



Committee on Human Resources and Administration

BOARD OF REGENTS FOR HIGHER EDUCATION AGENDA - REGULAR MEETING Boardroom 123, 39 Woodland Street, Hartford, CT

1:00 p.m., Thursday, September 3, 2015

A meeting of the Human Resources and Administration Committee of the Board of Regents for Higher Education will be held at **1:00 p.m. on Thursday, September 3, 2015, in Room 123 at 39 Woodland Street, Hartford, CT.**

The agenda for the meeting is below.

1. Call to Order
2. Approval of Meeting Minutes of June 17, 2015
3. Discussion and Review of Committee Charter

ACTION ITEM:

4. CSCU Consolidated Classification and Compensation System

UPDATES:

5. New Business
6. Adjournment

Committee members

Naomi K. Cohen, Chair
Yvette Melendez
Richard J. Balducci
Elease Wright
David Jimenez

**Board of Regents for Higher Education
Connecticut State Colleges & Universities
Human Resources and Administration Committee Charter**

Introduction

There is established a committee to be called the Human Resources and Administration Committee of the Board of Regents for Higher Education (BOR). This charter broadly defines the Committee's roles with respect to Human Resources and Administration.

Membership

The Human Resources and Administration Committee shall be appointed by the Chair of the BOR. It shall be composed of not less than three members of the BOR. One BOR member shall serve as chair of the Committee. At least one Committee member shall have expertise in Human Resources and Administration.

General Purpose and Scope

The Human Resources and Administration Committee shall be a standing committee of the BOR. The Committee shall consider, review and/or develop policies and make recommendations governing employees of the Connecticut State Colleges & Universities and the BOR system office.

Committee Responsibilities

The Committee's jurisdiction shall include, but not be limited to, policies concerning the following topics:

1. Classification and compensation.
2. Duties and personnel distribution to achieve system mission/goals.
3. Equal opportunity and affirmative action.
4. Ethics.
5. Employee personnel files.
6. Employee benefits.
7. Collective bargaining goals and objectives.
8. Processes for recruitment, appointment, evaluation, compensation, duties and termination, if appropriate, of the President of the BOR.
9. Appointment and reappointment of campus presidents.
10. Recruitment, appointment, and compensation of interim/acting presidents and of senior staff employees.
11. Appointments that are exceptions to board policy.
12. Nepotism in employment.
13. Workplace safety.
14. Sexual harassment reporting, investigation and administrative actions.

15. Pre-employment background verification.
16. Litigation.
17. Use of computers and equipment.
18. Reimbursement/expenses.
19. Student workers, graduate assistants and interns, university assistants, co-op employees, and honorary titles.

Adoption of policies that may be recommended by the Committee shall require action of the BOR. A policy manual that incorporates approved policies shall be maintained and may be amended as necessary to reflect on-going BOR actions. The office of the President of the BOR shall disseminate the manual and amendments to all management and confidential professional employees in a manner the President deems appropriate.

Meetings

The Human Resources and Administration Committee shall meet as often as deemed necessary by the Chair, but not less than three times a year.

Annual Review of Activities and Committee Charter

Each year the Human Resources and Administration Committee shall assess its activities with respect to the activities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter shall require approval by the BOR.

Staff to the Human Resources and Administration Committee

Vice President for Human Resources

ITEM

Adoption and Implementation of the Connecticut State Colleges and Universities System's Consolidated Classification and Compensation System for Management and Confidential Professional Personnel

BACKGROUND

The Board of Regents determined that the 17 institutions and system office that comprise the Connecticut State University System required a classification and compensation structure within a framework that is consistent, predictable and market driven. Sibson Consulting, a member of The Segal Company (Eastern States), Inc. was selected as a result of a competitive bidding process and entered into an agreement with the Board of Regents for Higher Education in October 2013 to conduct a Consolidated Classification and Compensation Structural Study ("the Study") encompassing three legacy governing boards with three distinct compensation and classification systems. In total, those systems had 43 distinct salary grades covering approximately 300 non-represented employees.

The Connecticut State University System Office had a compensation system comprised of 23 salary grades for management and confidential professional personnel that covered classifications ranging from a trainee position up to and including the CSU Senior Vice Chancellor for Academic and Student Affairs.

