

POLICIES AND PROCEDURES

Subject: Compensation Plan and Employment Process Reference: F-II-b

Source: President Eff. Date: April 19, 2011

Approval Auth.: President Approved: _____

Remarks: Replaces previous policy dated February 21, 2011.

Date: April 19, 2011

I. JOB CLASSIFICATION SYSTEM

A. Purpose of the Job Classification System

The purpose of the job classification system used at McLennan Community College is to provide a defensible and understandable rationale for assigning each individual position to an appropriate job class. This ultimately provides the basis for compensating positions fairly for the responsibilities they respectively assume. A sound classification plan must be based upon a clear definition and consistent use of class levels. Specifically, the classification system is targeted to result in the following:

- A current and accurate description of the various jobs that are performed
- A basis for establishing a compensation program that is related to the nature of the work performed
- A means of assuring internal equity among the overall work force.

B. Procedure for Job Classification

The formal procedure for evaluating jobs or positions at MCC is a job classification system. Under this system, all jobs or positions are analyzed and classified according to a number of evaluation factors common to all jobs or positions within MCC. Job evaluation factors used in this system include expertise, decision making, supervision, contacts, and physical efforts/conditions required to perform the job. Jobs or positions which are evaluated and considered to be sufficiently alike in complexity or work responsibilities, etc. are assigned to the same job level.

Job levels with similar rated evaluations are, in turn, assigned to the same salary level.

C. Job Descriptions

Job descriptions are prepared for each job or position and will contain the following information: job title, general position description, duties (essential functions), qualifications, and working conditions. Job descriptions are to be considered as descriptive rather than restrictive; employees may be assigned duties and responsibilities not included in their job description.

D. Classification of New Position

The Director of Human Resources, in consultation with the appropriate supervisor, conducts a job analysis of each new job or position as it is created. On the basis of this analysis and in consultation with the President and the EEO Officer, the placement of the job or position in a particular job class and salary range is reviewed with the appropriate supervisor. After final approval by the president, the job description, job qualification, and salary level will be followed in the recruitment and compensation of personnel.

E. Reclassification of Position

Reclassifications potentially occur:

1. During departmental reorganizations,
2. When positions become vacant, or
3. When job duties significantly change.

When major changes are proposed to be made in the duties and responsibilities of a position (involving either the addition of new assignments or the elimination or modification of existing ones), or when an individual employee or the employee's supervisor feels that the position is not properly classified, a request for reclassification of the position should be forwarded through appropriate administrative channels to the Director of Human Resources for review. Reclassification requests may also be considered when a position becomes vacant. Such requests will be accompanied by a full written justification. The Director of Human Resources will conduct a thorough job analysis of the position and review any proposed changes. Supervisors and other appropriate personnel may meet with the Director of Human Resources to assist in the evaluation of the request for reclassification. The results of the analysis will be submitted to the President and the EEO Officer who may request clarification or additional information from the appropriate supervisor. The EEO Officer then submits a recommendation to the President for consideration and final

action.

The original classification of a position indicates what the position should entail. The fact that an employee is given additional duties and responsibilities, in practice, by a supervisor does not in itself warrant a change in the employee's classification. Unauthorized changes or additions to job duties do not justify reclassification. Therefore, the primary consideration is what the classification should be, not what it has developed to be.

If reclassification results in additional salary, salary increases become effective September 1 following the decision. Exceptions must be approved by the president.

II. COMPENSATION PLAN

A. Policy Statement

It is the policy of McLennan Community College to pay its employees salaries commensurate with the responsibilities, requirements, content, and scope of each job and consistent with the financial resources of the College.

B. Objectives of the Compensation Plan

The major compensation objectives of MCC are to:

- Ensure that the college has the ability to attract and retain well-qualified personnel for all job classes
- Ensure that the college's compensation practices are competitive with those of comparable employers
- Ensure that the college's resources allocated to compensation are effective and efficiently managed
- Ensure that each classification is paid fairly in comparison with other college classifications based on job duties and responsibilities assumed.

