



2015 Job Description Review and Compensation Study

Collin College
Human Resources
August, 2015


Objectives

1. Provide an Overview of the Project
 2. Discuss Key Deliverables
 3. Review Project Steps
 4. Discuss Findings
 5. Propose Implementation
 6. Additional Recommendations
 7. Answer Questions
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Overview

- The College District would like to complete a comprehensive review of the staff compensation plan every 6 to 7 years. The last review was conducted by TASB in 2008.
 - An RFP was submitted in September of 2014. The general scope of work included:
 - Reviewing and updating the staff job classification and compensation system
 - Reviewing and updating all job descriptions for full-time and part-time exempt and non-exempt positions.
 - Four (4) responses were received. The HR Team reviewed the submissions and recommended Segal Waters Consulting, a national consulting firm with over 70 years of human resources consulting experience. Segal Waters Consulting was approved by the Board of Trustees at the December 2014 Board Meeting.
 - Internal Project Team
 - Norma Allen, AVP Human Resources
 - Kari Kimbrough, Assistant Director of Compensation and HR Systems
 - Kala Smith, Assistant Director Employment and Benefits
 - Katherine Stock, part-time HR Generalist
 - Segal held one-one-one meetings with each of the Leadership Team Members prior to kicking off the project.
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Key Deliverables

1. Review and update all staff job descriptions
 2. Develop job titling conventions/guidelines
 3. Conduct Fair Labor Standards Act (FLSA) compliance audit
 4. Establish an objective and quantifiable factors to evaluate placement of jobs
 5. Conduct an external market study of 125 benchmark positions
 6. Review private market data for benchmark positions (where applicable)
 7. Develop a pay structure aligned with competitive market position
 8. Conduct an equity analysis
 9. Recommend implementation plan
 10. Review and update compensation procedures guide
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Project Steps

1. Job Analysis
 2. Job Evaluation
 3. Internal Hierarchy of Jobs
 4. Market Study
 5. Salary Structure
 6. Equity Analysis
 7. Compensation Procedures
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Job Analysis

- Segal Waters held group meetings for all staff employees to explain how to complete the Job Descriptions Questionnaire (JDQ). This tool is used to collect detailed information about each position.
 - Focus groups and one-on-one meetings were held where applicable.
 - All staff employees were provided the opportunity to complete a JDQ.
 - Supervisors reviewed the individual JDQs and provided their feedback.
 - Segal is in the process of reviewing all of the JDQs to provide us with updated and consistent job descriptions for each of our staff positions.
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Job Titling

- Segal has proposed recommended changes to some job titles, based upon placement within the compensation structure, to provide a consistent job titling convention.
- Additionally, the HR Team is working to clean up the format of job titles for consistency and clarification.

Examples:

Mgr Math Lab – Manager Math Lab

Degree Plan Coordinator – Coordinator Degree Plans

Bookstore Supervisor – Supervisor Bookstore

Computer Lab Supv – Supervisor Computer Lab


FLSA Review

- Segal completed an FLSA review for all exempt and non-exempt staff positions.
- Segal recommended approximately 7 titles change from exempt to non-exempt.
- New overtime rules coming soon
 - Anticipated higher salary threshold to qualify as exempt (may be as high as \$50,000).

Job Evaluation

- We worked with Segal to create a Job Evaluation Tool (JET), which includes compensable factors to objectively evaluate all jobs. The JET includes 8 factors for *exempt* positions and 7 factors for *non-exempt* positions.
 - Formal Education
 - Experience
 - Management and Supervision
 - Human Collaboration
 - Freedom to Act
 - Technical Skills
 - Fiscal Responsibility (Exempt only)
 - Working Conditions
- Segal held group meetings with all directors and administrators to explain how to complete the JET.
- Administrators completed JETs for each unique job title for all of their direct and indirect reports.
- Segal and the HR Team reviewed all JETs and made adjustments, as appropriate.

