

444-02 COMPENSATION—PROCEDURAL GUIDELINES

1. PURPOSE

The purpose of a compensation program is to ensure that compensation is internally equitable and externally competitive within the financial capability of the College. In addition, the District Governing Board has final approval for all compensation changes as described below.

2. PROCEDURE

Annual Compensation Adjustments

Salary schedules are recommended by the President, and approved by the District Governing Board on an annual basis, and will be effective at the beginning of the new fiscal year. The following are guidelines used in determining appropriate salary schedule adjustments:

1. The Human Resources Director or designee will use current local, state, regional and national salary surveys to compare external competitiveness of the College's salary ranges and the percent of deviation of benchmark positions from market positions. In addition, the regional Consumer Price Index (CPI) data will be used in determining cost of living adjustments. This research will provide the basis for any recommendations for salary schedule adjustments.
2. Salary increases shall be given based on objective standards and in a non-discriminatory manner.
3. Staff salary increases shall be in the form of a percentage increase, a flat dollar amount increase, or a combination of the two methods.
4. Staff salary increases to the annualized salary of each position shall be pro-rated by the Full-Time Equivalency (hours worked per week) and the numbers of months worked per year.
5. Approved raises for staff will be effective on July 1st of each fiscal year. Employees hired within the twelve months prior to the increase will receive the raise, as follows:
 - Employee's hired between July 1st and December 31st of the previous fiscal year shall receive 100% of the raise.
 - Employee's hired on or after January 1st of the previous fiscal year shall receive 50% of the raise or the minimum of the pay range whichever is greater.
6. Salary increases for faculty shall be given to employee groups (full-time faculty and part-time faculty) and not to individual positions. Increases shall be based on the Full-time Faculty Salary Schedule.

Initial Placement of Staff

Benefit eligible staff are placed in a salary range which relates to the classification of their positions. Initial placement on the salary range will be determined in accordance with the following:

1. After the completion of the recruitment process for each position Human Resources in conjunction with the supervisor, will determine what experience the recommended candidate has that is directly or indirectly related to the vacant position.
2. The recommended candidate's proposed salary is based on the following: (1) Two percent for each year of directly-related experience. (2) One percent for each year of indirectly-related experience that is above the required minimum qualifications, not to exceed the mid-point. (3) Related degrees that are higher than the minimum required degree for the position may be substituted for indirectly related experience. (4) Directly-related years of experience and directly related degrees are equivalent and are equal to two percent. (5) No more than one year of experience will be granted per year.
3. Human Resources is responsible for final determination of what constitutes direct and indirect experience.
4. All salary placements are reviewed and approved by the Human Resources Director and the Vice President for Business and Administrative Services.
5. At the time of the completion of the Hiring Recommendation Form, Human Resources will ensure internal equity by comparing all of the positions in the same salary range.
6. The supervisor may request a different salary than the salary recommended by Human Resources. The supervisor must provide a written justification to Human Resources supported by the appropriate levels of supervision, up to the highest level of supervision explaining the extenuating circumstances that would warrant a different pay rate. Human Resources and Vice President for Business and Administrative Services will evaluate the request to ensure that internal equity and consistency are maintained.
7. At the time of the job offer, any salary negotiation that is initiated by the candidate will be conducted through Human Resources and the appropriate supervisor.
8. Exceptions to these guidelines require approval by the Human Resources Director and the President.

Special Assignment for Staff

The purpose of a special assignment is to provide a process for filling a staffing or project need on a temporary basis by assigning a current employee from one classification or position to another. The following are the conditions for a special assignment:

1. A benefit eligible employee in good standing. Part-time or employees serving a probationary period are not eligible.
2. Special assignments must be expected to last a minimum of thirty calendar days.
3. The supervisor with the concurrence of the supervisor's chain-of-command must determine it is in the best interest of the College and the employee to temporarily fill a vacant position. The special assignment must be approved by the Vice President of Business and Administrative Services since this is a temporary appointment.
4. A special assignment does not in any way guarantee the special assignment position to the employee on a permanent basis. The special assignment does not confer any preference to the employee in competing for the position if and when a permanent opening occurs.
5. Employees on special assignment will be compensated based on the following formula: $90\% \text{ of the minimum of the new pay range} - \text{current salary} = \text{new salary}$. If this does not result in an increase then the employee will be eligible for a 5% pay adjustment. In addition, the employee will be entitled to any greater level of benefit that may be associated with the special assignment, i.e. a higher PTO accrual while serving in a special assignment.
6. An employee or the supervisor may choose to end the special assignment and return the employee to his/her regular position at any time. The employee's regular position shall be guaranteed to him/her during the entire special assignment.

Initial Faculty Salary Placement

Initial placement on the Faculty Salary Schedule will be determined according to the following criteria:

1. Highest related degree and/or graduate credits earned. Related Associate's degrees and Bachelor's degrees are acceptable for faculty in occupational disciplines. For initial placement purposes, graduate credit hours that were obtained beyond the number required for the Master's degree will be given credit on the Salary Schedule on the following basis, as they relate to graduate credit hours that are directly related to the discipline being employed to teach:
 - a. One-to-one relationship for directly related graduate credit hours.
 - b. One-to-two relationship for indirectly related graduate credit hours.
 - c. No relationship (not counted) for non-related graduate credit hours.
2. Previous related teaching experience at educational institutions. Fractions of years are rounded down to the nearest whole year. Part-time teaching is pro-rated by credit hour for post-secondary, or month for other experience. In no case will credit be given for more than one full-time equivalent postsecondary teaching year in any one fiscal year. Credit for experience will be given on the following basis as it relates to post-secondary teaching experience:

- a. One-to-one relationship for directly related post-secondary teaching experience.
 - b. One-to-two relationship for indirectly related post-secondary teaching experience.
 - c. One-to-two relationship for directly related secondary teaching experience.
 - d. One-to-two relationship for directly related teaching assistant or graduate assistant teaching experience. (Non-teaching assistance is not counted.)
 - e. No relationship (not counted) for any other type of teaching experience.
3. Previous directly related occupational experience or directly related military service for faculty in occupational disciplines. Years of full-time, post-secondary teaching experience are equated to years of directly-related occupational experience or directly-related military service on a one-to-two relationship. For nursing positions, nursing experience will be credited on a one-to-one relationship.
 4. Supervisor may request a different salary than the recommended salary by Human Resources. The supervisor must provide a written justification through all levels of supervision up to the highest level of supervision explaining the extenuating circumstances that would warrant a different pay rate. Human Resources and the Vice President for Business and Administrative Services will evaluate the request to ensure that internal equity and consistency are maintained.
 5. Human Resources is responsible for final determinations of what constitutes direct and indirect experience for the purposes of salary placement.
 6. Exceptions to these guidelines require approval by the Human Resources Director and the President.

Movement on the Full-Time Faculty Salary Schedule

After the initial salary placement, faculty will be moved down the rows (vertically) on the Faculty Salary Schedule for each year of full-time teaching experience completed, up to the maximum number of rows in the column. After that time, with continuing education, they may move horizontally one column at a time. Then they are permitted to move vertically one year at a time until they max out or move horizontally. If you were maxed out in a column for several years and then moved horizontally, those years you were maxed out will not count towards vertical movement.

Faculty salaries will move into columns to the right (horizontally) upon obtaining the minimum qualifications for placement into the column, so long as the additional degree or credit hours attained was planned and identified as a professional development goal in the faculty member's previous annual performance evaluation. The Department Chair will notify Human Resources at the time the goal is established for budget purposes. Failure to notify Human Resources in a timely manner may result in a delay in compensation and will require a letter of explanation from the Vice President for Academic Affairs.

Movement will occur annually at the start of the following contract period subject to the availability of funds and approval by the District Governing Board as part of the annual compensation package.

Changes to the Full-Time Faculty Salary Schedule

The Full-Time Faculty Salary Schedule will be compared annually to appropriate external salaries. Annual adjustments to the Salary Schedule or any equity adjustments for faculty members are determined by the President and approved by the District Governing Board.