The college's compensation philosophy is based upon a balancing of a variety of factors affecting the organization's compensation plan. Such factors include:

- Emphasis on internal versus external salary equity
- Fiscal restraints versus the need to recruit and retain employees
- Labor market forces versus organization priorities.

C. Salary Levels

The compensation plan at MCC consists of salary levels. Salary levels comprise a combination of different jobs that have approximately the same rated evaluation. Each job

level consists of a minimum pay rate and a maximum pay rate. MCC has six salary levels for support staff and six levels for administrative staff.

D. Adjustments in Compensation Plan

At the request of the College President, the classified compensation plan will be reviewed by the Vice President, Finance & Administration with the assistance of the Director of Human Resources. Based upon this analysis, the Vice President, Finance & Administration will make recommendations for revision of the general compensation plan. Revisions will be recommended when the ability of the College to recruit and retain qualified employees is affected by living costs, labor supply and demand, inequities in salary levels, or other conditions that indicate a need for revision, subject to the availability of funds.

E. Administrative and Support Staff Pay Guidelines

To ensure internal equity in administering this system while providing reasonable flexibility, the following guidelines will be applied when maintaining and administering the MCC support staff and administrative pay plan. A pay plan with entry and maximum points has been established.

1. Employment Rate--The rate of pay for newly employed MCC support staff and administrative staff should be at the minimum of the assigned level to ensure equity with current employees with greater length of service. Based upon college needs and employee qualifications, however, placement may be recommended above the minimum in consultation with the Director of Human Resources. Hiring above the entry level will be on an exception basis only, with approval by the college President.
2. Change of status--Upon promotion; voluntary demotion; disciplinary demotion; transfer to a position with a higher, lower, or equivalent classification, or reclassification of a position to a higher or lower level, salaries are subject to review by the appropriate vice president or President and the Director of Human Resources.
3. Regular Part-time Employment--When assigned to a job class for which a full-time counterpart exists, part-time staff will generally be assigned to the same pay level, with earnings adjusted proportionately to the hours of work actually assigned.

F. Rehire Salary Rate

In the event of the re-employment of an individual whose previous employment at the College was terminated because of reduction in force or voluntary resignation, such an individual may be placed at the minimum of the salary level to which assigned.

The recommendation for placement at a rate higher than entry level should be based on the length and nature of previous MCC employment, quality of work, and the length of time since last employment. Generally, employees who have left the institution for more than 90 days will automatically be placed at the minimum level and will be treated as new employees in regard to compensation and benefits.

G. Temporary and Special Rates

Temporary employees may be paid at rates which may be deemed equitable for the work performed. The rates for such employees will be determined by the appropriate vice president or President after consulting with the Director of Human Resources and the Vice President, Finance & Administration and must be approved by the President.

H. Pay Period

Support staff are paid on a biweekly basis (once every two weeks). A support staff payroll schedule is indicated in the institutional calendar.

The week begins on Saturday at 12:00 a.m. and ends at 12:00 midnight on Friday.

Normally, support staff time reports are turned in to the Human Resources Office by 9:00 a.m. on Friday during the fall and spring and Thursday during the four-day work week in the summer following pay day, and pay checks are issued the following Friday during fall and spring or Thursday in summer. It should be noted that pay checks cover the preceding two weeks and include only the time last reported by the employee.

Administrative staff are paid on a monthly basis (on the last working day of month)

I. Distribution of Payroll

Payroll for all monthly and biweekly employees will be distributed on the officially scheduled pay days via direct deposit to the employee's designated financial institution, with funds being available by 8:00 a.m. on pay day. Pay advices for employees are available online through WebAdvisor.

The employee is responsible for ensuring that time sheets,

direct deposit forms, and all other payroll related documentation are submitted to the Payroll Office by the scheduled date and time as indicated in the institutional calendar. If time sheets and payroll documents are received after the deadline, no pay will be received nor will payroll changes be processed for that period. Late payroll documents and time sheets will be processed during the next pay period.