Hierarchy of Jobs


- Using the final JET data, an initial hierarchy of jobs was created for both exempt and non-exempt positions.
 - Additionally, the positions were grouped into general salary grades (note: no salary values were assigned to the salary grades at this time).
 - The draft hierarchies were reviewed with each of the Leadership Team members.
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Market Study

- Segal prepared a market survey for us to send to peer institutions.
 - The market survey included 125 benchmark job titles
- 13 of 27 identified peer colleges participated in the study and provided us salary data.
 - All of the 13 peer colleges that responded are from our 2014 IPEDS Peer Group
 - 5 of the 13 peer colleges are in Texas
- Segal worked with us to match CUPA–HR data for all applicable benchmark positions.
- Segal provided private market data for applicable benchmark positions (from Mercer, Towers Watson, and ERI).
- All survey data was localized to our market.
- Collin is currently lagging the market in both exempt and non-exempt positions.
 - Collin is currently paying at approximately 92% of market for exempt positions
 - Collin is currently paying at approximately 90% of market for non-exempt positions

Market Study Peers

Alamo Community College District
Austin Community College District
Central New Mexico Community College
Dallas County Community College District
El Paso Community College District
Front Range Community College
Hillsborough Community College
Lone Star College System
Oakland Community College – Michigan
Pima Community College
Portland Community College
San Jacinto Community College District
Tarrant County College




Salary Structure

- Segal used a regression analysis to plot the survey market data midpoints for the benchmark positions.
- Approximately 12% midpoint progression and 50% ranges were created to assign minimum and maximums to each of the exempt salary grades.
- Approximately 6% midpoint progression and 50% ranges were created to assign minimum and maximums to each of the non-exempt salary grades.
- All positions, based on the results of the Job Evaluation Tool (JET) scores were placed in the appropriate grade.
 - Adjustments were made up or down, where necessitated by market data or other factors
- The exempt salary structure will contain 15 salary grades, with the top 5 grades designated for Leadership Team positions and the next 5 grades designated for administrator positions.
- The nonexempt salary structure will also contain 14 full-time salary grades and an additional 12 part-time grades.

Compensation Procedures

Segal worked with the HR Team to propose updates to our compensation procedures. Some of the major recommended changes to our procedures are as follows:


1. Placement of full-time New Hires – up to 110% of minimum
 2. Promotions – placed at the higher of new hire salary or current salary plus 5% of midpoint of the new job
 3. Placement of part-time New Hires – placed at the hourly equivalent of the minimum of the positions salary grade
 4. Future salary grade increases – at least 1.5% to 2% less than any GPI to avoid compression and/or inversion
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Implementation


Full-time Employees:

1. Employees below the new salary grade minimum will be brought up to minimum
2. Apply compression adjustment, where applicable
3. Apply additional equity adjustment, where applicable

Part-time Employees:

1. Bring all employees up to the minimum hourly rate
 2. Apply compression adjustment equal to 1% of the minimum salary range for each year of experience in the position at Collin College
 3. Apply equity adjustment, where applicable
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General Pay Increases (GPI)

- President Matkin has recommended a 4% general pay increase, pending Board approval
 - If approved, the GPI will be applied after appropriate placement of employees into their new salary ranges
 - New employees hired 6/1/15 or later are not eligible for the GPI
 - Employees who received an overall “Does Not Meet Expectations” on their annual performance evaluation are not eligible for the GPI
 - The GPI will be limited to the range maximum for employees who are at or near the range max of their new salary grade.
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Effective Dates

- **Full-time Staff**

- Compensation changes and GPI will be effective 9/1/15 and will appear on the September paychecks.
- Full-time salary letters will be sent the week of 9/1

- **Part-time Staff**

- Compensation changes and GPI will be effective 9/13/15 (the 1st day of the October time sheet) and will appear on October paychecks.

??? QUESTIONS ???