

GAVILAN JOINT COMMUNITY COLLEGE DISTRICT

CLASSIFICATION & COMPENSATION REPORT

2017

HUMAN RESOURCES
DEPARTMENT
MARCH 2017

CLASSIFICATION STUDY

BACKGROUND

On October 14, 2014, the Gavilan Joint Community College District (District) entered into an agreement with Human Resource Compensation and Management (HRC&M) to conduct a comprehensive classification and compensation study of classified and management positions. The scope of work included a review of each position and interviews with employees in Phase One and a comprehensive total compensation study in Phase Two.

HRC&M completed the position review and interviews in March 2015 and issued a draft report on the classification study on January 2016. Due to unforeseen circumstances, the classification and compensation study was not completed as stipulated in the contract. As a result, the District terminated the contract with HRC&M on June 28, 2016. In August 2016, the Human Resources Department was assigned to complete the classification and compensation study.

Classified and management employees submitted proposed changes and/or comments after a review with their supervisors. The Human Resources Department reviewed and analyzed each position to determine whether or not there were changes to the essential functions of each job. There were approximately 125 classified employee positions in 44 job classifications and approximately 29 management/confidential positions in 25 job classifications analyzed in total.

In December 2016, the preliminary results of the classification and compensation study were shared with the Superintendent/President. Then, the District began meeting with CSEA leadership to discuss the preliminary results. CSEA leadership provided their feedback and made recommendations which were considered as part of the process.

In January 2017, the President's Cabinet held a retreat to discuss the classification and compensation results in detail and assess the overall organization structure of the District. The preliminary data was informally shared with the Board of Trustees in January and February 2017.

Purpose: To Align the Job Position Functions and the Compensation Levels with the Organizational Structure to Maximize Efficiency and Effectiveness of the District

OBJECTIVES

1. Accurately describe all positions according to their duties, responsibilities, essential functions, and job requirements to ensure equity of the system
2. Prepare new job descriptions to accurately reflect the duties, responsibilities, essential functions, and job requirements, if necessary
3. Conduct an objective analysis based on the position and structure of the organization
4. Consider employee and management feedback as part of the job analysis
5. Ensure compliance with applicable federal, state, and local regulations
6. Provide a fair compensation analysis based on credible salary data sources
7. Collaborate and partner with the CSEA Executive Board throughout the study

METHODOLOGY

Each position was reviewed and analyzed by the following guiding questions:

1. Was there a change to the level of knowledge, skills, and abilities of the position?
2. Was there a change to the essential functions of the position?
3. Was there an organization structure change that affected the position?
4. Was there an operational change or supervisory directive that affected the position?
If yes, what is the evidence to support the change? What caused the change?

Causes of change include but are not limited to the following:

- New mandates, laws, regulations, policies, directives
- Change in existing laws, regulations, policies, directives
- Reduction or elimination of positions or job classifications
- Reduction or elimination of programs
- Changes in business operations or processes

One or more of the above changes does not automatically result in a position reclassification. The percentage of time to perform the duties, the requirements of the job, and the essential functions are considered.

Factors that are **not** considered in the classification study:

- Individual employees qualifications or how well a worker performs the job
- The number of hours a worker is assigned to work in an assignment.
- How long the incumbent has held the position or worked for the District.
- The quantity or volume of work performed by an individual or group (level of work, not volume, is an important consideration.
- How much the employee is compensated.