III. PERSONNEL EMPLOYMENT PROCESS

A. Employment Policies

Policies and procedures relating to personnel administration of all employees are applicable throughout the College so as to provide equitable treatment and consistent relationships with all employees. Administrators or supervisors are responsible for adherence to MCC personnel policies and procedures in their respective areas and for establishing standards of quality and quantity of work performance. All personnel policies will be established and administered without regard to race, creed, color, sex, age, national origin, disability, or other factors which cannot be lawfully the basis for personnel decisions.

B. Office of Human Resources

It is the responsibility of the Director of Human Resources to provide assistance and service to all employing officials in obtaining and maintaining a qualified and productive work force; to operate a centralized employment office for recruiting, screening and referral of applicants to employing officials; to maintain employee screening and referral of applicants to employing officials; to maintain employee records; to advise and assist in matters of employee relations and staff welfare and benefits; and to plan, recommend, and administer policies and procedures for personnel administration.

C. Employment Selection Process

The College follows stated policies in the selection process. Guidelines are found in Attachment A.

IV. EMPLOYMENT

A. Types of Employment

1. Regular Full-time Employment

Regular employment is an assignment to a position involving employment on a continuous basis for a period of 5 months or a full semester of more than four calendar months during

a school year and in a capacity that requires twenty (20) hours or more per week. All regular employees are subject to all personnel rules and regulations and receive all benefits and rights prescribed by College policies and procedures, state, and federal laws.

2. Part-time Employment

Part-time employment is an assignment to a position involving employment of less than twenty hours per week on either a regular, irregular, seasonal, or temporary basis. Employees in this category are eligible for designated fringe benefits (e.g., part-time retirement program).

3. Temporary Employment

Temporary employment is an appointment to a position for a limited period of time, which is intermittent, irregular, or seasonal, and which may be either full-time or part-time during the period employed. Eligibility for fringe benefits will be determined by the requirements listed in paragraph 1 above.

V. EMPLOYEE PERFORMANCE APPRAISAL

A. Purposes of Performance Appraisal

The purposes of performance appraisal are to:

1. Provide a basis for improving individual employee performance and, in doing so, the effectiveness of the particular division and/or department as well as the organization as a whole.
 - Set performance objectives and guide individual performance.
 - Provide feedback to employees regarding job performance.
 - Foster two-way communication.
 - Confirm or change employees' perceptions of their performance.
2. Identify potential for promotions and additional responsibility.
3. Identify training and development needs.
4. Provide a basis for salary recommendations.

B. Principles of Performance Appraisal

1. Key duties, responsibilities, and priorities of the position must be identified, defined, and communicated to the employee.

2. Performance expectations, standards, and measurement criteria must be established and communicated to the employee.
3. Feedback regarding performance must be clear, concise, and provided on a regular basis.
4. Employees should be evaluated only on those aspects of performance over which they have control.
5. Employee should have the opportunity to participate directly in the performance appraisal process.

C. Objectives of Performance Appraisal System

1. Performance appraisal should be based on the job being performed rather than personal characteristics.
2. Employees should have an opportunity for input in the performance appraisal process.
3. The criteria for or description of different levels of performance should be clearly defined.
4. The system should contain specific job related objectives for each employee which can be measured and compared to actual performance.
5. The performance appraisal system should identify changes in performance and accomplishments occurring between each review. Recent happenings or isolated dramatic incidents should be minimized.

VI. DOCUMENTATION SYSTEM FOR PERFORMANCE IMPROVEMENT

- A. In an effort to ensure fair treatment of all employees, a documentation system has been established which is founded upon communication and which has as its ultimate objective the goal of improving employee performance to an acceptable level to maintain employment. The primary objective is to improve performance so that employees can become successful and contribute to the objectives of the college. This documentation system is founded on the concept of communication, and its goal is to humanize the evaluation and documentation process. Specific guidelines for implementation of the process are available in the Human Resources Office.
- B. A supervisor who utilizes the documentation system must consult with the immediate supervisor(s), vice president, or President and the Director of Human Resources prior to implementation.
 - Generally, the process begins with a conference between the employee and supervisor to discuss areas

that need improvement.

