

# ADMINISTRATIVE PROCEDURE

## Southwestern Oregon Community College

### AP 7130 Employee Compensation

Human Resources is responsible for maintaining the College's employee compensation and classification system and all related records in accordance with applicable laws, regulations, and collective bargaining agreements.

#### Prohibit of Incentive Compensation

Senior managers and executive level employees who are only involved in the development of policy and do not engage in individual student contact or the other covered activities will not generally be subject to the incentive compensation ban.

#### PAY EQUITY STATEMENT

Southwestern Oregon Community College strives to ensure all employees are paid fairly and responsibly based on a variety of factors relating to their position, job performance, and experience. Southwestern Oregon Community College will review the following factors when making pay decisions: seniority, merit, quantity, or quality of work, workplace location, necessary travel, education, training, experience, or any combination of those factors. Any employee who believes they are not being compensated fairly in light of the above factors is highly encouraged to discuss the matter with their manager or supervisor to obtain additional clarification.

#### OREGON PAY EQUITY ACT

Southwestern Oregon Community College, starting with January 1, 2019, and every three years thereafter in accordance with the Oregon Pay Equity Act, will conduct a comprehensive evaluation of all positions using five comparable characteristics; Education, Experience, Mental Effort, Responsibility (including supervision), and Working conditions or any combination of those factors.

Once positions have been grouped into substantially similar comparable groups, the employees in each group will be analyzed to look for any pay inequity. Any inequity discovered, that cannot be quantified with any of the exceptions provided by the Act, will be corrected.

#### COMPARABLE MARKET

Southwestern Oregon Community College shall consider its comparable market to be similar Oregon community colleges in terms of service, geographic area, size (including FTE and Headcount), and budget.

#### COMPENSATION STRUCTURES

Southwestern Oregon Community College maintains the following compensation structures:

##### FULL-TIME FACULTY POSITIONS

Compensation structure, salary schedule, and salary placement for full-time faculty is applied in accordance to provisions of the current collective bargaining agreement. Progression through the salary schedule will be accomplished in accordance with the Faculty Collective Bargaining Agreement.

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ADJUNCT FACULTY POSITIONS

Compensation structure, salary schedule, and salary placement for adjunct faculty employed on a term-by-term basis is applied in accordance with Administrative Procedure (AP 7074 Initial Step Placement on the Adjunct Faculty Salary Schedule) and approved by the Vice President of Instruction.

*Cost of Living Adjustment (COLA) to the salary schedule*

The adjunct salary schedule may be adjusted by an annual cost of living adjustment (COLA) determined by college resources and subject to board budget approval. Only the College President may authorize a general across the board increase (cost of living adjustment). COLA adjustments typically occur in September each year; however, there is no guarantee of an annual COLA adjustment.

CASUAL/TEMPORARY/STUDENT POSTIONS

1. For temporary classified positions, placement will be based on the salary schedule in effect for classified positions and applied as outlined in the current collective bargaining agreement.
2. For instructional support tutors, models, or aids placement will be based on the current State of Oregon minimum wage. Placement may be above minimum wage based on as individual’s education, experience, and skills associated with the position.
3. Student employment placement will be based on the current State of Oregon minimum wage in effect at the time.

CLASSIFIED POSITIONS

Compensation structure, salary schedule, and salary placement is applied in accordance to the provisions of the current collective bargaining agreement.

New hire salary placement will be done in accordance with the Collective Bargaining Agreement and the New Hire Placement Matrix. Recommendation for the salary placement shall be submitted to the Chief Human Resources Officer or designee for review and concurrence to assure compliance and consistent application of procedures, guidelines, collective bargaining agreements, and any applicable laws.

Step 1	Step 2		Step 3	Step 4	Step 5
Minimum Qualification (MQ)	MQ + additional education beneficial to Southwestern Oregon Community College	MQ + 2 more years direct experience	MQ + 3 more years direct experience	MQ + 4 more years direct experience	MQ + 5 more years direct experience

New employees shall typically be hired at the minimum rate of the appropriate salary level. Where new employees possess qualifications warranting a higher rate in the range, the starting point may be located between the minimum and Step 5. The New Hire Placement Matrix is used for creating a consistent new hire placement method for maintaining Pay Equity. Considerations to the effect on the organizations pay equity will be taken into consideration upon each hire.