The four CSU Presidents and the CSU System Chancellor positions were not included in the salary system. There was a single salary set for CSU Presidents and the CSU System President salary was negotiated and set via contract.

The Connecticut Community College System had a compensation system comprised of 12 salary grades for management and confidential professional personnel that covered classifications from Educational Services Aide up to and including the College Presidents. The CCC System Chancellor position was not included in the salary system as the salary was negotiated and set via contract.

Charter Oak State College had a compensation system comprised of 8 salary grades for management and confidential professional personnel that covered classifications from Professional Technical Associate up to and including the Executive Director.

The deliverables of the Sibson Study included the creation of a uniform compensation system using a point factor instrument (PFI) that contains common classifications, pay lines and salary grades in a single salary structure; a uniform classification specification template, migration plan guidelines by which all employees will be moved to the new system; and a template for the development of administrative procedures that will regulate the upkeep of the system and training for Human Resources staff on all aspects of the new system to ensure consistency in application across the system.

As a first step in the process of creating a consolidated and consistent compensation system, in March 2015 the Board of Regents approved the Connecticut State Colleges and Universities Presidential Compensation Guidelines that contain a presidential compensation schedule consisting of salary levels associated with the presidential classification appropriate to institution size and market data. The guidelines also provide direction on how salaries should be set within a level. Individuals will progress through the levels based on growth in their knowledge and experience, as well as performance.

ANALYSIS

The Sibson consulting team worked with the System Office's Human Resources staff to develop an understanding of the history and the context of the existing salary structures and current administrative and compensation practices. The study started with a lengthy information gathering process, followed by a thorough job evaluation of each position that led to an external market pricing assessment for most positions. All management and confidential professional personnel were contacted by Sibson and invited to explain their current job responsibilities. Job evaluations were conducted using Sibson's Market Pay instrument (PFI) that assigns points to each position based on the job's role, supervisory responsibilities, education and experience requirements, complexity and problem solving requirements, level of independence and decision making, scope and measurable effect of the job and the performance horizon (length of time in position that is necessary to measure effectiveness of incumbent's job performance).

Sibson identified comparison markets for the System Office, small community colleges, large community colleges, small state universities and large state universities, by looking at similar institutions in terms of Carnegie Classification, budget size, student enrollments, and faculty and staff counts. Sibson included in the comparison markets those institutions previously identified by the colleges and universities as peer institutions. Sibson also identified the following appropriate salary survey sources based on legitimacy, relevance, types of jobs and appropriate peer participants: College and University Professional Association for Human Resources (CUPA-HR), Towers Watson, Mercer and Kenexa. Sibson conducted preliminary benchmarking of CSCU jobs and reviewed matches with the System Office Human Resources (HR) staff. Where job descriptions were available, Sibson reviewed them to understand each job's general purpose, essential duties and responsibilities, supervisory responsibilities and requirements such as skills, education, experience, etc. Where job descriptions were not available for CSCU positions, Sibson benchmarked the role based on the job title and their knowledge of similar jobs in higher education. The role content and the appropriateness of the survey match were confirmed with a committee of HR staff representing the institutions as well as the System Office. An online survey of all incumbents in a management or confidential professional position was conducted that supplemented existing job data. Sibson then reviewed survey thumbnail descriptions for all jobs to ensure matches and jobs were matched to more than one survey to get an accurate reflection of the market consensus.

Market assessment coverage is defined as the number of benchmarked incumbents as a percent of total incumbents in an institution. Total coverage across CSCU is high, with 82 percent of incumbents benchmarked. Some positions could not be benchmarked due to the unique characteristics of the position or the unavailability of survey data for the unique set of position responsibilities. Sibson applied a geographic differential of 7.5 percent to all matches, which represents the average difference in cost of labor between all peer institutions and all of the CSCU institutions.

The external market assessment shows that CSCU's salaries are at 110 percent of the market median. Aggregate market competitiveness reflects not only an institution's hiring, pay and promotion practices, but also the demographic composition of its workforce which is heavily impacted by employee longevity. Sibson conducted a multiple regression analysis using the average age and years of service for these employees in the CSCU System. Entering the means in age and service for the entire system (54 years old and 14 years of service) into the regression formula yielded a predicted compa-ratio of 110.3 percent. This ratio precisely corresponds to the results of the compensation analysis that found, on average, employees earned approximately 110 percent of median, suggesting that this result is likely to be highly age and service dependent. Correspondingly, a younger workforce with fewer years of service would be expected to have lower salaries relative to the market medians.