- If this first step is not successful, then a written memorandum should be used to record conferences in which specific incidents, problems, and/or deficiencies are discussed.
- The third step is to evaluate the employee's performance and provide specific recommendations for improvement with time tables to meet objectives, which may include additional training, counseling, etc. to improve performance.
- If objectives are not met, then a recommended course of action should be forwarded to the appropriate vice president or President.

C. All steps should be reviewed by the Director of Human Resources who will consult with the President throughout the process. This is used in conjunction with the college's performance appraisal system.

VII. EMPLOYEE TERMINATION/EXIT INTERVIEW

A. Types of Termination

1. Dismissal

An employee may be dismissed by the College in accordance with the Dismissal of Personnel Policy (F-V-c).

2. Retirement

An employee of the College may retire provided the employee has met the definition of a "retired employee" specified in Chapter 25 of the Rules and Regulations of the Coordinating Board, Texas College and University System or the Texas Teacher Retirement System. Employees anticipating retirement should contact the Human Resources Office and TRS or their ORP carrier. Employees who meet the criteria for retirement through the Employees Retirement System of Texas (ERS), may qualify for health and life insurance coverage as a retiree.

3. Resignation

Resignation is a voluntary separation of employment with the College initiated by the employee. Employees are encouraged to give as much notice as possible so that a suitable replacement may be employed. A written resignation to the immediate supervisor is recommended. The early release from a contract of any employee must be approved by the employee's

administrative chain (up to and including the college President) and is not to be assumed. See "Termination Procedure" in the McLennan Community College Personnel Handbook for additional information.

4. Death

Upon the death of an employee, the Office of Human Resources will provide in writing a summary of the benefits available and offer assistance to the surviving spouse, members of the immediate family, and/or the beneficiary of record, whichever is applicable.

B. Exit Interview

When an employee gives notice of resignation, the Human Resources Office is to be notified immediately. Notification will include date and reason for termination. A termination form will be completed by the Human Resources Office and signed by the appropriate vice president or President and forwarded to the President for approval.

Prior to or on the last day of employment, the employee will make arrangements for an exit interview with the Human Resources Office. At that time, the employee will be cleared for release from employment and will be informed of any rights or benefits that may have accrued. The employee will be expected to turn in to the Human Resources Office all college property. These items will be cleared normally on the employee's last work day. In the event any items have been turned in previously to another MCC office or department, the Human Resources Office will verify that such items have been received.

The Director of Human Resources will record any pertinent comments of the employee regarding employment with the College and will forward the completed Employee Termination form to the payroll officer for final clearance. The termination form will be included in the employee's permanent record.

Final payroll is normally processed in accordance with the established schedule. However, under special circumstances, exceptions may be requested of the Vice President, Finance & Administration in accordance with the prescribed schedule.

VIII. DEFINITIONS

Anniversary Date

The month and day of the employee's official employment with the college.

Demotion

The assignment of an employee from one position to another of lower job level on the College's job classification system.

Dismissal

The discharge of an individual from employment due to unsatisfactory performance, or financial exigency.

Employment Date

The official date on which an employee is employed with the college.

Job Classification System

A system in which jobs are classified and grouped.

Job Description

A written statement covering the duties and responsibilities of a job. Job description information includes:

- (1) job title
- (2) general position description
- (3) duties (essential functions)
- (4) qualifications
- (5) working conditions

Job Evaluation

Involves analyzing and comparing a job with other jobs within the College. A job evaluation takes into consideration the grading and weighting of jobs to determine the value of a specific job in relation to other jobs.

Job Qualifications

The qualifications that an individual must possess in order to carry out the duties (essential functions) referred to in a job description.

Job Level

The element of a classification system in which jobs are classified and grouped together according to a series of predetermined wage classes or levels. Each level consists of jobs of approximately the same level.

Promotion

The assignment of an employee from a position of a lower job level to a position in a higher job level within the job classification system.