All placement recommendations above Step 5 of the range are subject to administrative approval. The following needs to be considered when making a recommendation to the Chief Human Resources Officer to hire above a Step 5 of the salary range,

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1. The hiring manager has demonstrated that the candidate has additional and directly applicable education or experience above the minimum requirements where the value to the organization can be quantified.
2. The candidate has special and/or desirable skills, talents, knowledge, or abilities that will be of significant benefit to the organization.
3. Market conditions that support a higher starting salary (demonstrated inability to recruit)
4. Impact of the proposed starting salary on current staff within the department.
5. Adherence to the collective bargaining agreement.

MANAGERS, ADMINISTRATORS, SUPERVISORS, SPECIALIST, AND CONFIDENTIAL (MASSC)

Compensation structure, salary schedule, and salary placement is applied in accordance with this Administrative Procedure.

Salary Schedule (See appendix)

The MASSC salary schedule is comprised of ranges and steps. Grades spread the differences between minimum and maximum pay and differences between grades are established using compensation industry best practice. The wage structure will consist of (16) sixteen steps that include:

*Range Minimum* – At least the minimum of the appropriate pay range shall be paid to all qualified employees.

*Median (Mid-Point)* – The Median or Mid-Point of the pay range generally identifies what the market pays for a fully experienced proficient employee (typically at 7 years of employment).

*Maximum* – The maximum of the range represents the “maximum” that could be paid for a position.

Each position shall be placed in a pay grade that establishes the value of the position in relation to other positions at the college and related to the comparable market using the position character factors of Education, Experience, Mental Effort, Responsibility (including supervision) and Working Conditions or any combination of those factors.

Progression through a position’s grade will be based on longevity. As of May 1<sup>st</sup> of each year, those employed will advance one step annually on July 1<sup>st</sup> until the incumbent reaches the top step on the salary schedule. Step advancement is subject to the College President’s recommendation and the College’s ability to pay based on the resources made available through the Board’s budgeting approval process.

Salary Schedule Adjustments

An adjustment to the salary range does not guarantee an adjustment to individual placements nor does the amount of the adjustment to the salary range translate to an equivalent individual adjustment. All adjustments are subject to review and approval by the College President and subject to the college’s economic constraints, or “ability to pay.”

Cost of Living Adjustment (COLA)

The salary schedule may be adjusted by an annual cost of living adjustment (COLA) determined by college resources and subject to board budget approval. Only the College President may authorize a general across the board increase (cost of living adjustment). COLA adjustments typically occur in July each year; however, there is no guarantee of an annual COLA adjustment.

*Comparable Market Salary Surveys*

Human Resources is responsible for conducting comparable market analysis. Periodically, but at least every five years, HR will review comparable market data which includes similar community colleges and when necessary, custom survey data conducted by Human Resources staff or a qualified consultant. Data is typically extracted based on organizations that are similar to Southwestern in terms of service, geographic area, size, and budget. Where there is no comparable market data available for positions, salary ranges will be approximated by comparison to positions with similar job character factors based on the most recent job analysis questionnaire to ensure internal alignment. Based on the review of appropriate comparable market data, Human Resources will recommend adjustments to the salary schedule for the President’s approval. Employees’ salaries and/or positions assigned pay levels may be adjusted as a result of a study if funding is available.

Placement at Time of Hire

Salary placement will be applied in accordance with the New Hire Placement Matrix for MASSC positions. Recommendation for salary placement shall be submitted to the Chief Human Resources Officer or designee for review and concurrence to assure compliance and consistent application of procedures, guidelines, and any applicable laws.

Step 1	Step 2		Step 3	Step 4	Step 5
Minimum Qualification (MQ)	MQ + additional education beneficial to Southwestern Oregon Community College	MQ + 2 more years direct experience	MQ + 3 more years direct experience	MQ + 4 more years direct experience	MQ + 5 more years direct experience

New employees shall typically be hired at the minimum rate of the appropriate range. Where new employees possess qualifications warranting a higher rate in the range, the starting point may be located between the minimum and Step 5. The New Hire Placement Matrix is used for creating a consistent new hire placement method for maintaining Pay Equity. Considerations to the effect on the organizations pay equity will be taken into consideration upon each hire.

All placement recommendations above Step 5 of the range are subject to budgetary constraints. In exceptional circumstances when experience, training or proven capability warrant, or when employment market conditions require, a new employee may be placed above Step 5 of the range with written justification provided to the Chief Human Resources Officer.