It should be noted that in August 2013, state legislation required that long-term management employees who were already receiving semi-annual longevity lump sum payments have those payments added to their

base salaries, thereby ending the longevity program and any future eligibility for such program. The longevity payments that were added to some employees' base pay resulted in some of these senior CSCU employees being at or over the maximum salary for their pay level. Currently, there are 17 management or confidential professional personnel who have salaries at or over the maximum of the range to which their position is currently assigned under the legacy salary structures prior to the consolidation.

Sibson has reviewed the dispersions of salaries and points (PFI) for each job in the Study, and created an optimal single, consolidated classification and compensation system consisting of 11 salary levels. The new structure reflects the realities of the marketplace, has an internal logic and consistency and is intended to provide latitude for personal growth and career advancement for employees. The proposed salary system for management and confidential professional positions includes generic classifications from Professional 1 (containing the Administrative Operations Support Assistant position) to Executive 5 (containing the BOR Provost and Senior Vice President for Academic and Student Affairs). Additionally, uniform system classification titles have been established for positions that share general characteristics and are in the same salary level. There are approximately 240 working titles that have been consolidated into 130 system classification titles. Creation of the system classification titles is tied to the compensation structure and does not preclude any of the institutions or System Office from using a working title for a position.

The college and university presidents have been provided a period of review and comment on the proposed salary system for management and confidential professional positions and its implementation, as well as on the proposed Classification and Compensation Procedures Manual.

IMPLEMENTATION CONSIDERATIONS

An implementation plan is needed to transition to the new consolidated classification and compensation system. Consideration is required for those who have a salary that falls below the minimum or exceeds the maximum of any new classification/pay level to which the position has been assigned as a result of the Study.

There is one incumbent who has a salary that falls below the minimum of the assigned pay level. In keeping with current Board policy, this incumbent would receive a pay adjustment effective with the approval of the Consolidated Classification and Compensation System.

An important implementation element concerns management and confidential professional personnel who will be over the maximum salary for the range to which their position is assigned under the proposed compensation system. There are 64 incumbents who have a salary that exceeds the maximum of the classification to which their position is assigned in the new structure. This group represents many of the CSCU System's most highly skilled and experienced managers and confidential professional personnel who possess many years of service, and/or bring unique capabilities or experiences to the job.

It is recommended that management and confidential professional personnel who were employed in their position prior to September 18, 2015, shall be allowed to receive an annual salary adjustment added to their base salary that exceeds the maximum for the grade to which they are assigned under the CSCU Consolidated Classification and Compensation System approved by the Board and effective September 18, 2015. However, such employees shall not receive increases to base that exceed the maximum of the assigned grade under the former classification system (the former maximums will be adjusted upwards by the same rate applied to the new ranges as periodically may occur). This provision shall sunset on June 30, 2018, at which time no employee will be permitted to receive an annual salary adjustment added to his or her base salary that exceeds the maximum for their salary grade under the CSCU Consolidated Classification and Compensation System approved by the Board and effective September 18, 2015. On

and after July 1, 2018, any annual salary adjustment that exceeds the maximum for the grade shall be made in a lump sum payment.

RECOMMENDATIONS

That the Board of Regents for Higher Education adopts the CSCU Consolidated Classification and Compensation System as detailed in Attachment A and the implementation recommendations as detailed above for non-represented, management and confidential professional personnel in the System Office and the seventeen institutions of the Connecticut State Colleges and Universities System. The implementation recommendations are effective September 18, 2015 and cover the following situations: (1) incumbents below the minimum pay range; (2) incumbents who have a salary that exceeds the maximum of the pay range; (3) current employees not at the maximum; and (4) new hires on and after September 18, 2015. Additionally, the BOR President is authorized to establish a Classification and Compensation System Procedures Manual that will guide ongoing system-wide administration of classification and compensation in a manner consistent with the established system. Such procedures manual will be in place effective September 18, 2015.

CSCU Consolidated Classification and Compensation Structure
Effective 09/18/2015

ATTACHMENT A

Level/System Classification Title	Minimum	1/4 Mark	Midpoint	3/4 Mark	Maximum
Professional 1	\$38,500	\$44,300	\$50,100	\$55,900	\$61,600

Administrative Operations Asst.

Professional 2	\$45,200	\$52,000	\$58,800	\$65,600	\$72,300
-----------------------	-----------------	-----------------	-----------------	-----------------	-----------------

Administrative Assistant
BOR Grant Project Assistant

BOR Workforce Training Coordinator
Human Resources Assistant

Professional 3	\$53,200	\$61,200	\$69,200	\$77,200	\$85,100
-----------------------	-----------------	-----------------	-----------------	-----------------	-----------------

BOR Executive Asst. to Pres.
BOR Asst. Director Financial Aid Services
BOR Asst. Grant Project Director
BOR Capital Budget Associate
BOR Finance Associate
BOR Grants Specialist
BOR Internal Auditor

BOR IT Security Specialist
BOR Nursing Admissions Specialist
BOR Payroll & Benefits Associate
BOR Student & Academic Info. Systems Specialist
Executive Assistant to the President
Human Resources Associate
SU Diversity Associate

Manager 1	\$62,500	\$71,900	\$81,300	\$90,700	\$100,000
------------------	-----------------	-----------------	-----------------	-----------------	------------------

BOR Architect & Facilities Planner
BOR Assoc. Director Project Mgmt. & Engineering
BOR Board Affairs Associate
BOR Coordinator STEM Grant
BOR Facilities Management Associate
BOR Internal IT Auditor
BOR IR Accountability Manager

BOR Research Associate
CC Associate Director Human Resources¹
CC Assoc. Director Information Technology
COSC Director Application Services
COSC Manager Human Resources & Administration
COSC Manager Network Operations
SU/BOR Human Resources Specialist

¹Class. to be used w/a CC Director of HR at large colleges only, or may be used in lieu of HRD at small colleges at the college president's discretion.

Manager 2	\$73,400	\$84,400	\$95,400	\$106,400	\$117,400
------------------	-----------------	-----------------	-----------------	------------------	------------------

BOR Assistant Counsel
BOR Director CT Charts-a-Course Program
BOR Director Finance & Accounting
BOR Director Planning & Assessment
BOR Director Student & Academic Info. Systems
BOR Labor Relations Associate
BOR Legislative Program Manager
BOR Manufacturing Coordinator
BOR Nursing Administrator
CC Assoc. Dean (not Academic Affairs)
CC Assoc. Dean Continuing Education

CC Director Human Resources
CC Director Non-Credit Programs
CC Manager Diversity & Inclusion
COSC Dean Administration
COSC Dean Distance Learning
COSC Director CT Distance Learning Consortium
Director Grant Initiatives
Special Advisor to the President
SU Enrollment Management Administrator
SU Human Resources Administrator

Manager 3	\$86,200	\$98,900	\$111,600	\$124,300	\$137,009
------------------	-----------------	-----------------	------------------	------------------	------------------

BOR Associate Director of Employee & Labor Relations
BOR Controller
BOR Director Budgets & Planning
BOR Director Internal Audit
BOR Director Contracts, Procurement & Purchasing
BOR Director Public Affairs and Marketing
BOR Early College Program Advisor
CC Asst. VP Academic Affairs
CC Asst. VP Academic & Student Affairs
CC Dean of Administration
CC Dean Continuing Education

CC Dean Institutional Advancement
CC Dean Institutional Effectiveness
CC Dean Workforce Development
CC Director Information Technology
CCSU Director Ctr Public Policy & Social Research
COSC Chief Information Officer
SU Assoc. Chief Information Officer
SU Director Employee & Labor Relations
SU Director Human Resources
SU Director Institutional Research & Assessment
SU Director Public Safety

