

## The ACC FY06 Compensation Study

### Frequently Asked Questions from Employees

# SECTION 1

**What is the FY06 Compensation Study?** ACC has hired Public Sector Personnel Consultants to conduct a comprehensive compensation study. This study is in two parts.

The first part is the Classification Study to “classify” or define ACC jobs and re-write the job descriptions. This is the part in which ACC staff will participate through the Position Analysis Questionnaire process.

The second part of the study is the Compensation Study. In this part the Consultant will conduct a customized market survey and after the analysis of that data, will recommend new compensation methodologies for ACC.

**Who is included in the Compensation Study?** The Classification study includes all Classified, Professional/Technical employees, and Adult Education Instructors. The Compensation part (Market Survey) includes those groups of employees as well as full-time Faculty.

**Why are we conducting a Compensation Study?** Over time our current job descriptions and compensation scales and methodologies have gotten out of alignment. This Consultant will conduct an analysis of the work performed at ACC for each position, and create new job descriptions that reflect the updated level and scope of work performed. The Consultant will also conduct an analysis of the market for each job and place each job according to its market reference.

**Will we be getting big raises?** It’s too early to anticipate that! If some positions are determined to be under market the Board will have to approve any proposal for adjustments. However, no employee will have their salary reduced.

**Where can I get more information?** Check the Human resources web site <http://www.austincc.edu/hr/> for information on the study and updates on the progress being made by the consultant.

# SECTION 2

## **FLSA**

**What is the FLSA?** The Fair Labor Standards Act (FLSA) is a federal law that defines the job requirements of overtime compensation for time worked over 40 hours in a week. More complete information on the FLSA regulations may be found at the Department of Labor website, <http://dol.gov> .

**What does “Non-Exempt” mean?** At ACC, Non-Exempt employees are Classified employees. They are covered by the FLSA provisions (that means they are not exempt from

it) and receive overtime pay for work performed over 40 hours in a week. Non-Exempt employees must record hours worked each week.

**What does “Exempt” mean?** At ACC, Exempt employees are Professional/Technical employees, as well as Administrators, AE Instructors, Faculty and Adjunct faculty. The provisions of the FLSA do not apply to such employees (they are exempt from it). They are paid on a salary basis, regardless of how long it takes to perform the work. At ACC, Professional/Technical employees receive hour-for-hour compensatory time for hours worked over 45 in a week.

**I’m going from non-exempt (Classified) to exempt (Prof-Tech). Will my new salary be based on my current annual salary, or my take-home rate of annual salary plus overtime pay?** Annual salaries are based upon the “base” salary and overtime is not included since it is not guaranteed. This means the employee will lose the opportunity to receive overtime in the new fiscal year.

**How will a FLSA exemption change affect my work?**

**From Non-Exempt (Classified) to Exempt (Prof-Tech)**

You will no longer be paid overtime when you work over 40 hours in a week. When you work over 45 hours in a week, you will earn comp time on a straight hour per hour basis, in accordance with ACC’s policy. Comp time must be approved by your supervisor in advance.

**From Exempt (Prof-Tech) to Non-Exempt (Classified)**

You will be required to be paid overtime for all hours worked over 40 in a week. Overtime must be approved by your supervisor in advance.

**Are all FLSA exemption status change recommendations being reviewed by the labor lawyer?** Yes.

**My FLSA exemption status is changing. How will I learn about different pay dates, timesheets, etc.?** The employee and supervisor will be notified of the change and its impact. HR will be holding workshops providing budgeting experts to review each employee’s actual financial situation, and give advice on how to budget and adapt to being paid monthly or bi-weekly. Additionally, classes will be held on completing eTime timesheets, and explaining overtime regulations and the Prof-Tech compensatory time policy.

**Will a change in my FLSA exemption status affect my benefits?** No. Your benefits will remain the same.

**Will a FLSA exemption change affect my vacation or sick leave accrual?** Your leave will accrue with each bi-weekly or monthly per pay period. Effective 09/01/2006 the leave accruals for full-time non-exempt (classified) employees will be:

	Less than	5 Years
<u>Leave Type</u>	<u>5 Years</u>	<u>or more</u>
Sick	3.70 hours	3.70 hours
Vacation	4.62 hours	6.16 hours

Leave accruals for full-time exempt (monthly) employees will be:

	Less than	5 Years
<u>Leave Type</u>	<u>5 Years</u>	<u>or more</u>
Sick	8.00 hours	8.00 hours
Vacation	10.00 hours	13.34 hours

Part-time leave will accrue proportionate to each employee's percentage of work.

**If I become Non-Exempt (Classified) and am asked to work more than 40 hours in a week by my supervisor, and there is no overtime money in our department's budget, will I still be paid overtime?** Yes. It is federal law that you be paid overtime in that situation. Your supervisor will have to make arrangements with a next level supervisor or Administrator to find the funds to pay overtime. That is why HR will be providing training for the supervisors of employees who are undergoing FLSA exemption status changes.