Based on the analysis of each, the following options were considered:

Keep the current job description: The current job description language appropriately reflects the duties performed.
Reclassify the position: A position may be reallocated to a different classification which more appropriately reflects the duties performed (i.e. a position currently classified as Departmental Assistant could be reclassified to a Senior Departmental Assistant based on the duties performed)
Change the job title: It may be determined that the position is appropriately classified but the title is changed to better reflect the duties or purpose of the position or to reflect the current industry standard (i.e. Webmaster to Web Developer although the duties are essentially the same)
Revise the job description: It may be determined that the position is appropriately classified but the class specification needs to be updated to better reflect the duties being performed. This most often occurs with classifications that have had a long life within the organization and slight changes have been made over time (i.e. typewriting skills can be changed to computer skills)

Example of the Review Process:

POSITION	CHANGE	REASON	REFERENCE
Accountant	No Change	N/A	N/A
Departmental Assistant	Program Services Specialist	Reorganization of MESA/TRIO Programs	Board Agenda December 10, 2013
Senior Program Specialist	Curriculum Specialist	Specialized Position	Local District Comparison: Hartnell CCD and San Jose-Evergreen CCD

The Human Resources Department analyzed each position and presented the preliminary results to the Superintendent/President. The following classified positions were analyzed:

- Academic Scheduling Coordinator
- Accountant
- Accounting Assistant
- Accounting Technician
- Adaptive Services Specialist
- Admissions/Student Records Technician
- Athletic Trainer
- Campus Parking Monitor
- Campus Security Officer
- Campus Services Receptionist
- Career/Transfer Specialist

CDC Assistant Teacher
CDC Teacher
Chemistry/Biological Science Lab Coordinator
Computer Center Specialist
Computer Hardware/Software Technician
Computer Programmer Analyst
Custodian
Departmental Assistant
Division Assistant
Facilities Maintenance Worker I
Facilities Maintenance Worker II
Facilities Use Scheduler
Financial Aid Technician I
Financial Aid Technician II
Food Service Worker
Groundskeeper
Groundskeeper Specialist
Instructional Program Specialist
Job Developer
Lead Custodian
Library Systems Technician
Library Technician
Mailroom Clerk
Maintenance Leadperson
Mobility Aide
Multimedia Technician
Office Assistant
Payroll Officer
Program Services Specialist
Purchasing Agent
Reprographics Operator
Senior Accountant
Senior CDC Teacher
Senior Computer Hardware/Software Tech
Senior Departmental Assistant
Senior Instructional Program Specialist
Senior Library Technician
Senior Program Services Specialist
Student Assessment Specialist
Student Financial Services Technician
Theater Technical Coordinator
Vocational Instructional Specialist
Warehouse Inventory Control Tech

Webmaster

The following management and confidential positions were analyzed:

Assistant Director, Information Services
Associate Dean, Community Development and Grants Management
Associate Dean, Disability Resource Center
Associate Dean, EOP&S/CalWORKs
Coordinator, CalWORKs
Coordinator, MESA/Trio
Dean, Kinesiology and Athletics
Dean, Liberal Arts and Sciences
Dean, Career Technical Services
Director, Admissions and Records
Director, Business Services
Director, Child Development Center
Director, Community and Contract Education
Director, Facilities Services
Director, Financial Aid
Director, Information Systems
Director, Institutional Research
Director, Instructional Site
Director, Public Information
Executive Assistant to the Superintendent/President
Executive Assistant to the Vice President
Human Resources Technician
Vice President, Administrative Services
Vice President, Instructional Services
Vice President, Student Services

ANALYSIS & FINDINGS

Classified Positions

Most positions either remained the same which means the current job duties appropriately reflect the job duties performed or required minor changes in language resulting in revised job descriptions. A few positions required changes in job titles and position reclassification (Appendix A).

The current information technology position titles do not match the industry standard based on a review of job titles within California community colleges and feedback from subject matter experts. In addition, the compensation levels of information technology positions are below market value evidenced by the review of salary data and the turnover of information technology staff in recent years. The withdrawal of job acceptances for more competitive salary offers has made it difficult to recruit and hire information technology positions. The information technology industry changes have a substantial impact on the college. In the past, technology was a tool to provide services and now it is fully integrated in the service delivery model. Technology is an integral part of educational delivery evidenced by the reliance on technology for the college to operate and the budget associated with these technological tools.

The implementation of an in-house payroll system and the addition of the security and support services functions to the Business Office have created a need for the reorganization of job duties. Combining various job duties of existing job classifications and adding a layer of supervision to ensure critical business operations are maintained is necessary for customer service to the district. In addition, creating upward mobility within the department will address the retention of institutional knowledge.