Attachment A

McLennan Community College *Guidelines for* **Employment Selection Process**

For Use As Of: April 1, 2007

Instructions: This is a checklist to follow in filling a vacancy. The Human Resources (HR) Office may be contacted for assistance at any point in this process.

VACANCY

LETTER OF RESIGNATION SUBMITTED BY EMPLOYEE

- Employee submits letter of resignation to immediate supervisor.
- Immediate supervisor notifies appropriate administrators.
- Immediate supervisor forwards letter to HR for comparison with appropriate policy guidelines.
- HR prepares Termination Form and routes to Vice President (or others who report directly to the President).
- Vice President (or others who report directly to the President) routes Termination Form to the President.
- The President forwards Termination Form to HR.
- HR notifies employee in writing of the need to schedule an exit interview.

EMPLOYMENT PROCESS INITIATED

- Vice President (or others who report directly to the President) reviews the open position with appropriate supervisors to reaffirm necessity of continuing the position.
- Vice President (or others who report directly to the President) electronically notifies the HR Office to begin Employment Process.
- HR initiates the Personnel Action Form.
- HR forwards Personnel Action Form through administrative chains to the Vice President (or others who report directly to the President).
- Vice President (or others who report directly to the President) sends Personnel Action Form for faculty and professional staff positions to President for approval.
- Vice President sends Personnel Action Form for full-time support staff positions to President for approval.
- The President forwards Personnel Action Form to HR to initiate replacement.

ADVERTISING

JOB DESCRIPTION, VACANCY ANNOUNCEMENT, & SCREENING MATRIX PREPARED

- HR prepares DRAFTS of:
- Job Description

- Vacancy Announcement
- Screening Matrix
- HR forwards these DRAFTS to immediate supervisor.
- Supervisor reviews and edits each form in consultation with administrative chain.
- HR checks to see if position should be considered Security Sensitive.
- Supervisor electronically returns edited versions of all 3 documents to HR.
- HR prepares FINAL version of the 3 documents and submits to supervisor for approval.
- Supervisor approves the FINAL version of the 3 documents.

ADVERTISING DECISIONS MADE

- With Presidential and EEO officer approval, internal applications from regular full-time employees will be the only applications reviewed for one week for possible transfers/promotion. If a decision is made to select an internal candidate for the vacant position, then the position will not be advertised outside the institution and the Director of HR should be notified prior to advertisement of the vacant position.
- Appropriate Supervisor makes advertising selections in consultation with HR.
- HR initiates advertising. The position will be advertised for a minimum of two weeks-unless approval for a shorter period of time is obtained from the EEO Officer.

INTERVIEW AND SELECTION

APPLICATIONS REVIEWED

- HR will evaluate applications for minimum requirements and completeness.
- Director of HR will evaluate pool for diversity and will recommend re-advertising (if appropriate).
- Appropriate supervisor submits interview questions, in-basket exercises, and any other selection tools/methods to HR for review.
- HR releases applications after final review and will continue releasing applications to the committee chairperson until the position closes or until interviews are scheduled with the Vice President or President if no Vice President.

DETERMINATION OF SCREENING COMMITTEE

With vice presidential approval, screening committees may be optional for part time, temporary, support staff, and professional positions that are not above level 200.

SCREENING COMMITTEE GUIDELINES

SCREENING COMMITTEE SELECTION

- Appropriate supervisor RECOMMENDS screening committee members to the Vice President (or others who report directly to the President).
- Vice President (or others who report directly to the President) and the EEO Officer approve selection of committee members.

Please list screening committee here:

_____ Chair _____

SCREENING COMMITTEE PROCESS

- HR briefs screening committee on EEO considerations, personnel practices and the MCC Employment Selection Process during the first meeting.
- HR reviews applications for diversity.
- Screening Committee Chair requests employment applications from HR and the committee evaluates them using the screening matrix.

***Note: Before release of employment applications, the following documents will be reviewed by the HR office:**

***HR approved interview questions**

***HR approved in-basket exercises**

- