



Board of Regents

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

REGULAR MEETING MINUTES – JANUARY 23, 2020
BOR BOARDROOM, 61 WOODLAND STREET, HARTFORD, CT

COMMITTEE MEMBERS PARTICIPATING	PRESENT
Naomi Cohen, Chair	Yes
Elease Wright	Yes
Holly Howery	Via teleconference
David Jimenez	Via teleconference
Richard J. Balducci	no

CSCU STAFF PRESENT:

Andrew Kripp, Vice President, Human Resources
Ernestine Weaver, Counsel
Erin A Fitzgerald, Director of Board Affairs
Cheryl Connor, Admin. Assistant, Board Affairs

CALL TO ORDER

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

APPROVAL OF MEETING MINUTES

On a motion by Elease Wright, seconded by David Jimenez, the meeting minutes of November 21, 2019 were approved as submitted.

ACTION ITEM

Revisions to Section 6.5 of the CSCU Human Resources Policies for Management & Confidential Professional Personnel and the CSCU Classification and Compensation Procedures for Management and Confidential Professional Personnel

Chair Cohen explained that the Committee was meeting to vote on revisions to both the human resources policy and the human resources procedures for classification and compensation for management and confidential professional employees. She further explained that the Committee had been working on reviewing and updating these documents since 2015, when the CSCU HR manuals were created that harmonized the previous policies of the three legacy institutions.

Andy Kripp then explained that based on the guidance and instruction from the October committee meeting, the objective was to not only consolidate all of the administration and compensation into a single procedure, but also to address oversight and authority. He then provided a summary of the proposed revisions. See attached Staff Report (SR) and Attachment A to the resolution.

Upon conclusion of Andy’s summary, Chair Cohen thanked Andy, Michael Lopez, Erin Fitzgerald, and Cheryl Connor for all of the work that it took to put this report together.

Discussion ensued among Committee members. At the conclusion of Committee discussion, Chair Cohen requested a motion to adopt the subject resolution. **On a motion by Elease Wright, seconded by Holly Howery, the resolution below was unanimously adopted.**

Revisions to the CSCU HR Policies for Management & Confidential Professional Personnel and the CSCU Classification and Compensation Procedures for Management & Confidential Professional Personnel

WHEREAS In November 2015, via BR 15-090, the Board adopted a Consolidated Classification and Compensation Structure for management and confidential professional personnel at the 17 CSCU institutions and provided the CSCU President with the authority to establish a Classification and Compensation Procedures Manual; and

WHEREAS The Board's Human Resources and Administration Committee and System Office Human Resources leadership have been reviewing existing policies; and

WHEREAS The HR & Administration Committee at its October, 2019 meeting discussed revisions to compensation and classification policies and procedures to consolidate such procedures in a single document that reflects appropriate board oversight and shifts certain administrative, business-as-usual, functions from the governing board to Administration; and

WHEREAS Administration therefore recommends modifications to Section 6.5, Salary Ranges, of the CSCU HR Policies and to the CSCU Classification and Compensation Procedures for Management and Confidential Professional Personnel.

NOW, THEREFORE, BE IT RESOLVED, That Section 6.5, Salary Ranges, of the CSCU HR Policies for Management & Confidential Professional Personnel, will be amended and transferred from said HR Policies to the CSCU Classification and Compensation Procedures Manual for Management and Confidential Professional Personnel; and be it further

RESOLVED, That Attachment A to this resolution fully details the associated revisions to the CSCU Classification and Compensation Procedures Manual and are hereby adopted pursuant thereto.

NEW BUSINESS

There was no new business brought before the committee.

EXECUTIVE SESSION

There was no executive session.

ADJOURNMENT

On a motion by Elease Wright, seconded by Holly Howery, the meeting adjourned at 9:48 am.

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

REGULAR MEETING – JANUARY 23, 2020

Attachments to Minutes and/or Meeting Handouts/Presentations

- 1) 01-23-2020 Staff Report
- 2) Attachment A to Board Resolution revising 6.5 HR Policies for MC & Class Comp Procedures

Click on links below:

- 3) [HR Policies for Management and Confidential Professional Personnel eff 7/1/19](#)
- 4) [Classification and Compensation Procedures for Management and Confidential Personnel](#)

ITEM

Revisions to the CSCU HR Policies for Classification and Compensation Procedures and Human Resources Policy for Management and Confidential Employees updates and modifications

BACKGROUND

At the BOR Human Resources and Administration Committee meeting in October 2019 the Committee advised that a revision of the subject policies should more appropriately reflect proper board oversight and shift administrative, business-as-usual functions to the President of CSCU and staff.

The recommended modifications of Section 6.5 of the CSCU HR Policies for Management and Confidential Professional Personnel will move all compensation policy administration and BOR oversight to the Classification and Compensation Procedures. This change ensures there is a single policy to manage compensation procedures/policy and BOR oversight.