Changes in laws and regulations for students have created more specialized knowledge and skills for the Admissions & Records and Financial Aid functions. Deferred Action for Childhood Arrivals (DACA) and Development, Relief, and Education for Alien Minors (DREAM) are examples of laws impacting the essential duties and business processes for these departments. In addition, creating upward mobility within the departments will address the retention of institutional knowledge.

The Disability Resource Center developed a Veterans Resource Center and hired a counselor to support this student population. Although it is in the development stage, the need to restructure and reassign work is necessary to allow for growth for this service. An appropriate level staff support is required to address these changes.

The combination of the Trio and MESA programs occurred approximately 3 years ago which resulted in a reclassification of an administrator from a classified manager to an educational administrator. The classified support staff duties and responsibilities were expanded based on the merger of the two programs; however, the position level remained the same. The classified position should have been upgraded to be aligned with the administrator position.

The newly created Academic Scheduling Coordinator Position is critical to the overall scheduling of classes and the accuracy of the compensation and load of adjunct faculty employees. This position should have the authority to ensure there is alignment with the courses and the classroom space and facilities required for instruction.

The unique functions of public information/marketing and curriculum have been placed in general job classifications Program Services Specialist and Senior Programs Services Specialist respectively which are used across the district for a program support capacity.

These positions have specialized functions and do not fit with the Program Services Specialist series.

The Child Development Center closure resulted in a reassignment of existing staff to other departments on campus. There no longer is a need to keep the Child Development Center teacher classification series and the food services provider.

Several years ago the Campus Services Receptionist and Campus Parking Monitor Positions were eliminated. There is no longer a need to maintain these job classifications.

There is one Instructional Program Specialist position in the Allied Health/Nursing program that has experienced an expansion of duties due to the growth of the program. In addition, the position requires knowledge of compliance requirements from the Board of Registered Nursing, the statewide governing body for program certification. The position and essential function has changed due to these factors.

Management Positions

Most of the management positions remained the same which means there were no changes to the essential functions of the job. In most cases, the current job duties appropriately reflect the job duties that are being performed. However, there were several job descriptions that required updating in language due to title changes or included outdated information. Minor revisions to the job descriptions are required for accuracy of information. A few position titles were changed prior to the completion of this study and are officially reflected here: Vice President, Instructional Services to Vice President, Academic Affairs and Director, Management Information Systems to Director, Information Technology (Appendix B)

A few job descriptions required revisions because the existing job descriptions were outdated. The job descriptions for Director, Instructional Site and Dean, Kinesiology & Athletics contained the former title and essential functions of the previous positions Site Instructional Site Coordinator and Athletic Director respectively. The Vice President, Administrative Services contains outdated information and requires minor revisions. The Vice President, Administrative Services job description includes oversight of human resources including harassment investigations. A few years ago the human resources function was reorganized to include a direct reporting structure to the Superintendent - President.

The Child Development Center closure resulted in a reassignment of existing staff to other departments on campus. As a result, the Child Development Director position and the entire classified staff positions were eliminated. Most employees were reassigned to different positions. The Dean, Career Technical Education (CTE) position job description should be updated to reflect the elimination of the Child Development Center.

One job description required revisions due to a reorganization of management operations in Community Education. The Director of Community Education position will have expanded duties as part of the Strong Workforce Program, an initiative aimed at increasing the number

of skilled workers produced by community colleges. A major function of this position is to create career pathways that can lead to jobs or to technical degree programs at four-year universities.

RECOMMENDATIONS

Recommendation #1: Change Titles and/or Create New Positions in the Following Areas:

ADMINISTRATIVE SERVICES – INFORMATION TECHNOLOGY

Senior Programmer Analyst: Create a new position to an industry standard title used in the information technology field that serves as a technical and functional lead.

Programmer Analyst: Remove the word "Computer" from the title as Programmer Analyst is an industry standard title used in the information technology field.

Senior Systems Administrator: Change the title from Senior Computer Hardware/Software Technician to an industry standard title used in the information technology field.

Systems Support Specialist: Change the title from Computer Hardware/Software Technician to an industry standard title used in the information technology field.

Web Developer: Change the title from Webmaster to an industry standard title used in the information technology field.

ADMINISTRATIVE SERVICES – BUSINESS OFFICE

Supervisor, Payroll: Reclassify the position from Payroll Officer to manage the in-house payroll process, functionality of the HR/Payroll system, and business operations.

Supervisor, Budget and Accounting: Reclassify the position from Senior Accountant to manage the district budget and accounts.

Cashier: Change the title from Student Financial Services Technician to a standard title that clearly describes the general role.

Campus Support Services Technician: Reclassify Mailroom Clerk to a new full time position combining the roles of the existing Mailroom Clerk and add Campus

Services Receptionist duties to serve the customer service and correspondence/mail needs of the district.

STUDENT SERVICES – ADMISSIONS AND RECORDS

Senior Admissions and Records Specialist: Create a classification series for career progression and operational accountability.

Admissions and Records Specialist: Create a classification series for career progression and operational accountability.

Admissions and Records Technician: Create a classification series for career progression and operational accountability.

Admissions and Records Technical Analyst: Create a new position that provides information technology services for the office.

STUDENT SERVICES – FINANCIAL AID

Senior Financial Aid Specialist: Create a classification series for career progression and operational accountability.

Financial Aid Specialist: Create a classification series for career progression and operational accountability.

Financial Aid Technician: Creating Create a classification series for career progression and operational accountability.

Financial Aid Technical Analyst: Changing the title of the position that provides information technology services for the office to specify the role.

STUDENT SERVICES – DISABILITY RESOURCE CENTER

Program Services Specialist: Reclassify the Office Assistant to a position that is aligned with the existing job duties and responsibilities.

STUDENT SERVICES – MESA/TRIO

Program Services Specialist: Reclassify the Departmental Assistant to a position appropriate to the existing job duties and responsibilities.

ACADEMIC AFFAIRS

Academic Scheduling Coordinator: Add oversight of course scheduling in classrooms and other facility space used for courses to the existing job duties.

Curriculum Specialist: Change the title of the Senior Program Specialist to better distinguish the unique role.

Senior Instructional Program Specialist (Allied Health): Reclassify one Instructional Program Specialist to Senior Instructional Program Specialist based on the expansion of duties including but not limited to budgetary monitoring, tracking, and reporting.

OFFICE OF THE PRESIDENT – PUBLIC INFORMATION

Public Information and Marketing Specialist: Change the title of Program Services Specialist to better distinguish the specialized role and increase the position to full time.

Recommendation #2: Delete the following position titles that no longer exist:

Campus Parking Monitor
Campus Service Receptionist
Senior Child Development Center Teacher
Child Development Center Teacher
Child Development Center Assistant Teacher
Food Service Worker
Director, Child Development Center
Director, Security Services

Recommendation #3: Revise the job descriptions for the following management positions:

Dean, Career Technical Education
Dean, Kinesiology & Athletics
Director, Information Technology
Director, Instructional Site
Vice-President, Administrative Services
Vice-President, Academic Affairs

Recommendation #4: Create job description for new position Director, Community Education & Career Pathways

SUMMARY

The Classification Study revealed that most positions did not change over time. There were minor revisions to job descriptions due to changes in operation, reporting structures, and previous reorganization. The most significant changes occurred in Information Technology, Financial Aid, and Admissions & Records based on the function they serve to support the success of students.

COMPENSATION STUDY

BACKGROUND

The Classification & Compensation Study included a review of each position and a comprehensive review of compensation. The Human Resources Department analyzed the salaries of other Community College Districts using two primary data sources. The Classified Employee Compensation Survey Results report was used for classified positions and the Association of California Community College Administrators (ACCCA) Salary Comparison 2015 report was used for management positions. The most recent version of each report was used.