## SECTION 3

### The PAQ Process

**What is the PAQ?** The Position Analysis Questionnaire (PAQ) is a form that asks detailed questions about the work performed for each position. Remember, the PAQ is about a position and the work that the position is responsible for, not about job performance. If you complete the PAQ, focus on what you do, not how well you do it.

**Who completes the PAQ?** Each employee Staffing Table Classified, and Professional/Technical employee and AE Instructor is to complete a PAQ form describing the work that is performed.

### What is the PAQ Process Timeline?

November 14-18	Information Sessions held for Supervisors
November 28, 29 & 30	Employee Project Briefing Sessions held by Consultant
November 28-December 9	All Classified and Professional/Technical employees, and Adult Education Instructors complete the PAQ forms and submit them to immediate supervisor
December 9- January 4	All supervisory levels review the PAQ forms in their department, add comments, sign them, and forward to next supervisory level or to HR, as appropriate
January 5	All PAQ forms are due in HR Compensation
January & February	Consultant reviews and conducts analysis of all PAQs for Classification
March	Appeal process opens after employees are notified of Classification results

**When do we complete the PAQ form?** Employees may complete the PAQ form November 28<sup>th</sup> - December 9<sup>th</sup>. Please give your completed PAQ to your immediate supervisor as soon as you have finished working on it.

**Why do we have to complete a form? Can't we just use the Job Description?** No, many of our job descriptions have not been updated in a long time. In some positions, the work

currently performed may not be accurately reflected in the current job description. The PAQ process will assist the Consultant to write new job descriptions.

**Where do I find a PAQ form?** The electronic form is available on the HR web site <http://www.austincc.edu/hr/> as a Word document that you can download to your computer and work on at your desk.

**How do I download the PAQ form to my computer?** Click on the PAQ form on the web and it will open. Just “Save As” to the desktop or a file in your computer. Once saved to your computer you can work on it and save your work.

**But I don’t have a computer because I don’t work at a desk. What do I do?** Your supervisor will make a computer available to you to ensure that you have the opportunity to participate in completing a PAQ form.

**But I can’t type very well. What do I do?** You have some choices. You can try to type it yourself.

You can get help from a co-worker, but not your supervisor, who knows how to type. If you get someone to help you type your answers, they must be very careful not to change or add to your answers. Also, they must state that they helped you type your answers and sign the first page of the PAQ when it is printed.

Or you can print, or write neatly on a paper PAQ form, adding additional pages if needed. (If you add pages, be sure to put your name and title on them, along with the question you are answering, and staple them to the PAQ form!)

**English is not my primary language. I may not understand the questions. What do I do?** Your supervisor can get you someone to translate and assist you in understanding the PAQ questions; the person may translate your answers into English. The translator must state that they translated for you and sign the first page of the PAQ form when it is printed. The translator may not change or add to your answers.

**What are all these sections? It looks complicated!** Here is a summary of the PAQ Sections:

**Section I** – all employees complete this section. The questions are about the work you perform.

**Section II** – all employees who are also a supervisor completes this section. These are questions about supervising.

**Section III-** your immediate supervisor completes this section. This is a review of your PAQ, additional comments from your supervisor, and their approval/signature of the PAQ.

**Section IV** – any next level supervisors who are neither your immediate supervisor nor the final level of supervision completes this section. This is a separate Word document on the web. It is a review of the PAQ, adding comments, and approval/signature. Completion of this section depends on the organizational structure of your department.

**Section V** – this is the final level of approval of the PAQ, by an Administrator or AVP or VP. It also is a separate Word document on the web.

**What if I have questions while completing my PAQ form?** Each campus has a PAQ Representative, listed below. You can ask your PAQ Representative any question about the PAQ process. He or she can assist you with questions, but may not give you answers to the questions on your PAQ.

PAQ Process Campus Representatives

CYP: Linda Haywood, [lhaywood@austincc.edu](mailto:lhaywood@austincc.edu) or 3-2002

EVC: Kathy Judge, [kjudge@austincc.edu](mailto:kjudge@austincc.edu) or 3-5015

HBC: Vicki West, [vwest@austincc.edu](mailto:vwest@austincc.edu) or 3-7502

NRG: Tobin Wiegand, [twiegand@austincc.edu](mailto:twiegand@austincc.edu) or 3-4882

PIN: Judy Van Cleve, [judyvc@austincc.edu](mailto:judyvc@austincc.edu), 3-8103

RGC: Julie Todaro, [jtodaro@austincc.edu](mailto:jtodaro@austincc.edu) or 3-3071

RVS: Sue Bloodsworth, [sbloodsw@austincc.edu](mailto:sbloodsw@austincc.edu) or 3-6230

SVC: Theresa Harkins, [harkins@austincc.edu](mailto:harkins@austincc.edu) or 3-1164

**I'm new at ACC, what do I do?** Discuss your job description and what you already know about your job with your supervisor. Answer only the questions on the PAQ for which you have had experience. Your supervisor will fill in the gaps when he/she completes Section III.  
**Can we complete a PAQ as a group?** Yes, but only if you share the exact same title and exact same immediate supervisor. If you complete a PAQ as a group, all employees in that group must list their names, titles, and contact information on the first page of the PAQ, and each employee in the group must sign the end of Section I. If any employee in the group performs different duties than the others, then that employee should complete a separate PAQ.