SUMMARY

The changes reflected in the resolution are designed to achieve the following outcomes:

To consolidate the salary administration policies, adopted in November of 2015, contained in 6.5 of the CSCU Human Resources Policies for Management and Confidential Professional Employees into the Classification and Compensation Procedures for Management and Confidential Professional Personnel with the modifications noted below to establish more appropriate BOR oversight.

Hiring salaries will now require BOR approval above the 3rd quartile of a grade (formerly BOR approval was required for new hire salaries above the midpoint of a grade). The CSCU president will approve up to the 3rd quartile for MG3 and above positions and the CSCU Vice President of Human Resources will have the authority to approve up to the 3rd quartile for MG2 and below positions. All requests for salaries above the midpoint will require review by the M/C Job Evaluation Committee. This committee is established within the existing procedures and is chaired by the CSCU VP of Human Resources, two Chief Human Resources Officers from the Universities and two HR directors from the Colleges.

The review and adjustment of the salary ranges reflected in the Classification and Compensation Procedures for Management and Confidential Professional Personnel may be authorized by the CSCU President (formerly this required BOR approval). The review of the salary ranges and any recommend adjustment to the CSCU President will be conducted by the M/C Job Evaluation Committee using accepted compensation practices and relevant benchmarks.

Systems wide annual salary increases will be submitted for approval to the BOR as part of the Finance & Infrastructure committee budget approval process. Formerly these were submitted to the HR and Administration committee. Recommendations of annual salary increases to the CSCU President will be conducted by the M/C Job Evaluation Committee using accepted compensation practices and relevant benchmarks and will remain restricted so as to not exceed the average bargaining unit increase.

RECOMMENDATION

It is recommended that the Board of Regents for Higher Education adopts the proposed resolution, including Attachment A incorporated thereto, approving the revisions to Section 6.5 of the CSCU Human Resources Policies for Management & Confidential Professional Personnel and the CSCU Classification and Compensation Procedures for Management and Confidential Professional Personnel.

HR Policies for Management and Confidential Professional Personnel – Policy Language Changes

CSCU Policies, Section 6.5, includes salary terms and conditions for all non-bargaining unit employees. The salary and compensation and classification procedures also include terms and conditions for all non-bargaining unit employees. This resolution transfers all management and BOR oversight of compensation policy to the Classification and Compensation Procedures. (current language is in black, proposed new language is in red)

6.5 Salary Ranges

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

A. Salary Ranges for New Hires

Salary Ranges are governed by the Classification and Compensation Procedures for Management and Confidential Employees.

B. Salary Adjustment Policy

Salary Adjustments are governed by the Classification and Compensation Procedures for Management and Confidential Employees.

C. Salary Adjustments for Management and Confidential Professional Employees

Salary Adjustments are governed by the Classification and Compensation Procedures for Management and Confidential Employees.

D. Reporting Salary Adjustments

Salary Adjustment reporting requirements are governed by the Classification and Compensation Procedures for Management and Confidential Employees.

The following are the detailed changes to the Classification and Compensation Procedures:

This change outlines an annual revision process to the salary grade ranges with CSCU Presidential approval

M/C Job Evaluation Committee – Standing committee of five comprised of the CSCU Vice President for Human Resources, and two college and two university Human Resources Officers. The Committee is appointed by the CSCU President, or designee. This Committee is responsible for evaluating new positions, jobs that have had a significant expansion of duties, and for reviewing equity and market salary adjustment requests. The committee will also be responsible for regular review of salary ranges and will take action as market conditions indicate may be appropriate. The salary ranges may be updated no more frequently than annually. The Committee will submit recommendations to the CSCU President for approval.

Changes to the salary offer process for new hires will modify the process and include:

- system wide salary equity review to ensure cross College, University and System office equity
- process for CSCU President to approve new hire salaries up to the maximum of the third (3rd) quartile of the grade for Manager 3 and VP of HR approval for Manager 2 and below the VP of HR may approve. Salaries equal to or greater than the maximum of the third (3rd) quartile will require BOR approval.

Step 1: Review Skills and Experience of the Individual (This is new language to the Procedures)

Individual salaries will be collaboratively set within the range for the level by the HR Officer and the department head, or designee, based on the incumbent's individual skills and qualifications as defined below in "Managing Salaries within a Level." In all cases, hiring salaries are dependent upon the institution's available financial resources and internal equity considerations.

Step 2: Review Internal Equity

Before any salary is finalized, the institution's HR Officer will conduct a review of relevant salaries to ensure internal equity. The HR officer will confirm the review of any significant equity issues with the Director of Compensation/Administration to ensure system wide equity.

Step 3: Final Approval of Hiring Salary

For offers at or below the midpoint of the grade, the final hiring salary must be approved by the institution's HR Officer and President/Campus CEO, or designee, before an offer is made to a candidate.