OBJECTIVE: The objective of the compensation study is to promote fairness within the District and in the job market when recommending salary allocation. We take into account fair compensation for employees, competitive compensation to attract applicants, budget, organizational projections, bargaining unit agreements, cost of living, and funding resources.

Classified Employee Compensation Survey Results 2016

The Classified Employee Compensation Survey includes salary comparisons and percent ranks (Appendix C). The percent rank shows how a district is ranked compared to other reporting districts in the State. A 100% rank indicates a district has a salary that is higher than all the other districts. The median or 50% rank indicates a salary that is above or below an equal number of districts. A 0% rank indicates a salary that is lower than all the other districts.

There were several limitations with this report as the primary data source. This report did not include all classified positions, the classified positions and titles may vary from district to district, and some positions do not exist in other community college districts.

For informational purposes, the Human Resources Department compiled salary data from local community college districts: Cabrillo, Hartnell, WestValley-Mission, and San Jose-Evergreen (Appendix D). The data was reviewed during the analysis but was not the basis for recommendations. The data was compiled using data from the district websites; therefore the salary data is questionable as there is no way to indicate if the website contained the most recent salary information. For this reason, the data was used for informational purposes only.

ACCCA Salary Comparison 2015

The ACCCA Salary Comparison report includes salary comparisons of administrator by position. The following is a description of the salary report from ACCCA:

Each year, ACCCA surveys Chief Executive Officers and Chief Human Resources Officers at every community college district in the state. The survey provides an accurate snapshot of compensation data for administrative positions common to California community colleges. Data includes information on salaries, benefits, allowances and stipends, longevity pay, and span of control for positions ranging from CEO to Deans. Reports are separated out by single college districts and multi-college districts. Districts were asked to match their position descriptions to position descriptions that ranged from CEO to general staff and line managers, as well as a common confidential position. This should provide sufficient information for cross-comparisons with districts of comparable size.

<http://www.accca.org/i4a/pages/index.cfm?pageid=3501>

The limitations of using this study as the primary data source were the study did not include all management positions, positions and titles vary from district to district, and some positions do not exist in other community college districts. In addition, this data was based on 2015 salary information.

ANALYSIS

Classified Positions

The compensation study found that classified employee salaries vary significantly in pay range with some positions paid at the 40th percentile while other positions are paid at the 90th percentile according to the results of the 2016 CSEA Salary Study. Based on this variation and to remain competitive for recruitments, the 75th percentile was a comparable benchmark for classified positions. Other factors such as cost of living, increases to minimum wage, affordability of housing, fairness, and recruitment/retention of talented employees were considered.

The classifications that are below market value are the clerical/office and custodial workers. These positions are on the entry level salary tracks which include positions such as Custodian, Office Assistant, and Mailroom Clerk. In order to provide a sustainable living wage, the salary levels should be placed at a competitive track.

The information technology industry changes have a substantial impact on college operations. Technology is an integral part of educational delivery evidenced by the impact of technology to instruction, student support services, and the budget associated with these technological tools. Competitive salaries based on market rates should be considered for these positions.

Other salary adjustments should be considered in areas adjusted due to the findings and analysis of the classification study. This includes the reclassification or creation of classified positions listed under “Recommendations” on pages 9-11 of this report.

Management Positions

The compensation study found that management employee salaries vary significantly in pay range compared to other districts statewide. The previous direction from the board is to place salaries at the 35th ranking or 50th percentile at minimum. There are 8 positions that are below the 35th statewide ranking by 7% to 48% (Appendix E). In order to meet the benchmark of the 35th ranking, the salaries for these positions should be placed at a competitive track.

The Director, Instructional Site positions oversee the college off sites: Morgan Hill and Hollister. (The new Coyote Valley site management is under discussion). This is a unique position that is classified differently in other colleges; therefore, the salary data does not exist from a comparative perspective. The position ranges in varying titles from Dean, Director, classified staff position or faculty position and do not exist in other districts. A separate review of the salary for this position should be conducted to ensure the compensation is for this position is at market value.

