



# Board of Regents

## HUMAN RESOURCES & ADMINISTRATION COMMITTEE

MINUTES – SPECIAL MEETING – SEPTEMBER 4, 2019

BOR BOARDROOM, 61 WOODLAND STREET, HARTFORD, CT

COMMITTEE MEMBERS PARTICIPATING	PRESENT
Naomi Cohen, Chair	Yes
Elease Wright	Yes
Holly Howerly	Yes
David Jimenez	Yes
Richard J. Balducci	Yes

OTHER REGENTS PARTICIPATING	
Del Cummings	Yes

### CSCU STAFF PRESENT:

Mark E. Ojakian, CSCU President  
 Alice Pritchard, Chief of Staff  
 Ben Barnes, Chief Financial Officer  
 Michael Lopez, Director of Human Resources Administration  
 Erin A Fitzgerald, Associate Director Board Affairs/Secretary of the BOR

### CALL TO ORDER

With a quorum present, Chair Cohen called the meeting to order at 9:31 am.

### ACTION ITEM

#### Authorization for the CSCU President to Grant 2019-2020 Salary Adjustments for Management and Confidential Professional Employees effective July 1, 2019

Chair Cohen offered that the Committee was meeting to review the Administration’s recommendation to grant 3.5% salary adjustments for the current fiscal year to management and confidential employees who are not represented by a bargaining unit in accordance with Board Policy. In support thereof, she provided an overview focusing on six key points of the proposal (listed below).

1. The recommendation is in compliance with existing CSCU policies and in accordance with the consolidated classification and compensation system.
2. The recommendation parallels the 3.5% salary adjustment authorized by Governor Lamont for non-bargaining unit employees in State agencies and, like those adjustments, will be effective as of July 1, 2019.
3. The recommendation recognizes and appreciates that CSCU employees are dedicated and hard working, and have received no salary increase since FY 2014-2015.
4. Under current CSCU policy, approximately 266 of 291 employees will be eligible. The recommendation will cost approximately \$1,170,000 dollars.
5. The recommended salary adjustments are in accordance with the CSCU consolidated classification and compensation system.
6. There will be 3 ½ % adjustments made to the top and bottom of the salary ranges. Additionally, no employee will be paid less than the minimum salary. Employees who will earn over the maximum salary will receive their salary adjustment in a lump sum payment.

Upon conclusion of Chair Cohen's overview, CSCU President Mark Ojakian thanked the Chair for the succinct and complete summary of the recommendation and echoed her acknowledgement that the employees, who are not represented by bargaining units are highly valued, hard-working employees. Additionally, President Ojakian reiterated that the recommended 3.5% adjustment is less than bargaining unit employees have received, while also mirroring those authorized by Governor Lamont for non-represented state employees.

Discussion ensued among Committee members. At the conclusion of Committee discussion, Chair Cohen requested a motion to adopt the subject resolution, authorizing the CSCU President to grant 2019-2020 salary adjustments for Management and Confidential Professional Employees effective July 1, 2019. **On a motion by Holly Palmer, seconded by Elease Wright, the resolution below was unanimously adopted authorizing the CSCU President to Grant salary adjustments to Management and Confidential Professional Employees effective July 1, 2019.**

**RESOLVED,** That the Board of Regents for Higher Education hereby authorizes the CSCU President to grant 2019-2020 salary adjustments (effective July 1, 2019) for CSCU Management & Confidential Professional employees; and be it further

**RESOLVED** That the salary adjustments for CSCU Management and Confidential Professional employees are in compliance with [Article 6.5 of the CSCU Human Resources Policies for Management & Confidential Professional Personnel](#) and are in further accordance with the terms and conditions set forth in the attached Staff Report and updated MC Salary Range plan, which are incorporated herein by reference and duly adopted.

Prior to calling for adjournment, Chair Cohen reminded members that the Committee would soon begin the process of reviewing, and updating as necessary, the compensation and classification system for management/confidential employees.

## **ADJOURNMENT**

**On a motion by Holly Palmer, seconded by Elease Wright, the meeting adjourned at 9:40 am.**

Submitted,

Erin A. Fitzgerald, Associate Director, CSCU Office of Board Affairs  
Secretary of the Board of Regents for Higher Education

### **Attachments:**

09-04-2019 Staff Report

Attachment A – MC Salary Range Plans (current and proposed)

Attachment B – BR #15-090 CSCU Consolidated Classification and Compensation System

**ITEM**

Authorization for the CSCU President to Grant 2019-2020 Salary Adjustments for CSCU Management & Confidential Professional Employees

**SUMMARY**

This item proposes salary adjustments of 3.5% for eligible CSCU Management & Confidential Professional Employees in accordance with existing Board policy. It also proposes corresponding 3.5% adjustments to the lower and upper limits of salary ranges for classifications within the Management and Confidential pay plan. CSCU Management & Confidential employees have not had a salary adjustment since FY 2014-2015 and there have been no adjustments to the Salary Range plans since FY 2014-2015.

There are 291 Management & Confidential Professional employees placed in 11 classifications of professional, managerial and executive, 266 of whom are eligible for the salary adjustment. The cost of providing the recommended salary adjustments will be \$1,170,023.

[Article 6.5 of the CSCU Human Resources Policies for Management & Confidential Professional Personnel governs this item.](#) Relevant portions are reprinted below:

**Section 6.5 C - Salary Adjustments for Management and Confidential Professional Employees**

Salary adjustments for Management and Confidential Professional Employees shall be pursuant to Board policy. All salaries fall within ranges established by the Board. The effective date for annual salary adjustments shall be the beginning of the pay period, which includes July 1. No one employed less than six (6) months in such a position shall be eligible for consideration of such a salary increase. Anyone who will not be employed in a Management or Confidential Professional position as of the September 1, for any reason shall not be eligible for the salary adjustment.

Salary adjustments for Management and Confidential Professional Employees shall not exceed but may match the average salary increases given to bargaining units. Subject to the approval of the Board, a President may adjust a salary of Management and Confidential Professional Employees due to change in function or other substantiated reason.

Under the terms of our various collective bargaining agreements, unionized employees received on July 1, 2019 a general wage increase equaling 3.5% plus any contract-specific steps or promotions, or, in some cases, an additional 2% for employees working under contracts that do not include steps or similar features. These contract provisions are a product of 2017 concession bargaining with the State Employee Bargaining Agent Coalition (SEBAC) that included pension and benefit concessions, job security provisions, and three years of wage freezes followed by two years of raises. The raises awarded on July 1, 2019 are the first of two annual raises for unionized employees.

The salary adjustments recommended in this item for CSCU Management & Confidential Professional Employees do not exceed the average salary increases provided under the collective bargaining agreements. In addition, Governor Lamont authorized a salary adjustment of 3.5% for non-represented state employees effective July 1, 2109.

In acknowledgement of the hard work and dedication of the CSCU Management & Confidential Professional employees, and in line with the Governor's authorized salary adjustment of 3.5% for non-represented state employees, the following proposal is presented:

1. Salary Adjustments will be effective 7/1/19 for eligible Management & Confidential employees.
2. The Salary Range Plans including both minimum and maximum values for Management & Confidential classifications will be increased by 3.5% (see Attachment A).
3. Eligible Management & Confidential employees in all classifications are eligible for a 3.5% salary adjustment.
4. The employee must have served at least 6 months in their current Management & Confidential position within the Connecticut State Colleges and Universities system (hire date December 31, 2018 or earlier.)
5. Anyone not employed in a Management & Confidential position as of September 1, 2019, for any reason including, but not limited to resignation, retirement, return to a bargaining unit position, or non-continuation, will not be eligible for the Management & Confidential employee salary adjustment.
6. Any employee who is ineligible for a salary adjustment, but falls below the new minimum for the salary grade because he/she was hired at or near the minimum, will have his/her salary brought to the new minimum.
7. Rehired retirees are not eligible for a salary adjustment except to maintain alignment with minimum salaries for the assigned duties.
8. Per the CSCU Consolidated Classification and Compensation System BR 15-090 (Attachment B hereto), which was effective September 18, 2015, no employee shall receive less than the minimum nor more than the maximum of the salary grade to which assigned. Salary adjustments are added to the employee's base salary; however, no increase may take an employee beyond the maximum of the salary grade to which the employee is assigned. Any amount awarded over the maximum shall be paid as a lump sum.
9. Employees holding an interim/acting position shall have their annual increase applied to their full interim salary. Upon returning to their permanent position, the percentage of the annual increase will be applied to the old base rate of the permanent position, made effective on the return date.