The following needs to be considered when making a recommendation to the Chief Human Resources Officer to hire above the minimum of the salary range:

1. The hiring manager has demonstrated that the candidate has additional and directly applicable education or experience above the minimum requirements where the value to the organization can be quantified.
2. The candidate has special and/or desirable skills, talents, knowledge, or abilities that will be of significant benefit to the organization.
3. Market conditions that support a higher starting salary (demonstrated inability to recruit)
4. Impact of the proposed starting salary on current staff within the department.

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#### Transfer to a Position in the Same Pay Grade

Employees who transfer to a different MASSC position in the same pay grade shall maintain their current pay. Transfers from MASSC positions to classified or faculty positions will comply with the provisions of the appropriate bargaining unit agreements including the provisions for salary placement.

#### Transfer to a Position in a Higher or Lower Pay Grade

Employees who transfer to a different MASSC position in a higher or lower pay grade will be placed based on the initial placement procedures. Transfers from MASSC positions to classified or faculty positions will comply with the provisions of the appropriate bargaining unit agreements including the provisions for salary placement.

#### Temporary Assumption of Additional Responsibilities in Own Pay Grade or a Lower Pay Grade

Employees who are assigned to perform additional responsibilities in same or lower pay grade will not receive a change in pay.

#### Temporary Assumption of Additional Responsibilities in Higher Pay Grades

Employees will receive the pay associated with the pay grade for the position duties are assumed from and their own step when temporarily performing responsibilities in higher pay grades. Exceptions, based on mitigating circumstances, must be approved by the President. The position's immediate manager will work with Human Resources to initiate a request for pay for the assumption of additional responsibilities in a higher pay grade. The manager must work with the Budget and Finance department to identify funding availability prior to work being performed. Duration of temporary assumption of additional duties in a higher pay grade must be greater than 30 calendar days. The college may end the assignment at any time.

#### Special Assignments or Project Work Outside of Regular Assigned Duties

Compensation for special assignments and projects will be paid by stipend when:

- The employee performs special assignment or project work that is not part of their usual position responsibilities;
- The employee continues to perform their regular duties;
- The project is performed outside of the employee's regular assignment;
- The work is of a limited duration (30 calendar days or less).

Employee's whose position does the type of work or similar work in terms of scope, responsibility and complexity are not eligible for special pay. Example: Filling a similar vacant position in addition to performing their regular duties.

The manager is responsible to work with Human Resources to initiate a request for special assignment or project work pay prior to the beginning of the assignment.

### **CLASSIFICATION, RECLASSIFICATION OF CLASSIFIED AND MASSC POSITIONS**

The following guidance is applicable to the classification and reclassification of positions.

#### **Classification of a New Classified Position:**

1. Manager works with Human Resources to create a job description (JD).
2. Human Resources formats and approves JD
3. Manager fills out classification questionnaire. Once received new position is scheduled for classification committee to review. The classification committee is comprised of two classified representatives, two human resources representative, and a supervisor from another area on campus.

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4. The classification committee meets including the supervisor of the position and reviews the classification questionnaire and the JD to answer questions using Classification Factors:
5. Education, Training and Experience
6. Working Conditions and Physical/Visual effort
7. Supervision and Complexity
8. Contacts and Accountability
9. Classification Committee reviews and determines level and step based on criteria using the Classification Level and Points sheet. Human Resources records the actions of the committee and follows up with the manager to begin the recruitment process.
10. Human Resources maintains the files related to classification and reclassification. All job descriptions will be saved to the HR recruitment platform.
11. Manager submits requisition for approval and posting, recruitment begins.
12. Manager may request a review within 60 days of classification after new employee is hired.

**Reclassification of an Existing Classified Position:**

The employee or supervisor may initiate request. Substantial differences in new responsibilities must be the result of (1) significant change in a program or service, (2) reorganization, or (3) change in technology. Please see FAQ on when to ask for reclassification for further clarification.

1. The employee or supervisor will revise the job description and submit to Human Resources for formatting and review. Human Resources will return the job description within 10 working days of receipt. This process may repeat if necessary.
2. The employee or supervisor fills out the classification questionnaire. The employee shall sign the questionnaire prior to submitting to their manager. The supervisor should have the employee review and sign the questionnaire prior to submitting to HR.
3. The Manager will review and acknowledge the questionnaire and submit to Human Resources with 10 working days of receipt along with the request form.
4. The position will be scheduled for Classification Committee review within 20 working days of receipt. The classification committee is comprised of two classified representatives, two human resources representative, and a supervisor from another area on campus.
5. Classification Committee shall meet, including the manager, to review the classification questionnaire and the job description using Classification Factors:
  - a. Education, Training and Experience
  - b. Working Conditions and Physical/Visual effort
  - c. Supervision and Complexity
  - d. Contacts and Accountability
6. Classification Committee reviews and determines level and step based on factors using the Classification Level and Points sheet. Human Resources records the actions of the committee.
7. Pay changes if applicable are done in accordance with the current classified collective bargaining agreement. Effective date of any pay change is the 1st of the month following the committee meeting, unless the request was received timely and the committee failed to meet within 20 working days of receipt. In that case, the effective date is the 1st of the month following the date of timely receipt from the employee or supervisor.
8. Human Resources will complete any required paperwork to process pay changes and communicate with the classified staff member in conjunction with the supervisor
9. Human Resources maintains the files related to classification and reclassification. All job descriptions will be saved to the HR recruitment platform.

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**Classification of a New MASSC Position:**

Human Resources reviews classification and reclassification recommendations based on comparable market data and internal alignment, as appropriate. All classification and reclassification requests are approved by the appropriate vice president of the position and the College President.

1. Manager and Chief Human Resources Officer (CHRO) coordinate the drafting of the job description.
2. Manager completes a Job Analysis Questionnaire (JAQ) based on the new job description using five comparable characteristics of Education, Experience, Mental Effort, Responsibility (including supervision), and Working Conditions.
3. The CHRO reviews the JAQ and places the position on the salary schedule utilizing the respective Pay Equity Comparable Character Evaluation system and comparable market data. Where there is no comparable market data available for positions, the salary range will be approximated by comparison to positions with similar job character factors based on the most recent job analysis questionnaire to ensure internal alignment.
4. Human Resources maintains the files related to classification and reclassification. All job descriptions will be saved to the HR recruitment platform.

**Reclassification of Existing MASSC Positions:**

Reclassification of a position occurs if job responsibilities are substantially changed. Substantial differences in new responsibilities must be the result of (1) significant change in a program or service, (2) reorganization, or (3) change in technology. Please see FAQ on when to ask for reclassification for further clarification.

Human Resources reviews classification and reclassification recommendations based on comparable market data and internal alignment, as appropriate. All classification and reclassification requests are approved by the by the appropriate vice president of the position and the College President.

1. Employee and/or manager draft an updated job description and a Job Analysis Questionnaire (JAQ) based on the actual current duties being performed.
2. The CHRO reviews the updated job description and JAQ job character profile.
3. If there is no change to the position’s job character profile the request for classification will not proceed further.
4. If the position’s job character profile changes; the CHRO will utilize the respective Pay Equity Comparable Character Evaluation system and most recent comparable market data to determine salary grade placement and shall do one of the following. Where there is no comparable market data available for positions, salary grade placement will be completed by a comparison to positions with similar job character factors based on the most recent job analysis questionnaire to ensure internal alignment.

- a. Change to higher pay grade

When an employees’ job is reclassified to a higher pay grade, the employee’s placement will be based on the initial placement procedures. Human Resources will calculate the years of directly relevant experience that the individual exceeds the position’s minimum qualifications. Employees will be placed based on directly relevant experience exceeding minimum qualifications or the closest step to their current salary in the new salary grade without loss of pay, whichever is greater, but not to exceed the maximum of the pay grade. Pay changes will take place the month following reclassification.

b. Change to lower pay grade

When an employee's job is reclassified to a lower pay grade, the employee's placement will be based on the initial placement procedures. Human Resources will calculate the years of directly relevant experience that the individual exceeds the position's minimum qualifications. Employees will be placed based on directly relevant experience exceeding minimum qualifications or the closest step to their current salary in the new salary grade. If the current salary is higher than the maximum of the salary grade, the employee's salary will be placed at the top of the grade. Pay changes will take place the month following reclassification.

Adopted by Board of Education: February 28, 1994 (Policy #6.6.001)

Changed to Administrative Procedure: January 22, 1996

Revised: May 7, 2014 (Formerly Admin. Procedure 6.6.001)

Revised: July 7, 2021

Revised: August 9, 2023 (Formerly AP 7070)

See Also:

Faculty Federation Collective Bargaining Agreements Classified

Collective Bargaining Agreement

AP 7074 Initial Step Placement on Adjunct Faculty Salary Schedule

BP 7070 Compensation and Benefits