Confidential Positions

Confidential positions are a part of the management organizational structure based on the nature of their work. Based on their compensation levels, they are more aligned with classified positions than management positions. In addition, some of these positions are included in the 2016 CSEA Salary Survey report. The CSEA salary report shows the Executive Assistant to the Superintendent/President position at 66% and the HR Technician position at 73%. Therefore, the appropriate benchmark for confidential positions should be at the 75th percentile rather than the 50th percentile.

RECOMMENDATION

Recommendation #1: Place classified positions at the 75th percentile of California Community College Districts based on the 2016 CSEA Salary Survey Data.

- Remove Classified Salary Tracks 6 to 9 and place these positions on Track 10

Custodian

Facilities Use Scheduler

Facilities Maintenance Worker I

Mailroom Clerk

Mobility Aide

Office Assistant

Reprographics Operator

- Move positions in Classified Track 10 to Track 12 that are below the 75th percentile

Reclassify Departmental Assistant to Senior Departmental Assistant
Lead Custodian

- Move positions in Track 10 to Track 12 that are below below the 75th percentile

Groundskeeper
Financial Aid Technician

- Move positions in Track 14 to Track 15 that are below below the 75th percentile

Division Assistant

- Move positions in Track 11 to Track 13 to be competitive in the job market and retain existing talent

Admissions & Records Technician

Recommendation #2: Place Information Technology positions at 10% above their current salaries to be competitive in the job market and retain existing talent.

Recommendation #3: Place confidential positions at the 75th percentile of California Community College Districts based on the 2016 CSEA Salary Survey Data.

Recommendation #4: Place management positions at the 35th statewide rank or 50th percentile of other California Community College Districts.

Recommendation #5: Conduct a special review of the salaries for the Director, Instructional Site positions and make salary adjustments, if applicable based on the data.

Recommendation #6: Develop new salary schedules for Classified, Management, Confidentials. (CSEA salary schedules are subject to contract negotiation).

Recommendation #7: Explore a systematic review process to ensure classified/management/confidential employee salaries remain competitive and at the minimum base salary levels as directed by the Board of Trustees and Superintendent/President.

NEXT STEPS

Employees will have an opportunity to discuss and provide feedback on the results of the study. An open forum will be held on Friday April 7 (11am to 12noon) to allow employees to ask questions. The Superintendent/President will provide directives regarding the results of the classification and compensation study. The District and CSEA will commence negotiations until agreement is reached. Once both parties come to agreement, the CSEA membership will vote to ratify the agreement. Ultimately, the agreement will return to the board of trustees for ratification. The recommendations will be discussed with the management staff and the final recommendations will be executed at a subsequent board meeting.

Due to the sensitive nature of this study and the limitations of the data used for analysis, findings, and recommendations, employees may request an additional review from the Human Resources Department. Employees should submit evidence of changes in their position or supplemental salary data from a credible source to the CSEA President or Vice President by *April 28, 2017*. In addition, classified employees may exercise their rights under Article 17 Position Classification of the CSEA Contract Agreement. Management employees may submit a written request to the Human Resources Department.

PROJECTED TIMELINE (TENTATIVE)	DATE
Issuance of Classification & Compensation Study Report to District Employees	March 2017
Discussion with Classified & Management Employees Regarding the Changes (Meetings & Open Forums) <i>Open Forum</i>	April 2017 <i>April 7 (SS210)</i>
Submit New Information/Evidence to CSEA Representative Managers Submit New Information/Evidence to Supervisors	April 28, 2017
Negotiation of Job Description and Compensation Changes for Classified Positions Ongoing Discussions with Management Employees	May – June 2017
Board of Trustees Action on Recommended Changes to Classified & Management Job Descriptions and Compensation	July 2017

See Appendix F for Draft Classified/Management/Confidential Job Descriptions