

## Salary System Discussion History

The purpose of this memo is to provide further clarity on the history of the Meet and Confer issue referred to as *Salary System Plus MFA Salary Placement* in Meet and Confer Team communications to faculty. Please read this message in its entirety so as to have a more complete understanding of the issue.

### MCCCD Classification and Compensation Study

The MCCCD Classification and Compensation Study commenced on September 24, 2012. For non-faculty, the study focused on the classification (*i.e.*, job responsibilities, job title) and compensation for the various non-faculty jobs in MCCCD. For faculty, the study focused on compensation only. The Classification and Compensation Advisory Committee, with the support of external compensation consultant Dr. Jeff Ling of Evergreen Solutions, LLC, was charged with overseeing the study.

Convinced of the importance of faculty involvement in the process, Vice Chancellor of Human Resources Nikki Jackson agreed to the formation of an Attract and Retain Task Force to advise the committee. During Spring 2013, the Meet and Confer Team approved the formation of an Attract and Retain Faculty Task Force chaired by Nikki Jackson and Eddie Genna (then Faculty Association President). Both Nikki and Eddie were also part of the Meet and Confer Team. Nikki and Eddie identified administrators and faculty to serve on the Task Force. (Faculty included Patty Finkenstadt, Frank Wilson, and Tom Trollen.) The Task Force was charged with identifying options for consideration of the Classification and Compensation Advisory Committee and, ultimately, the Meet and Confer Team. External compensation consultant Dr. Jeff Ling conducted a market salary study and shared various compensation models used by other institutions with the Task Force. During the Task Force meetings, members dialogued about the newly approved MCCCD Compensation Philosophy (see below) and how to ensure pay practices were consistent with the philosophy.

*We are committed to a fair, consistent, flexible and competitive classification and compensation program that supports the mission and vision of MCCCD. Our classification and compensation program is designed to attract and retain high quality and diverse workforce through competitive and progressive pay practices that are externally competitive and internally equitable; and supports a fiscally responsible pay program.*

The Task Force members also dialogued about possible salary system approaches that could be used to address a variety of faculty concerns such as salary inversion, MFA salary placement, lack of regular steps, lack of horizontal salary progression opportunity for PhD holders, and high-demand discipline areas. A draft version of a possible salary structure (without actual market numbers) was shared with the Meet and Confer Team on April 1, 2013, prior to being shared with the Classification and Compensation Advisory Committee. All members of the Classification and Compensation Advisory Committee and the Attract and Retain Task Force have been held to a standard of confidentiality that has precluded an open discussion of the details of the suggested salary system modification. At this stage, we don't know the details of what a modified system would look like because it is not known which of the suggestions are viable. However, Faculty Association leadership and the Meet and Confer Team faculty have sought to keep faculty informed. During the August 2013 Meet and Confer faculty forums at each college, Meet and Confer Team members as well as Faculty Association leadership discussed concerns surrounding faculty salary progression and informed faculty of the work of the Faculty Compensation Task Force (a.k.a. Attract and Retrain Task Force). (See the video here:

<http://www.mccfa.wildapricot.org/Resources/Documents/M%20and%20C%20Ratification/Salary/Faculty%20Salary%20Progression.html>)

Based on the original timeline established by the Classification and Compensation Advisory Committee, it was expected the implementation date for any recommendation would be July 1, 2014. (It has since been deferred to July 1, 2015.) Consequently, the Meet and Confer Team anticipated that the Classification and Compensation Advisory Committee would turn over finalization of any proposed salary structure modifications to the Meet and Confer Team in Fall 2013 so that the Team could loop out to faculty prior to seeking ratification of any new policy language. According to the most recent timeline published on the Classification and Compensation Study website, a draft version of a possible salary structure will return to the Meet and Confer Team in Fall 2014. We do not yet know if that will be different or the same as what the Task Force suggested in Spring 2013.

### **Meet and Confer Issue: Salary System Plus MFA Salary Placement**

During the Meet and Confer issue gathering process in August 2013, all faculty were invited to identify issues that were important to them. Over the years, faculty have repeatedly expressed concerns regarding the inequity of salary inversion, the lack of predictable salary progression for residential faculty, and other salary-related concerns. Aware of these concerns, Frank Wilson (CGCC faculty, Co-Chair of the Meet and Confer Team, member of the Attract and Retain Task Force) submitted the following issue via the online survey.

*Create a market-competitive, equitable salary schedule that provides faculty the opportunity to progress economically over their careers. Salary advancement should be predictable.*

Consistent with the faculty meet and confer issue prioritization process, the Chandler Gilbert Faculty Senate prioritized the issues identified by residential faculty at the college. In a September 9, 2013, e-mail to the Meet and Confer Team Co-Chair, the CGCC Faculty Senate President indicated that the CGCC Faculty Senate had determined in its regularly scheduled meeting that the aforementioned issue was a priority for faculty at the college.

On September 10, 2013, the FEC prioritized all of the issues brought forward by the various Faculty Senates. After an in-depth discussion, FEC members voted for the issues they believed best represented the interests of their faculty constituents. Of the 20 FEC voting members present, 19 (95%) voted in favor of the aforementioned issue with a couple refinements in the language as shown below.

*Create market competitive, equitable salary practices that provide faculty the opportunity to progress economically over their careers. Salary advancement should be predictable.*

The faculty members on the Meet and Confer Team advanced the FEC recommendation to the full Meet and Confer Team which further refined the language, in advance of final issue prioritization by the full Meet and Confer Team as shown below.

*Can we create a market competitive, internally equitable salary system that provides faculty the opportunity to progress economically over their careers?*

The Meet and Confer Team agreed this was a priority issue and labeled it "Salary System." Because it was anticipated that any modifications to the salary system could also address the MFA salary placement issue, the

Team grouped “MFA Salary Placement” with the “Salary System” issue resulting in “Salary System Plus MFA Salary Placement.”

### **Integration of the Classification and Compensation Study and the Salary System Issue**

The recommendation from the Spring 2013 Attract and Retain Task Force was expected to be returned to the Meet and Confer Team in Fall 2013 for further discussion. Simultaneously, the Salary System issue identified through the September 2013 Meet and Confer issue selection process affirmed that any modified salary system would need to be “internally equitable” (e.g., no salary inversion), “market competitive,” and provide faculty “the opportunity to progress economically over their careers.”

In a September 19, 2013 email, Interim Vice Chancellor of Human Resources Jim Bowers assured all employees that no employee’s salary would be reduced as the result of any modifications in the compensation structure. He stated: *“Implementation of the plan will result in **no salary, benefit, or leave of absence reduction of persons in filled positions.**”*

In an October 15, 2013 meeting with the Vice Chancellor of Human Resources and the leadership of the Compensation Department, Meet and Confer Team Co-Chair Frank Wilson identified the need for a four-month window in which the entire faculty body could dialogue about any proposed modifications to the salary structure. It is anticipated this dialogue will take place in January – April 2015 with any modifications in the salary structure going into effect on July 1, 2015. Because of the importance of this issue, the faculty on the Meet and Confer Team together with the Faculty Association leadership intend to hold faculty forums at each of the colleges. The faculty who served on the Attract and Retain Task Force (Eddie Genna, Frank Wilson, Patty Finkenstadt, and Tom Trolen) are of the opinion that suggestions made by the Task Force as related to salary structure modifications will be viewed favorably by most faculty and represent an improvement over the existing structure. However, it will be through the faculty forums that the collective faculty viewpoint will be ascertained.

Implementation of any proposed salary system modifications may be further delayed for a variety of reasons such as lack of financial resources, insufficient time to modify HRMS, lack of support from the administration, faculty, or Governing Board, and so on. We will keep you advised as the discussion progresses.

Respectfully,

Frank Wilson, Meet and Confer Team Co-Chair

Patty Finkenstadt, Faculty Association President