Full-Time Faculty Overload and Part-Time Faculty Compensation

All full-time faculty with overloads and part-time faculty shall be paid according to the Part-Time Faculty Salary Schedule. The pay rates, or tiers, equate to prior teaching experience at Coconino Community College only.

- Tier 1: 0 to 89.9 load hours taught at CCC
- Tier 2: 90+ load hours taught at CCC

Faculty Extra Pay for Additional Duties

Full-time and part-time faculty shall be paid for activities beyond their standard contractual duties. The College encourages faculty participation in activities outside their standard contractual duties.

The pay rate is approved annually by the District Governing Board. These activities may be for any professional, non-instructional or substitute teaching duties deemed necessary by the administration.

Pay for Low Enrollment Courses

Supervision of students enrolled in all types of credit bearing low enrollment situations (independent study, low enrollment class, PLATO, etc.) will be paid at a rate equal to the rate of one-eighth of the total load per student per course load hour.

Low enrollment classes may be stacked or grouped together for the purposes of loading and compensation. For additional information, see Course Loading Procedure 470-02.

Department Chair Placement

The following formulas will be used when full-time and part-time faculty become a Department Chair:

1.	<u>Department Chair for Full-time Faculty</u>	
	Stipend Pay:	\$2,500
	<u>25 extra days X 8 hr/day X \$25/hr</u>	<u>\$5,000</u>
		\$7,500

Department chairs will receive 12-15 hours of release time (contingent upon the size of their departments) to perform additional duties during the regular semester.

2. **Department Chair for Part-time Faculty**

Stipend Pay:	\$2,500
25 extra days X 8 hr/day X \$25/hr	<u>\$5,000</u>
	\$7,500

Part-time faculty chair will receive compensation for three credit hours per semester (total of 6 credit hours) based on the part-time faculty pay schedule in lieu of full-time faculty department chair release time. This amount would range between \$3,870 and \$4,086 annually depending on where the faculty member falls on the pay schedule.

Web Course Development Pay

No online courses, online course packs, or hybrid course developers can receive a stipend without approval of the dean and Vice President for Academic Affairs, nor can they be developed without the use and application of the current Online Course Quality Rubric.

- The development of selected web-based courses will be paid through pay stipends. Pay stipends will be paid after course design is completed and reviewed according to the Online Course Quality Review Rubric.
- Instructors will receive a stipend that is 1/3 of the stipend for full online course development for installation and organization of the online course pack.
- Instructors selected for hybrid courses will receive 50% of the stipend to develop a fully online course. Stipends for hybrid course development will be paid after course design is completed and reviewed according to the Online Course Quality Review Rubric.
- Required tasks for web-course development have been divided into three phases.

	Phase I	Phase II	Phase III
Tasks for Phase	<ul style="list-style-type: none"> • Access the current Online Course Quality Rubric and review standards • Contact Online Instruction Mentor for your department • Attend related trainings in Vista, and Dreamweaver • Delineate Pedagogy 	<ul style="list-style-type: none"> • Using the rubric, develop your homepage and content organization • Develop materials for your course. • Develop assignments assessments, and discussions • Develop Course Schedule for Students • Meet with your Online Instruction Mentor for 	<ul style="list-style-type: none"> • Complete circle or committee recommended modifications to the course. • Have your department chair look at the course • Complete suggested changes • Provide department chair's

	<ul style="list-style-type: none"> • Develop Goals & Objectives • Outline course Structure • Using the rubric, develop a Syllabus Draft • Consult with your Online Instruction Mentor 	<p>feedback on your course.</p> <ul style="list-style-type: none"> • Make necessary changes. • Submit your course for review either through learning circle participation or through the online course review committee 	<p>sign off to the budget manager of Online Course Development Stipends.</p> <ul style="list-style-type: none"> • Stipend will then be dispensed.
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3. BACKGROUND

1. References: none
2. Revision history: Supersedes Procedure 443-04
3. Legal review: none
4. Sponsor: Human Resources

Guidelines effective: 11/29/2010

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