:*** The terms “job” and “position” are used interchangeably to designate a role within the college that is documented by a written description of the duties/responsibilities and the required knowledge, skills and abilities.
- ***Classification:*** The placement of a job/position within a job family and salary range/pay range.
- ***Salary Range:*** A salary range is represented by the minimum to maximum pay range for a group of positions. Positions are grouped based on review and consideration of the following criteria: (1) job qualifications and required skills; (2) job duties and responsibilities defined by the college; and (3) market value for the job.

General Guidelines:

- Individual employee compensation is established within the minimum and maximum of the appropriate salary range. *(An exception is in the rare instance that an employee was earning more than the salary range maximum prior to the adoption of the pay plan.)*
- Employee salaries advance through the established pay range based upon the general pay increases (GPI) approved by the Board. While a general pay increase is typically granted each year by the Board of Trustees and is effective with the beginning of an academic year, an annual increase is not guaranteed.

B. Job Classification

(1) Purpose and Authority

The Human Resource (HR) Department collects job information, evaluates jobs for the appropriate classification, and recommends salary range assignments. The Vice President of Organizational Effectiveness and Human Resources makes the final decision regarding job classifications.

(2) Classification of New Positions

New positions must have a written job description and must be classified in the pay system prior to opening and posting a position. The HR Department will establish the salary range classification of new positions based on (1) job qualifications and required skills; (2) job duties and responsibilities defined by the college; and (3) market value for the job.

(3) Reclassification of Positions

A job reclassification occurs when the same position is moved to a higher or lower salary range within a job family. Jobs may be reclassified for a number of reasons; including a significant and sustained change in job duties and responsibilities, a need to improve internal pay equity with other jobs, or a significant change in the external job market.

(4) Procedures for Job Classification Review

Review of job classifications may be initiated by the position's immediate supervisor, the incumbent employee, or the HR Department. Reviews will be conducted as follows:

- (a) Scheduled job classification reviews will be conducted in accordance with the schedule and procedures designated by the HR Department. A schedule will be announced in October of each year for one or more job families (such as TEK, ACA, PSS, etc.).
- (b) To initiate a job classification review outside the schedule, a completed Request for Job Classification Review (RJCR) form must be submitted to the HR Department. The request form must be approved by the appropriate supervisor(s) and the appropriate Leadership Team member before the HR Department will initiate the review process.
- (c) The HR Department will review the RJCR form and obtain additional job information as needed by requesting a position description questionnaire

form (PDQ), interviewing the supervisor and/or employee(s), and/or analyzing external job market information.

- (d) The HR Department will prepare a written determination of the salary range assignment and update the information on PATH and in Banner HR.

(5) Pay Rate Review resulting from a Job Reclassification

Pay rate reviews resulting from a job reclassification are considered in accordance with the guidelines below.

- (a) If a position is reclassified as a result of an organizational review and the incumbent's salary is within the salary range of the new classification, no change will be applied to his/her compensation unless a determination is made that a structurally significant change in responsibilities has been added to the position.
- (b) If a position is reclassified downward due to a disciplinary issue, the incumbent's salary will be reduced consistent with a "Movement to a Lower Salary range" (*See Section G below.*)
- (c) If a job is reclassified and the incumbent's salary is above or below the salary range of the new classification, an appropriate adjustment will be made to place the compensation within the appropriate salary range, considering the qualifications of other individuals in comparable positions within the salary range.

C. Exemption Status

All positions are classified as exempt or nonexempt in accordance with the requirements of the federal Fair Labor Standards Act (FLSA). In order to be exempt, the employee's primary duties must fall under one of the exemptions, as defined by federal regulations, and the employee must be compensated on a salary basis. All employees who do not meet the legal requirements for exemption are classified as nonexempt. See HR Procedures and Guidelines for more information regarding the Fair Labor Standards Act and timesheet requirements.

D. General Pay Increases

(1) Eligibility for General Pay Increase (GPI)

An employee is eligible to be considered for a General Pay Increase if he/she is in an active status or on an approved leave of absence at the time of issuance of the first payroll reflecting the pay increase. In addition, employees must meet

performance standards and be employed in a benefits-eligible position for at least 90 calendar days prior to the effective date of the General Pay Increase.

Additionally, an employee's general pay increase is limited by the salary range maximum. For example, if an employee has already reached the salary range maximum, the employee will not receive a general pay increase. If applying the general pay increase would bring the employee's salary to an amount that exceeds the salary range maximum, the general pay increase will be limited to an amount that will bring his/her salary up to, but not exceeding the salary range maximum. The college may consider annually whether to approve a cost-of-living type pay supplement that does not add to base pay for employees at the salary range maximum.

(2) Pay Structure Increases

If the salary range of a salary range is increased, the salaries of employees in the first quartile will be reviewed to identify any equity adjustments that may be required.

(3) Pay Increase Budget

The President will recommend a budget amount for general pay increases as part of the annual budget process, based on available revenue, job market data, and organization compensation objectives. Employee pay increases will be based on the budget approved by the college's Board of Trustees.

