



Board of Regents

Human Resources and Administration Committee
Wednesday, June 1, 2022 @ 9:30 a.m.
Conducted Via Remote Participation

Meeting Minutes

HR/ADMIN COMMITTEE MEMBERS	PARTICIPATING
Holly Howery, Chair	Yes
Richard J. Balducci	Yes
Elease E. Wright	Yes
JoAnn Ryan	Yes

CSCU STAFF PRESENT:

Alice Pritchard, Chief of Staff
Ben Barnes, Chief Financial Officer
Ernestine Weaver, General Counsel
Mike Lopez, Director of Compensation, Benefits & HR Administration
Pam Heleen, Assistant Secretary of the Board (recorder)

GUEST PRESENTERS:

Carolyn Cowper - Segal Company
Glenn Alonzo - Segal Company

1. CALL TO ORDER

With a quorum present, Chair Howery called the meeting to order at 9:33 a.m. and welcomed the presenters who joined the meeting.

2. APPROVAL OF MAY 10, 2022 MEETING MINUTES

On a motion by Regent Balducci which was seconded by Regent Ryan, the meeting minutes were approved by unanimous voice vote.

3. ACTION ITEM

A. Changes to the HR Policy Manual for Management/Confidential Employees

Mike Lopez provided a summary of the material changes to the policy as outlined in the Staff Report (Attachment A) and that editorial changes to the policy are anticipated prior to the June 23rd BOR meeting.

A motion was made by Regent Ryan which was seconded by Regent Balducci.

Regent Balducci asked to confirm the merger date for CT State Community College. CFO Barnes indicated that July 1, 2023 is the merger date. CFO Barnes thanked Mike Lopez, Diane Mazza, and the HR staff for their work on this policy update.

The motion was unanimously approved for consideration by the Board of Regents.

4. INFORMATIONAL UPDATES

A. Retirement Processing

CFO Barnes noted that there are approximately 750 system-wide retirements to process by the end of the fiscal year. Many positions previously held by retired persons have been filled; significant savings this year and next are anticipated. Because the CT State reorganization is occurring at the same time, it is difficult to predict the realized savings.

The 120-day provision for employees to return part-time allows for a smoother transition. Mike Lopez thanked the HR team for their efforts in processing the retirements.

B. SEBAC Agreement Obligations

SEBAC-related raises are being processed and paid in a timely way through June and July.

4. DISCUSSION ITEMS

B. Overview of Classification and Compensation Structure Study - Segal Company

CFO Barnes introduced Carolyn Cowper and Glenn Alonzo from the Segal Company which had been retained by the System Office to evaluate the Management/Confidential positions and complete a market analysis of those positions. They also completed a review of compensation practices.

The full presentation is included as Attachment B.

4. ADJOURNMENT

On a motion by Regent Balducci, seconded by Regent Ryan, the meeting adjourned at 10:29 a.m.

ACTION ITEM

The Connecticut State Colleges & Universities (CSCU) System Office has reviewed the CSCU HR Policies for Management/Confidential Professional Personnel and is recommending several changes resulting from revision to applicable state and federal laws, organizational changes in CSCU's leadership structure, technical updates, and better alignment to current administrative practices.

BACKGROUND

These HR policies established under Connecticut General Statute section 10a-1, the State system of higher education, sets forth the terms and conditions of employment for Management and Confidential employees under the Board of Regent's (BOR) jurisdiction. The BOR reserves the right to alter, amend, revise, or repeal these policies as situations warrant. It's understood that these policies do not constitute a contract of employment or a promise of continuing appointment or associated benefits. The proposed changes largely address appointments, mandatory minimum vacation usage, leaves of absence, compensatory time, and non-continuation of employment.

Summary of material policy changes:

Policy Article	Subject	Revision Summary
1.3	Interpretation, Application and Modification of Human Resources Policies	Questions or disputes regarding the application or interpretation of HR policies are submitted to the VP of HR or delegate and approved by the CSCU President and require no BOR approval.
2.3	Community Colleges	College campuses will be considered separate until 7/1/2023 at which time they become campuses of CT State.
2.7 and 2.8	System and Institution Presidents	"System President" refers to the CSCU President. Change from "President" to "Institution President" regarding CSU, COSC, and CT State leadership.
3.5	The Management and Confidential Professional Staff of the Constituent Units	Duties of Institution Presidents will be assigned by the CSCU President.
5.2	Appointment of Institution Presidents	Institution Presidents are appointed by the System President.
5.6	Interim Appointments	The System or Institution President has authorization to make interim appointments as resignations, retirements, and leaves dictate.

Attachment A

5.9	Faculty and Administrative Bargaining Unit Ranks	Prospective employees may be offered Academic Dept status after faculty consultation and Provost and/or Institution President's confirmation.
5.11	Senior Advisor Fellow Status	In lieu of retirement, resignation, or non-continuation, Executive 3 or above M/C employees may be offered a fellowship by the System or Institution President to support the transition.
7.1	Vacation	M/C employees no longer have a required annual minimum vacation usage of 12 days.
7.8	Compensatory Time	M/C employees at the classification of Professional 1 or 2 are eligible for overtime pay. Otherwise, compensatory time off with supervisor approval may be offered.
7.14	Family and Medical Leave	Paid FMLA is now available to non-represented M/C employees by Public Act 19-25 with administration oversight by the CT Paid Leave Authority.
8.1	Non-Continuation	Institution Presidents and other M/C employees are at-will employees who may receive non-continuation notice for any lawful reason without cause. Non-continuation is not discipline, or subject to appeal. Institution Presidents may be non-continued by the System President.

RECOMMENDATION

CSCU leadership recommends approval of the proposed revisions to the CSCU HR Policies for Management/Confidential Professional Personnel.



Connecticut State Colleges and
Universities

Market Assessment for Select Positions

Report of Findings

June 1, 2022

- Segal was retained by Connecticut State Colleges and Universities (CSCU) to conduct a market assessment for select Management and Confidential positions. The two primary study goals were to:
 1. Understand how salaries for CSCU positions compare to salaries for positions with similar duties and responsibilities at comparable external institutions/organizations.
 2. Obtain market information and analysis to assist Human Resources and Senior Leadership in making salary comparisons given market assessment results
- 52 positions (representing 157 employees) across 11 classification levels were included within the study. Segal did not review positions within the Executive 5 level classification.
- This report is organized as follows:
 - Summary of Findings
 - Study Methodology and Approach

Overview of Report

1. **Summary of Findings**
2. Study Methodology and Approach

Summary of Findings

- Current salaries for CSCU’s Management Confidential positions in scope of the study generally fall within the market competitive range for salaries. Segal uses a 15% range around the market as the reference point for our analysis because it reflects normative market salary practices for the position. An individual salary above or below this range can be appropriate depending upon the incumbent’s experience, expertise, performance, and the scope of the position’s responsibilities relative to the market.
- 70% of the salaries for the positions in scope fall within a range (+/- 15%) of the market median, representing average, yet competitive, compensation. Market is defined as:
 - Level of market pay comparison (median)
 - Industry (higher education and broader local/geographic markets)
- A portion of salaries fall below 85% of the market median. These discrepancies may be attributed to such factors as:
 - Experience of the incumbent
 - Degree of alignment between the position’s responsibilities and the survey description
 - Incumbent’s length of service
 - Incumbent's performance against role expectations

Market Data Comparison: CSCU Incumbent Distribution

	Less Than 85% of Market Median	85% to 115% of Market Median	Greater Than 115% of Market Median
Number of Employees	13	110	34
Percentage of Employees	8%	70%	22%

Overview of Report

1. Summary of Findings
- 2. Study Methodology and Approach**

Study Methodology and Approach

Segal followed the methodology and approach below and on the following pages in conducting its assessment of CSCU's positions.

- 1. Position Information Review:** Our first step was to review the roles and responsibilities for CSCU's positions. Many of these positions have unique portfolios and often more complex sets of responsibilities. Positions ranged in scope based on the following designations:
 - System Office level
 - CSCC System level (Note that some of the positions in scope of the study are part of the upcoming July 1st changes.)
 - Specific campus (University or Community College)
 - Charter Oak State College
 - HR Shared Services

In some cases, the position title does not fully describe the actual responsibilities. **This means that many positions cannot easily be compared to similar titles in other institutions without an analysis of their responsibilities. The analysis we conducted was based on the responsibilities associated with the position, not the title.**

- 2. Published Survey Identification:** To ensure that CSCU has a repeatable process and can regularly monitor market practices, we used published surveys to benchmark the positions in this study rather than conducting a custom survey. Published surveys are produced regularly and have consistent standards for submission and analysis of data. Because they rely on survey data for their own planning purposes, institutions tend to be diligent about participating consistently and providing as much quality data as possible. Custom surveys will not provide the same degree of consistency of information and tend to be very costly to conduct as a result of the internal resources and time needed to develop, conduct, and complete survey questionnaires.

Segal used the following sources in our assessment: CUPA-HR Administrators and Professional Salary Surveys, Payfactors, and CompAnalyst.

Study Methodology and Approach *continued*

Attachment B

3. **Comparison Market and Scope Cut Overview:** Segal partnered with the CSCU Project Team to identify the appropriate scope cuts from the published compensation surveys. These labor markets consider the type of institutions, institution/system size (operating expenses and student FTE), and geography. HRSS, Administrative Assistant, and Executive Assistant positions matched to data that considered both higher education and general industry.
4. **Market Match Selection:** Segal selected survey matches based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the CSCU position title.
5. **Market Pay Data Collection:** We collected the 25th, 50th, and 75th percentile salaries for each of the benchmark positions to provide a good understanding of the range of salaries in the markets.
 - Segal uses a 15% range around the market as the reference point for our analysis because it reflects normative market salary practices for the position. An individual salary above or below this range can be appropriate depending upon the incumbent's experience/expertise/performance, and the scope of the University's position's responsibilities relative to the market.
 - We generally recommend using the 50th percentile as the initial reference point in making salary determinations for incumbents. The 50th percentile, also called the median, is the point at which half the salaries are higher, and half are lower.
 - However, there are several positions that may require unique expertise and, in these cases, CSCU may appropriately need to pay closer to the 75th percentile in order to attract and/or retain talent.
 - Years of service and performance rewards also should be taken into consideration in assessing an incumbent's compensation.
 - Further assessment on the appropriateness of salaries, given the factors described in the Summary of Findings may be needed.

Study Methodology and Approach *continued* Attachment B

- 6. Geographic Adjustments and Data Aging:** Applied a geographic differential of 10% to account for the cost of labor/cost of living in the various locations of the institutions across the CSCU system. Additionally, market data was aged to account for the differences between when the data was collected to 2022.

CSCU salaries incorporate the 4.5% increase given to Management-Confidential employees, retroactive for FY22.

- 7. Pay Comparisons between CSCU Pay and Market:** Using the market information from the prior steps, Segal conducted an analysis comparing the CSCU salaries by job and individual incumbent against the market percentiles to determine the degree of pay competitiveness.