Any salary offer above the midpoint of a grade must be submitted to the CSCU Vice President of Human Resources for approval, prior to any offer, along with:

- *a justification for the offer*
- *support of the College or University President/Campus CEO*
- *support of the Human Resources Director*

The CSCU Vice President of Human Resources will review and will engage and consult with the M/C Evaluation Committee for review of requests for salary offers above the midpoint of the grade of the respective rank for classifications. The Vice President of Human Resources will formulate a recommendation to the CSCU President. For Manager3 classification and above, the President of CSCU has the authority to approve salary offers above the midpoint for classifications up to the maximum of the third (3rd) quartile of the grade. For Manager2 classification and below, the CSCU Vice President of Human Resources has the authority to approve salary offers above the midpoint up to the maximum of the third (3rd) quartile of the grade. Any planned salary offers above the third (3rd) quartile of the grade require Board approval.

This modification requires the process to consider the impact of the broader scope of jobs.

Reclassification of a Job

The following are examples of situations that may warrant a job reclassification:

- *Creation of a single Connecticut Community College*
- *Department reorganization and job restructuring*
- *Addition of full-time staff reporting to the job*
- *Addition of new area(s) of responsibility*
- *Major change in level of authority, **scope, impact** and accountability*

This change clarifies the eligibility for salary increases while on an interim appointment

Interim Appointments

It may be necessary for staff members at CSCU to be appointed on a temporary basis to cover a vacated Management or Confidential Professional position before a non-temporary appointment can be made. If an employee accepts a temporary/interim appointment to a higher-level position, the incumbent shall be assigned to that position¹ and his/her salary may be increased by 6% to 10%, or to the minimum of the salary level of the new classification, whichever is greater. The salary adjustment shall be approved by the HR Officer and the President, or designee. There may be instances in which a salary adjustment is not warranted due to the incumbent's current salary falling within the appropriate range of the salary level.

Those employees in a temporary/interim appointment may be considered for a salary increase if determined to be eligible by having an employment period of at least six months in a Management or Confidential Professional position as outlined below in Salary Increases and Adjustments. An equivalent salary increase should be applied to their permanent Management or Confidential Professional position to which they are reassigned at the conclusion of their temporary/interim appointment.

These changes for promotions remove the reference to 6.5 in the HR Policy

Promotion

Promotion to a Higher-Level Job

Being promoted involves taking on a job that is assigned to a higher level. Such a move generally warrants an increase in salary to recognize these additional responsibilities and to ensure that the salary for the new job is consistent with market and internal equity. An exception may occur if the incumbent's current salary is very high in the level for his/her current job.

When a Management or Confidential Professional employee accepts a position following a competitive search process, it shall be treated for salary purposes as a new hire. Reference the "Setting the Hiring Salary" section of these procedures.

In the case of promotions that did not result from a competitive search process, the HR Officer, in consultation with the department head, will determine an appropriate salary within the new level, based on the staff member's skill, knowledge, experience, performance and current salary in relation to the new level.

The incumbent's salary may be increased by 6% to 10%, or to the minimum of the salary level of the new classification, whichever is greater. The President/Campus CEO, or designee, will provide final approval

¹ Typically, this **This** would require placing the employee on leave in his/her non-temporary position and hiring them into the recently vacated position.

² The President is responsible for documenting in the Affirmative Action Plan why a competitive search was not conducted to fill the vacancy (e.g., The hire resulted in the fulfillment of a promotional goal in the Affirmative Action Plan).

of the salary amount. In all cases, promotional increases are dependent upon available financial resources and internal equity considerations.

These changes transfer the authority to determine any annual CSCU wide increases from the Board to the President of CSCU. System wide M/C salary approvals will now become part of the overall budget approval process. These changes also ensure employees that are part of the M/C staff structure are eligible for annual system-wide salary increases within six (6) months of any granted salary increase they received due to promotion.

Salary Increases and Adjustments

Salary Increases

Annual Salary increase may be approved by the President of CSCU in accordance with market factors, negotiated union increases and approved thru the budget process. Salary adjustments for Management and Confidential Professional Employees shall not exceed but may match the average salary increases given to bargaining units.

As a matter of salary administration for management/confidential employees, compensation shall not be set below the minimum or above the maximum for the applicable grade.

*The effective date for any annual salary increases shall be the beginning of the pay period that includes July 1. No one employed less than six months in a **Management Confidential position covered by this policy** shall be eligible for consideration of such a salary increase. **Employees promoted from a Management Confidential role to a new Management Confidential role covered by this policy within the six months will be eligible for the increase.** Anyone who will not be employed in a Management or Confidential Professional position as of September 1, for any reason, shall not be eligible for a salary increase. The System Office will disseminate guidelines for implementing annual salary adjustments/increases.*