**Some of us share the same exact title and supervisor, but a few do not want to complete a PAQ as a group, is that OK?** Sure, just because coworkers have the same title and supervisor, it is not required that they complete a group PAQ.

**If I type this PAQ as a Word document, can't others change my answers later on?** No. No supervisor can change your answers. To ensure this, you will not forward the PAQ to your supervisor electronically. When you have completed your PAQ, print it, then sign it, and give the paper form to your supervisor. Be sure all pages are securely fastened together. And be sure to save a copy for your files.

**What happens if my supervisor does not agree with my answer?** Your supervisor does not have to agree with your answer. Your supervisor may see something that you have

overlooked and add it in Section III. Your supervisor has been asked to show you what they have added or show you the areas with which they disagree. You do not have to defend your answers. The Consultant is an impartial party and is very experienced in job analysis. They may contact your or your supervisor, or department head, if they need additional information.

**What role does HR have in the PAQ process?** The Human Resources Compensation Section is responsible for employee communication about the PAQ process. They will also receive all PAQ forms when they are completed by the final level of supervision. Each PAQ will be reviewed for completeness, logged in and tracked in a database. HR Compensation will ensure that each PAQ is in departmental order with an organizational chart, has a current job description attached, and given to the Consultant.

**What if a position is vacant or is on leave?**

If a position is vacant, the immediate supervisor will complete a PAQ based on the job description and what is known about the position.

If an employee is on leave and expects to return before the PAQ process is completed in January, the immediate supervisor should work with the Compensation Manager to allow the employee the opportunity to complete the PAQ outside the timeline.

If the employee is on extended leave, and is not expected to return, the immediate supervisor should contact the Compensation Manager to discuss options.

**Will positions be frozen?** If the Consultant finds that a position is above the market, it may be necessary to freeze the salaries. The Board will make those decisions based on the recommendations from the Administration.

**What is expected at the end of the study?** The consultant will be recommending new titles, new salary scales, and new job descriptions.

### **Frequently Asked Questions on the Position Analysis Questionnaire (PAQ) Process**

**What is a Position Analysis Questionnaire (PAQ)?** The PAQ is a form that each Classified, Professional/Technical, and Adult Education Instructor will complete to provide the Consultants with detailed information regarding each ACC staff position.

**Why should I attend an Employee Project Briefing session?** At the Project Briefing Session the Consultant will explain the scope of the project, provide a summary of the process, explain their roles in the process, and respond to your questions. Additionally, the PAQ process and form will be reviewed.

**How do I sign up for a Project Briefing Session?** You can use the Professional Development web site to choose the session you wish to attend. The link is: <http://irt.austincc.edu/profdev/>, just click on “Available Workshops” under Professional Development opportunities to sign up.

**Will I receive Professional Development credit for my participation in the PAQ process?** Yes. You will receive one hour Professional Development credit for attending the Project Briefing Session.

**The PAQ form is long and looks complicated, I am not sure I know how to answer all the questions. What should I do?** Complete the PAQ form as best you can. If you have questions or concerns on how to answer any question, discuss it with your supervisor.

**Do I have to participate in the PAQ process?** While it is strongly requested that you participate in the PAQ process, you will not be forced to participate. However, if you do not complete the form, the Consultant will only have your current job description from which to make their Classification determination. Employees who do not participate in the PAQ process are not eligible for the Appeal Process.

**Several ACC employees hold the same title I do, and we have the same supervisor. Can we complete one PAQ as a group?** Yes, if employees who share the same title and report to the same supervisor wish to do so, they may work together complete a single PAQ form. All the employees who submit the PAQ as a group, must ensure that all their names and signatures are on the PAQ form before submission to their supervisor. HR will make rooms available at HBC for the purpose group completion of PAQ forms. The supervisor of the group wishing to do so should contact Shari Rodriquez at 223-7563 to coordinate the room and time. At the campuses, the supervisor can request a room to accommodate the group activity.

**Once I complete and sign the PAQ form, I have to give it to my supervisor for review. How do I know that my supervisor will not change what I put on the form?** Your supervisor will review your PAQ form to ensure that you are defining all the aspects of your job in a realistic manner. If your supervisor disagrees with your answers, he/she should discuss it with you for clarification. Your supervisor is not allowed to change your answers, but should make comments to indicate agreement and/or disagreement with your answers. You may complete the PAQ form electronically by downloading it to your computer. However, when you are finished with it, you must print it, sign the printed forms, and submit only that printed form to your supervisor. Of course, you may keep a copy of r your records.

**Can I complete the PAQ form during work time?** Yes. Your supervisor has been instructed to work with you to allow the time you need to complete the PAQ form.  
**How long does it take to complete the PAQ form?** The answer to that will vary with the complexity of your job. Most PAQ forms can be completed in two to three hours. Some will take much less time, and some may take more.

**How long do I have to complete the PAQ form?** The employee involvement in the PAQ process will begin on Monday November 28<sup>th</sup>, with the first Employee Project Briefing. You should complete and submit your PAQ form to your immediate supervisor no later than Friday December 9<sup>th</sup>.

**What happens to the PAQ form after I complete it?** Your PAQ form will be reviewed by your immediate supervisor, and by as many next level supervisors required by your department, until it reaches the final level of approval at the Dean, AVP, or VP level.

**What happens to the PAQ form after it is reviewed and approved by the final supervisory level?** Upon final departmental approval, all the PAQ forms will be sent to Human Resources Compensation Section to ensure completeness. There, the PAQ forms will be logged in, and prepared for the consultant.

**What does the Consultant do with the PAQ forms?** The Consultant has a team of employees who will ensure each PAQ form is reviewed at least three times to ensure their understanding of your job. The Consultant may contact HR, department heads, or your supervisor for additional information if needed.

**How else will the Consultant gather information about ACC jobs?** The Consultant will conduct up to 100 one-on-one or small group interviews with ACC employees to ensure they have a complete understanding of ACC jobs. Most likely the employees to be interviewed will be incumbents of unique jobs, that only they hold.

**What is Human Resources role in the PAQ process?** HR is responsible for communication about the PAQ process, arranging the Employee Project Briefings, ensuring every eligible employee has a PAQ form, logging and tracking the PAQ forms, and preparing them for the consultant. HR will not change anything on your PAQ. The PAQ forms will be reviewed for completeness, a position identification label will be attached, and the forms will be sorted according to the organizational chart.

**Compensation Study Update:  
Classification Phase, April 10, 2006  
Frequently Asked Questions**

**Consultant Recommendations and Appeal Processes**

**What kind of appeal processes are there?** There are two appeal processes for the Classification phase of the Study. First, after the initial recommendations are received from the Compensation Consultant, the Administrators and members of the management team review them and may appeal job titles, FLSA status, and job description content. Second, once those appeals have been considered by the Compensation Consultant, the employees will be informed of the results. The employee appeal is an appeal for the job title and may include information missing from the PAQ, or clarify information on the PAQ.

**Will the information regarding the initial recommendations from the consultant, the Administrator appeals, and those outcomes be shared with the employees?** Yes. To ensure the transparency of the Classification phase of the Compensation Study, a complete history of all the consultant recommendations, ACC appeals, and final results will be posted, listed by title, upon completion of the study.

**I did not submit a PAQ, can I appeal the outcome?** No, only employees who submitted a PAQ during the PAQ process in December or during the extension of the PAQ process in January have the ability to appeal.

**Who can appeal the FLSA exemption status?** The Administration of ACC is responsible for ensuring compliance with federal law, so only the Administrators may appeal the FLSA exemption status.

**Why can't I appeal my job description?** The appeal process is limited to one week. Job description review takes longer than that, so it is being excluded from the appeal process. However, an employee may request a change to the job description through our normal job description upkeep process: discuss it with your supervisor, and they will discuss it with HR Compensation, then any changes become official.

## **Draft Job Descriptions**

**Where are the new draft job descriptions located?** All draft job descriptions will be located on the FY06 Compensation Study website until they become official in September 2006.

**Why are the new job descriptions in draft format?** Usually, studies like this one require 18 months or more to complete. Ours has a much shorter timeline. The Compensation Consultant had seven different job description writers working at one time. The result was that they were written in seven different “voices”. The Consultant will rewrite them with our revisions in one “voice” so they are all consistent. That will take a few months, so the job descriptions will remain in draft format until that goal is reached.

**How can my job description be changed?** You can discuss changes to your job description to your supervisor, who will follow the regular job description update process that ends in HR Compensation.

## **Job Families**

**What’s wrong with the current Level system?** Because the levels do not respond to market changes, many titles have been “forced” into higher or lower levels than defined by level of decision. Over time, due to growth, market and other factors, several levels have been combined, and new salary scales had to be added. Because of that the “benchmark” titles are not aligned with the titles in the Levels any longer.

**Do we know what the consultant will recommend?** No. The consultant has indicated that position will be placed into job families rather than group positions by levels of decisions made.

**How is a Job Family different from what we have now?** Our current classification system groups jobs by level of decisions made by the employees in the positions.

**What is a Job Family?** A job family is a set of jobs, or titles, that are grouped together by function.

**What is the advantage to Job Families?** Within each Job Family, there is an internal relationship that links the jobs together. Job Families are also linked to other Job Families to form a network of relationships. So each Job Family has at least one “benchmark” job which is connected to the market pricing process.

**What is a “benchmark” job?** A job that is defined by the job description as being essentially the same in most organizations or institutions is a benchmark job. Since most organizations define the same function in the same way, the salary data is both accurate and up to date.

## Frequently Asked Questions

Update: May 10, 2006

### Employee Letters/Appeals/Job Description Review

**I did not receive a letter this week. What do I do?** If you have not received your letter in the May 10 mail delivery, contact Dana Tucker, Compensation Specialist, at 223-7565 or via email at [dtucker@austincc.edu](mailto:dtucker@austincc.edu) to have one emailed to you.

**Who do I ask if I have questions about the content of my employee letter?** Your supervisor is your first point of contact.

**I want to appeal my title, how do I do that?** The appeal process is described in your letter. Go to the Compensation Study Website and download the Title Appeal Form. To download the form to your computer, click on the "Save a Copy" button and save the document to your computer. Fill in the form, save it, and print a copy for your supervisor to review. Just as with the PAQ form process, supervisors at different levels will have to approve the information on your appeal, and may add information to it. However, no one can change what you write.

**My employee letter says there is no change to my title, can I appeal that?** Yes. If you expected your title to change (or you expected your position to be reclassified), and it did not, you may provide additional updated information regarding your position to add to the information you submitted on your PAQ form.

**My employee letter says my title changed. I don't like the new title, can I appeal it?** No, an appeal should not be submitted just because an employee does not like the new title. The titles all meet certain title definitions. Appeals should be based on work performed, not personal preference.

**My employee letter says that my FLSA exemption status is changing. Can I appeal that?** No. ACC must comply with the federal law. However, some FLSA exemption changes are being reviewed by a labor lawyer to ensure compliance. If that is the case for your position, your supervisor will inform you when the review is completed.

**I wanted to review my draft job description, how do I find it?** The draft job descriptions are on the Compensation Study Website. They are listed alphabetically by the first word in the title. Example: Look under "S" for Senior Administrative Assistant, or under "C" for Computer Lab Support Technician.

**What if I have suggestions to change or add to the content of my job description?** Discuss your suggestions with your supervisor, who will forward your suggestions to HR Compensation. The Compensation Consultant will review all reasonable suggestions and decide if they are to be included in the job description.

**When should job description suggestions be complete?** All suggestions to revise job descriptions should be discussed with your supervisor and submitted to HR Compensation by the end of May.

**When do the changes become effective?** All changes to titles, FLSA status, and/or job descriptions will become effective on September 1, 2006 after the Board approves the FY07 budget.

### **Frequently Asked Questions EMPLOYEE CONCERNS AT CAMPUS MEETINGS**

HR Compensation visited the campuses on May 11 and 12 to meet with employees and answer questions regarding the FY06 Compensation Study. Here is a summary of the most Frequently Asked Questions addressing employees' concerns.

**Did the consultant read my PAQ?** The job duties in my draft job description are not what I wrote on my PAQ. The consultant read each PAQ 2, 4 or more times. Often other job classification experts at Public Sector Personnel Consultants (PSPC) read them as well. When you read the draft job description, remember, the new job descriptions are designed to be more generic and summarize duties more. This actually helps match jobs when we conduct salary surveys.

For shared titles (those with more than one employee in the title), the consultant's goal was to combine all the job duties on all the PAQs and summarize them on the job description. For unique titles (those with only one employee in the title), not every job duty listed on a PAQ was included on the job description. Often individual PAQ duties have been combined in a summary statement.

**We all did a lot of work on our PAQ. Why do we have to do more work and review our job descriptions?** A Compensation Study is a lot of work for everyone. The consultant, in order to meet the timeline, hired additional writers to write the job descriptions. As a result, they were not written in one "voice". And, some of those writers did a more thorough job when creating the job descriptions. The consultant has agreed to have one person rewrite them, after ACC employees have had an opportunity to review them. Your review will ensure that the description matches your position responsibilities.

**How will we know the job descriptions will be any better when they come back to us?** HR Compensation will audit each job description before it is accepted as final. It must meet or surpass the current standard of quality and completeness of the current official ACC job descriptions.

**How long will it take before the consultant returns the final job descriptions?** We are allowing two months for them to complete them all. They are due back in July. If more time is needed, it will be given.

**My supervisor and next level supervisors never told me what they put on my PAQ.** All supervisors were asked to communicate with their employees any comments, agreement or disagreement concerning the employee's PAQ. If the supervisor failed to do this, the employee should ask to see their supervisor's comments. If the employee is unable to secure a copy, the employee can email [dtucker@austincc.edu](mailto:dtucker@austincc.edu) to receive a copy.

**What is a benchmark job?** A benchmark job is a job for which we can consistently get market data on through a comparison of job scope and duties.

**What is a job grade?** A job grade is very much like a current level. Each job grade is a way of labeling a salary range.

**What are job families?** Job families are a group of jobs that are grouped together by function. They may not be specific to one department. Usually, when there is more than one title in a job family, there is a hierarchy, or a career ladder, within the job family.

**There is a lot of change going on. What is so great about this new system?** The new classification system of job families creates a measurable internal relationship among all titles within the family. Each family has at least one benchmark job, for which we can consistently get market salary data. Because of that measurable internal relationship, each job has a relationship to the benchmark job. This means that every year we survey the job market, we can get salary comparison data for every single job! This is very fair and consistent for every staff employee.

**How is that different from what we do now?** Over time, we have lost the internal relationships with our benchmark jobs. So we rotate job titles to be included in the survey each year. That rotation allows only a few titles to be compared to market each year. Several years may pass before a particular title is compared to market again.

**There is a lot of change going on. Should we slow down?** No. Things may seem like they are rushed, but the Study is right on schedule with the original timeline. The most difficult work has almost been completed. The Classification Phase of the Compensation Study includes analysis and definition of each job performed by staff at ACC and each title. New titles are assigned to each family. Then, job descriptions are written. A relationship to a benchmark in each family is established for each job by assigned a job grade. All of that has taken about seven months. Once all that is completed, the next step of doing the market salary research for the Compensation Phase of the Study should take about 3-4 weeks.

**Don't job descriptions have to be finalized before we do the market study?** No, because it is the job scope, purpose, and general duties that are compared to create a job match in a market survey. Almost never do two job descriptions from two different organizations for the same job match duty for duty. The consultant matches at a ratio to ensure a good match in the market or if not, the data will not be used.

**I've heard talk that the employee associations are being dissolved.** No, that is not true. The consultant has suggested that all staff jobs will be on the same pay scale. The distinction of FLSA exemption status based on job title is dissolving. There will be both exempt and non-exempt employees in jobs with titles like Coordinator, Technician, and Specialist. So the basis of FLSA status and separate pay scales are being removed that support separate employee associations. There is no reason to dissolve the employee associations since they are a critical part of the shared governance philosophy.

**If the employee associations merge, when will they merge, who will be president, which by-laws will be used?** Questions like that must be answered by the associations and employees involved in the shared governance process.

**If the employee associations merge, won't the employee voice diminish?** This must be considered by the associations.

**The educational level for my job has been lowered. Won't that affect who we hire for vacancies?** No. The consultant has recommended that to be in compliance with federal law, the required educational level for a job is that level of education of the employee with the lowest educational level that is actually performing the work. When we post a vacancy we will consider applicants who meet the required and preferred levels of education. We can hire at either the required or the preferred level.

**Will the Living Wage be part of the Compensation Study?** Yes. The consultant will conduct a market analysis with and without application of the Living Wage. When applying the Living Wage to the salary ranges, it will be applied to the entire range to avoid salary compression.

**I've heard other employees say they did not trust the Administrators' role in the Study and HR is not releasing information provided by the consultant. What's up with that?** The role of HR is to facilitate the process and decisions made by the administration. It is understandable that employees may be frustrated because they are not involved in the entire process of the study, only parts of it. The administration receives information from the consultant and then it is determined what decisions need to be made; the administration is the body responsible for making the final decisions on all recommendations. It is unfortunate that our culture has a long history of internal lack of trust however, we can all be sensitive to how and when we communicate and we can embrace and practice the principles of Servant-Leadership.

HR Compensation has maintained that this Study is transparent. There are no secrets. There are no hidden agendas. However, when recommendations from the consultant are in draft form, it is not appropriate to share that information, at that time, with the employee population. Once the recommendations are finalized, of course, they will be shared with all employees. And once we have a final system with which to work, HR Compensation will make available the draft information if employees so desire. However, to release draft, unapproved information because it is finalized would only cause confusion.

**Why did so many employees not get their classification letters?** Letters were mailed from HR on Thursday and Friday, May 4 and 5. A few were as late as Monday, May 8 leaving ACC. The Post Office did not deliver all mail the next day. Many employees got their letters on Saturday, Monday, Tuesday or Wednesday of the following week. There were a number of misdirected letters and HR Compensation apologizes for the confusion that resulted. Some of the letters were sent to old addresses. Misdirected mail is being researched to determine the source of the problem and find a solution for future mailings. All affected employees will have a full two week period to appeal should they wish to do so. Email copies of employee letters were sent to all employees requesting them the same day the request was received by HR Compensation.

**Draft job descriptions were posted to the Compensation Study website <http://www.austincc.edu/hr/compensation/compstudy/index.php> on Friday, May 5. There were some missing. What happened?** We did not receive 23 draft job descriptions from the consultant. Those job descriptions were written and sent to us by Thursday, May 11. They are currently listed as the fifth group of draft job descriptions on the website at <http://www.austincc.edu/hr/compensation/compstudy/JobDescription.php>.

**The draft job descriptions are in PDF format. I cannot copy or type on them. How can I make my suggestions in RED type to change the job description in the Job Description**

**Review Process if I can't type on it?** IT burned 70 CDs with the draft job descriptions in Word format. HR Compensation burned 50 3.5 floppy disks with the "Missing 23" draft job descriptions. They were put in campus mail on Friday, May 12 for immediate delivery to all Campus Managers and Administrators. The Administrators are requested to email the draft job descriptions to Direct Reports and each Direct Report should send appropriate draft job descriptions to the supervisors and supervisors to the employees as needed. The Campus Managers Office is requested to send any draft job description to any employee requesting it. The whole distribution process should not take more than a day or two, and every employee will have access to a Word version of their draft job description so they can participate in the Job Description Review Process.

**My draft job description was one of the "Missing 23" and I did not see it until Friday, May 12. While the due date for Job Description Review is May 31, I have a week less than other employees to conduct that review! Is that fair?** No, it's not. And that is why we are extending the review deadline for employees with the "Missing 23" job descriptions to allow them the same amount of time as other employees for the Job Description Review Process.

**How did HR handle the distribution of the "Missing 23" job descriptions?** First, HR Compensation notified the employees that could be identified as impacted by the missing job descriptions that they would be emailed a copy of the appropriate job description as soon as we received it from the consultant. Upon receipt of the "Missing 23" job descriptions, it was made a priority in HR Compensation to send them immediately, and we did so.

**My title was merged with another title (i.e., the I's and II's were merged together), am I getting demoted? Will I earn less money being merged with a I title?** When the consultant found that the levels of work being performed by a title with a current sequence (i.e. Science Lab Tech I, Science Lab Tech II, etc.) were close in function and scope, they combined them into one title. The assignment to job grade (like our current job levels) is made at the higher title.

**My draft job description title does not match the title in my letter. What's going on?** The draft job descriptions were posted to the web on May 5 and the letters were sent May 4 and 5. On Monday through Wednesday, May 8-10, the Administrators received titles and job grade assignments. Some titles were changed. Employees who are affected by such changes will be sent a letter indicating the new title. For these employees, the title appeal process will be extended to allow them a full two weeks to appeal like other employees.

**Some employees got draft job descriptions late. Some employees got letters late. How can they meet the deadlines for Title Appeal and Job Description Review, not having the same amount of time as other employees?** It is only fair that all employees have the same amount of time to appeal a title or review a draft job description. The deadlines for such employees will be extended two weeks to allow them the same amount of time as all other employees.

**I have an extended deadline for Title Appeal and Job Description Review. The Compensation part of the Study is being presented to the Board on June 5. My deadline may go past that time. How will I be included?** Enough money will be included in the initial estimate of approval of the Study to go back later and make "late" adjustments. Your Title Appeal and Job Description Review will be included in the final version of the Study results.

**How were the internal relationships and pay grades established for jobs within job families?** The consultant did a preliminary placement in job grade based on the content of the PAQ and on initial market data. The Administrators received the recommendations and made recommendations based on internal ACC structure and equity. The current levels were used as a general guideline. The results will be reviewed against full market data and may have to be revised again to establish a final, market driven relationship among jobs.

**What criteria were used to establish the internal relationship among jobs in a job family and job grades?** The first job grade started at \$5.15 per hour, the Federal Minimum Wage. A 5% differential was applied to the next grade from that, and so on. That is not 5% of \$5.15/hour, but a 5% increment of measure, which will later tie into salary range midpoints in the Compensation Phase of the Study. ACC's lowest pay grade was 13. Each pay grade has the same 5% differential between jobs. .

**I'm a new employee. No one told me my title would change.** Hiring supervisors have been asked to explain the Compensation Study to each candidate during the interview. Evidently this is not happening 100% of the time. HR Compensation will begin explaining this at the time of the job offer, as well, to ensure the new employee is aware of the Compensation Study. And, we will add a brief statement to the offer letter until September 1<sup>st</sup>, when the Compensation Study results become effective.

**My title changed and I feel like I have been demoted!** HR has instituted a policy that the Compensation Study will not result in any employee being demoted. A demotion is a result of lowering salary and job classification level, not a title change.

**My supervisor doesn't agree with my title appeal, what do I do?** The supervisor has ultimate responsibility for a job title and job duties therefore, if the supervisor and next level supervisor do not agree, the title may not be appealed.

**When will we get results of the study?** The preliminary results will be presented to the Board on June 5<sup>th</sup>. Employees will receive information about the progress of the study before that time.

### **FY06 Compensation Study Compensation Phase Frequently Asked Questions**

**What is the compensation market survey?** The market survey was the primary part of compensation phase of the Study. The consultant, the Compensation Committee and ACC agreed upon which organizations were to be included in the survey. The consultant gathered salary information on each benchmark job. The data was then applied to the ACC jobs maintaining the internal relationship established in the classification phase of the Study.

**Why are salary surveys conducted?** Wages change with supply and demand for different occupations. This salary survey was needed to ensure that ACC jobs will be in proper relationship to the prevailing wage rates in the market.

**What classifications were included in the survey?** The consultant conducted a salary survey including all Classified and Professional-Technical titles, AE Instructors, and full-time Faculty.

**What organizations were surveyed?** ACC and the Consultant agreed on what organizations would be included in the survey. These included:

The Metro-8 community colleges; Alamo, Collin, Dallas, Houston, Lee, North Harris Montgomery, San Jacinto, and Tarrant

Local public sector; City of Austin, Travis County, AISD

Other published surveys; Austin Area Pay & Benefits Survey, Texas Workforce Commission, College & University Professional Association (CUPA), Higher Education Information for Technology Services (HEITS)

Other organizations for certain titles; like Communication by Hand for Sign Language Interpreters; the local ISD's for AE Instructors

**What methodology was used for the survey?** The consultant used an 80%-120% job matching methodology to establish benchmark jobs. That means when the scope, purpose, and job duties were compared to the ACC job, there had to be a minimum match of 80% and not over 120 % maximum match. Methodology included:

Benchmark jobs were established for each job family whenever possible. A benchmark job is one for which salary data may be collected consistently and is about the same job in all organizations. An Accountant is an example of a common benchmark title.

All jobs in a job family were linked in a measurable relationship to the benchmark job for that family. This provides equity within the job family and for jobs throughout the college.

Salary adjustments may now be made for every job, in every year the survey data is collected, instead of the title rotation basis currently used.

The prevailing rate (market) was determined in the market study to be based on (weighted) 50% private sector data and 50% public data, unless CUPA data was available. For those positions, the CUPA, public and private data each counted as a third. Market data was aged to August 31, 2006.

**What is Direct Market Pricing?** Direct market pricing ensures that ACC's midpoints are set at the prevailing market rate. This method ensures that we are hiring and paying employees based on a market system. Direct market pricing:

- Complies with and supports ACC's compensation policies
- Is directly linked to the market of prevailing rates
- Is a precise method to establish salaries and salary ranges
- Is not a complex system, allowing ease of communication and understanding
- Is objective, not subjective, and therefore highly defensible as not being biased towards any individual or group of employees
- Is flexible, and can be adjusted as the market moves
- Supports internal equity
- Is simple to administer and maintain through annual market surveys and adjustments

**When will we know more information?** When the Board approves the budget, they will also be approving about \$2 million for the market adjustments. Within a few weeks, each employee will receive a letter that explains to them any salary adjustments made for FY07, including the proposed 4% across the board cost of living adjustment.

**Will all staff employees receive the 4% annual increase?** The administration has recommended 4% for all employees, including staff members. The annual increase will be approved by the board when the FY07 budget is approved.

**Will all staff employees receive a market adjustment?** No. Some staff members' salaries are already at or above market. They will not receive a market adjustment. Some staff members will receive an adjustment to the new minimum of the salary range and a market adjustment, others may receive only a market adjustment, and still others may only receive the annual increase.

**Will all staff employee salaries be at market in September?** The majority (approximately 75%) of employee salaries will be at or above the prevailing rate, or market for their jobs. The remaining 25% of employee salaries will be at a proper relationship to market, based on their work experience and/or time at ACC.

**What about the Living Wage?** The Universal Living Wage is the minimum wage required to afford an efficiency apartment adhering to the guideline that dictates that no more than 30% of a person's gross monthly income should be spent on housing.

The hourly rate of the lowest ACC current annual salary is \$11.10, or \$23,080 annually, which is very close to the current Living Wage of \$11.12, or \$23,130 annually.

The recommendation of the consultant is to use the salary ranges they set up for ACC and not hire under the annual rate of \$23,130 to ensure we were paying a minimum of the Living Wage (\$11.12).

Since all employee salaries are being adjusted to market alignment, the compression that currently exists due to past adjustments to Living Wage will be resolved.

**What about the Educational Incentive Administrative Rule that gives a Step for getting a degree?** Once the Board approves the budget, all rules impacted by the Compensation Study will be reviewed by the Administrative Services Council.

**How will my educational incentive be shown in the new salary?** The educational incentive that was granted in the past is now included in the employee's annual salary. When the employee's salary is converted in FY07, it may help to get the employee closer or above midpoint and thus, is an advantage to those employees. When the position is converted, the entire salary is used to determine placement on the new salary scale. Salaries in FY07 are market based and new rules apply to the conversion. The administration will review the Educational Incentive policy and recommend changes for FY07.