E. Placement of External New Hires

The guidelines for placement in the pay structures are as follows:

- (a) A new employee's salary is the sum of the minimum of the salary range, plus an amount equal to one-tenth of the difference between the first quartile and the minimum of the salary range, times the number of years of job related experience (up to ten years within the last twelve years.)
- (b) In limited circumstances for hard-to-fill positions, placement recommendations may be adjusted from these experience formulas upon recommendation by the Vice President of Organizational Effectiveness and Human Resources.

F. Pay Inequities

If the salary placement of a new hire within the compensation plan results in the new hire having a higher salary than one or more incumbent(s) with the same job title, and

the same number or more years of job related experience (up to 10 years), then a pay equity analysis will be performed for all incumbents with the same job title. Equity adjustments will only be considered where there are two or more individuals that have the exact same job title and exact same essential job functions. Equity adjustments are not applicable for unique positions.

The equity analysis will be performed as follows:

- (1) Any incumbent that has been with the college for one year or less, will receive the greater of; 1) his or her current salary, or 2) the salary that a new employee hired into that position with the same number of years of experience would receive.
- (2) Any incumbent that has been with the college for more than one year, but less than ten years, will receive the greater of; 1) his or her current salary, or 2) the salary that a new employee hired into that position with the same number of years of experience would receive, plus 1% of that amount.
- (3) Any incumbent that has been with the college for more than 10 years will receive the greater of; 1) his or her current salary, or 2) the salary that a new employee hired into that position with the same number of years of experience would receive, plus 2% of that amount.
- (4) If an inequity still exists after the completion of steps 1 through 3 above, the College reserves the right to make additional adjustments as necessary to correct the pay inequity.

Any equity adjustments will be effective for all affected incumbents on the first day of employment of the new hire that caused the pay inequity.

G. Promotion Increases

(1) Promotion Defined

A promotion occurs when an employee is assigned to a different job in a higher salary range. For promotions occurring at the beginning of an academic year, the salary increase is applied prior to the application of any general pay increase that may be granted for the academic year. The effective date of a promotion is established by the supervisor of the new position, consistent with payroll procedures and guidelines.

NOTE: All promotions are contingent upon approval by the Board of Trustees.

Employees must be in a position for six months or longer in order to be considered for a promotion opportunity. In rare instances, the college may consider an exception to this six-month period, as recommended by the appropriate Leadership Team member.

(2) Promotion Increase

Promotion increases are the greater of the salary that a new employee hired into that position with the same number of years of experience would receive or an increase equal to 5% of the new salary range midpoint added to their current salary.

(3) Promotion Limits

Promotions will not result in a salary that is below the minimum or above the maximum of the promotion salary range.

(4) Temporary/Acting Assignments

Temporary pay may be given to an employee who is assigned different duties on an interim (or acting) basis or because of the need for additional assignments associated with a special time-limited project, in the same or different position in the same or a higher salary range.

Temporary pay is a management-initiated practice paid at the discretion of the college. The effective dates for beginning and ending temporary pay are also at the college's discretion. The appropriate Leadership Team member may recommend temporary salary adjustments, with approval by the Vice President of Organizational Effectiveness & Human Resources.

Temporary pay is discontinued when the employee no longer performs the additional assignment(s). The amount of temporary pay shall not be the basis for computing promotion pay, or for calculating leave balance payments if the employee ends full-time employment with the college. A general pay increase received during a temporary assignment shall be based on the temporary salary through the end of the temporary assignment. Upon conclusion of the temporary assignment, the general pay increase will be recalculated based on the employee's regular assignment salary

H. Movement to a Lower Salary range

Movement to a lower salary range results in a pay reduction to a salary that is the same relative position within the lower pay range, measured as a ratio of the employee's salary to the range midpoint. For example, if the employee's base pay was 110 percent of the midpoint in the higher pay range, that person's pay

would be reduced to an equivalent 110 percent of the midpoint in the lower pay range. The pay adjustment will begin with the effective date of the new assignment.

I. Lateral Job Change

Movement to a job in the same pay range is considered a lateral job change. The employee's salary remains the same.

J. Adjusting Pay-Range Structures

The HR Department will review the compensation plan every two years; adjustments may be recommended as needed to maintain pay range alignment with external job markets.

K. Reinstatement after Break-in-Service

An employee who is rehired following a break-in-service that is less than 90 days shall be reinstated at the same salary previously paid if hired for the same or equivalent position. If rehired for a different position or rehired following a break-in-service greater than 90 days, the employee's salary is calculated according to procedures for new hires.

L. Stipends and Incentives

Critical Skill Stipends may be developed and applied when market conditions for a position or classification are changing so rapidly that the compensation structure cannot adequately address the recruiting/retention needs. Any such critical skill stipends must be recommended by the appropriate Leadership Team member, the Vice President of Organizational Effectiveness and Human Resources and approved by the President.

M. Adjustments for Work Year Length

The salary ranges are established based on a 12-month annualized salary. Salary calculations are adjusted based on the number of days scheduled within a work year associated with an assignment. For example, the pay for a 9-month or 10-month assignment would be pro-rated based on the number of days in the reduced assignment compared to the number of days established for a 12-month assignment.