CSCU Consolidated Classification and Compensation Structure
Effective 09/18/2015

ATTACHMENT A

Level/System Classification Title	Minimum	1/4 Mark	Midpoint	3/4 Mark	Maximum
Executive 1	\$101,300	\$116,500	\$131,700	\$146,900	\$162,001
BOR Assoc. VP Academic Affairs BOR Chief Info. Security Officer BOR Chief of Staff BOR Counsel & Special Asst. to President BOR Director Employee & Labor Relations BOR Director Research & System Effectiveness CCSU Director Institute Tech. & Bus. Dev. CC VP of Academic Affairs; or CC VP of Academic & Student Affairs CC VP of Student Affairs COSC Provost ECSU Operating Officer Instit. Sustainable Energy				SU Assoc. VP Academic Affairs SU Assoc. VP Enrollment Management SU Assoc. VP Finance & Administration SU Assoc. VP Institutional Advancement SU Assoc. VP Marketing & Communications SU Assoc. VP Student Affairs SU Chief Diversity Officer SU Chief Facilities Officer SU Chief Human Resources Officer SU Counsel & Special Asst. to President SU Dean Graduate Studies SU Dean Students	
Executive 2	\$119,000	\$136,800	\$154,500	\$172,300	\$190,004
BOR Chief Facilities Officer BOR Chief of Public Safety & Emergency Mgmt. SU Dean Arts & Sciences SU Dean Business ² SU Dean Education				SU Dean Engineering ² SU Dean Health & Human Services SU Dean Professional Studies SU Dean Visual & Performing Arts	
² The Executive 2 level has a 10% market range adjustment for the system classification title of SU Dean Business & SU Dean Engineering (minimum \$130,900, midpoint \$169,950, and maximum \$209,004).					
Executive 3	\$139,800	\$160,800	\$181,800	\$202,800	\$223,700
SCSU Chief of Staff SU Chief Administrative Officer SU Chief Financial Officer				SU Chief Information Officer SU VP Institutional Advancement SU VP Student Affairs	
Executive 4	\$164,300	\$189,000	\$213,600	\$238,300	\$262,900
BOR Chief Financial Officer BOR Chief Human Resources Officer				BOR Chief Information Officer SU Provost	
Executive 5	\$193,100	\$222,100	\$251,100	\$280,100	\$309,000
BOR Chief Academic Officer					

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

CSCU CONSOLIDATED CLASSIFICATION AND COMPENSATION SYSTEM

September 17, 2015

- WHEREAS, The Board's Human Resources and Administration Committee working with System Office Human Resources staff continue to review policies and procedures of legacy systems toward the goal of creating system-wide protocols wherever possible. Presidential compensation guidelines that are consistent, predictable and market driven are encompassed in that goal, and
- WHEREAS, The three legacy governing boards had three distinct management and confidential professional personnel salary policies covering the 4 state universities, 12 community colleges, and Charter Oak State College, and
- WHEREAS, The Board of Regents now wishes to set uniform consolidated classification and compensation structure for management and confidential professional personnel based on a recent and thorough analysis of market data. This System, subject to the Board of Regents Human Resources Policies for Management and Confidential Professional Personnel, will provide direction in setting the compensation level for each new management/confidential professional staff member hired at one of the CSCU institutions (state universities, community colleges and Charter Oak State College) after the adoption of the guidelines by the Board of Regents.
- NOW, THEREFORE, BE IT
- RESOLVED, That this policy supersedes and cancels all prior practices and agreements related to compensation for management and confidential professional personnel, whether written or oral unless expressly stated to the contrary herein, and be it further
- RESOLVED, That the Board of Regents for Higher Education adopts the CSCU Consolidated Classification and Compensation Structure for management and confidential professional personnel at the seventeen institutions of the Connecticut State Colleges and Universities System (Attachment A hereto) effective September 18, 2015, and this Structure will be utilized in setting the compensation level when a management or confidential professional staff member is hired at any CSCU institution (state universities, community colleges and Charter Oak State College), and be it further
- RESOLVED, Management and confidential professional personnel who were employed in their positions prior to September 18, 2015, shall be allowed to receive an annual salary adjustment added to their base salary that exceeds the maximum for the grade to which assigned under the CSCU Consolidated Classification and Compensation System. However, such employees shall not receive increases to base that exceed the maximum of the assigned grade under the former classification system (the former maximums will be adjusted upwards

by the same rate applied to the new ranges as periodically may occur). This provision shall sunset on June 30, 2018, at which time no employee will be permitted to receive an annual salary adjustment added to their base salary that exceeds the maximum for their salary grade under the CSCU Consolidated Classification and Compensation System. On and after July 1, 2018, any annual salary adjustment that exceeds the maximum for the grade shall be made in a lump sum payment, and be it further,

RESOLVED,

That the BOR President is authorized to establish a Classification and Compensation System Procedures Manual that will guide ongoing system-wide administration of classification and compensation in a manner consistent with the established system. Such procedures manual will be effective September 18, 2015.

A True Copy:

Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education