#### ATTACHMENTS

- **Attachment A** to this report contains both the current Salary Range Plans for Management and Confidential Professional Employees and the proposed Salary Range Plans effective 7/1/19.
- **Attachment B** to this report is BR Resolution #15-090, a Resolution concerning CSCU Consolidated Classification and Compensation System, adopted by the Board on 9/17/15, effective 9/18/15

#### RECOMMENDATION:

That the Board of Regents adopts the proposed Resolution concerning Authorization of the CSCU President to Grant 2019-2020 Salary Adjustments for Management & Confidential Professional employees as outlined above and a corresponding 3.5% increase to the existing Salary Range Plans.

**ATTACHMENT A**

MC Range Plans Effective 9/18/2015								
Jobcode	Level/System Classification	Sal Admin Plan	Grade	Minimum	1/4 Mark	Midpoint	3/4 Mark	Maximum
3370MC	Professional 1	MC	P1	\$ 38,500	\$ 44,300	\$ 50,100	\$ 55,900	\$ 61,600
3371MC	Professional 2	MC	P2	\$ 45,200	\$ 52,000	\$ 58,800	\$ 65,600	\$ 72,300
3372MC	Professional 3	MC	P3	\$ 53,200	\$ 61,200	\$ 69,200	\$ 77,200	\$ 85,100
3373MC	Manager 1	MC	M1	\$ 62,500	\$ 71,900	\$ 81,300	\$ 90,700	\$ 100,000
3374MC	Manager 2	MC	M2	\$ 73,400	\$ 84,400	\$ 95,400	\$ 106,400	\$ 117,400
3375MC	Manager 3	MC	M3	\$ 86,200	\$ 98,900	\$ 111,600	\$ 124,300	\$ 137,009
3376MC	Executive 1	MC	E1	\$ 101,300	\$ 116,500	\$ 131,700	\$ 146,900	\$ 162,001
3377MC	Executive 2	MC	E2	\$ 119,000	\$ 136,800	\$ 154,500	\$ 172,300	\$ 190,004
3378MC	Executive 3	MC	E3	\$ 139,800	\$ 160,800	\$ 181,800	\$ 202,800	\$ 223,700
3379MC	Executive 4	MC	E4	\$ 164,300	\$ 189,000	\$ 213,600	\$ 238,300	\$ 262,900
3380MC	Executive 5	MC	E5	\$ 193,100	\$ 222,100	\$ 251,100	\$ 280,100	\$ 309,000

Proposed MC Range Plans Effective 07/01/19								
Jobcode	Level/System Classification	Sal Admin Plan	Grade	Minimum	1/4 Mark	Midpoint	3/4 Mark	Maximum
3370MC	Professional 1	MC	P1	\$ 39,848.00	\$ 45,851.00	\$ 51,854.00	\$ 57,857.00	\$ 63,756.00
3371MC	Professional 2	MC	P2	\$ 46,782.00	\$ 53,820.00	\$ 60,858.00	\$ 67,896.00	\$ 74,831.00
3372MC	Professional 3	MC	P3	\$ 55,062.00	\$ 63,342.00	\$ 71,622.00	\$ 79,902.00	\$ 88,079.00
3373MC	Manager 1	MC	M1	\$ 64,688.00	\$ 74,417.00	\$ 84,146.00	\$ 93,875.00	\$ 103,500.00
3374MC	Manager 2	MC	M2	\$ 75,969.00	\$ 87,354.00	\$ 98,739.00	\$ 110,124.00	\$ 121,509.00
3375MC	Manager 3	MC	M3	\$ 89,217.00	\$ 102,362.00	\$ 115,506.00	\$ 128,651.00	\$ 141,805.00
3376MC	Executive 1	MC	E1	\$ 104,846.00	\$ 120,578.00	\$ 136,310.00	\$ 152,042.00	\$ 167,672.00
3377MC	Executive 2	MC	E2	\$ 123,165.00	\$ 141,588.00	\$ 159,908.00	\$ 178,331.00	\$ 196,655.00
3378MC	Executive 3	MC	E3	\$ 144,693.00	\$ 166,428.00	\$ 188,163.00	\$ 209,898.00	\$ 231,530.00
3379MC	Executive 4	MC	E4	\$ 170,051.00	\$ 195,615.00	\$ 221,076.00	\$ 246,641.00	\$ 272,102.00
3380MC	Executive 5	MC	E5	\$ 199,859.00	\$ 229,874.00	\$ 259,889.00	\$ 289,904.00	\$ 319,815.00

**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:

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

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

**ATTACHMENT A TO**  
**BR# 15-090**

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

Administrative Operations Asst.

<b>Professional 2</b>	<b>\$45,200</b>	<b>\$52,000</b>	<b>\$58,800</b>	<b>\$65,600</b>	<b>\$72,300</b>
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Administrative Assistant  
BOR Grant Project Assistant

BOR Workforce Training Coordinator  
Human Resources Assistant

<b>Professional 3</b>	<b>\$53,200</b>	<b>\$61,200</b>	<b>\$69,200</b>	<b>\$77,200</b>	<b>\$85,100</b>
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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

<b>Manager 1</b>	<b>\$62,500</b>	<b>\$71,900</b>	<b>\$81,300</b>	<b>\$90,700</b>	<b>\$100,000</b>
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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 Resources<sup>1</sup>  
CC Assoc. Director Information Technology  
COSC Director Application Services  
COSC Manager Human Resources & Administration  
COSC Manager Network Operations  
SU/BOR Human Resources Specialist

<sup>1</sup>Class. 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.

<b>Manager 2</b>	<b>\$73,400</b>	<b>\$84,400</b>	<b>\$95,400</b>	<b>\$106,400</b>	<b>\$117,400</b>
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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  
CC Assoc. Dean 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

<b>Manager 3</b>	<b>\$86,200</b>	<b>\$98,900</b>	<b>\$111,600</b>	<b>\$124,300</b>	<b>\$137,009</b>
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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 Dean of Academic Affairs  
CC Dean of Administration  
CC Dean Continuing Education  
CC Dean Institutional Advancement

CC Dean Institutional Effectiveness  
CC Dean of Student Affairs  
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

<b>Executive 1</b>	<b>\$101,300</b>	<b>\$116,500</b>	<b>\$131,700</b>	<b>\$146,900</b>	<b>\$162,001</b>
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BOR Assoc. VP Academic Affairs  
BOR Chief Info. Security Officer  
BOR Chief of Staff

SU Assoc. VP Finance & Administration  
SU Assoc. VP Institutional Advancement  
SU Assoc. VP Marketing & Communications



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

**ATTACHMENT A**

<b>Level/System Classification Title</b>	<b>Minimum</b>	<b>1/4 Mark</b>	<b>Midpoint</b>	<b>3/4 Mark</b>	<b>Maximum</b>
BOR Counsel & Special Asst. to President					
BOR Director Employee & Labor Relations					
BOR Director Research & System Effectiveness					
CCSU Director Institute Tech. & Bus. Dev.					
COSC Provost					
ECSU Operating Officer Instit. Sustainable Energy					
SU Assoc. VP Academic Affairs					
SU Assoc. VP Enrollment Management					

<b>Executive 2</b>	<b>\$119,000</b>	<b>\$136,800</b>	<b>\$154,500</b>	<b>\$172,300</b>	<b>\$190,004</b>
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BOR Chief Facilities Officer					
BOR Chief of Public Safety & Emergency Mgmt.					
SU Dean Arts & Sciences					
SU Dean Business <sup>2</sup>					
SU Dean Education					

<sup>2</sup>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).

<b>Executive 3</b>	<b>\$139,800</b>	<b>\$160,800</b>	<b>\$181,800</b>	<b>\$202,800</b>	<b>\$223,700</b>
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SCSU Chief of Staff					
SU Chief Administrative Officer					
SU Chief Financial Officer					

<b>Executive 4</b>	<b>\$164,300</b>	<b>\$189,000</b>	<b>\$213,600</b>	<b>\$238,300</b>	<b>\$262,900</b>
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BOR Chief Financial Officer					
BOR Chief Human Resources Officer					

<b>Executive 5</b>	<b>\$193,100</b>	<b>\$222,100</b>	<b>\$251,100</b>	<b>\$280,100</b>	<b>\$309,000</b>
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BOR Chief Academic Officer					
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**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.

9/3/15 – HR & Administration Committee

9/17/15 – Board of Regents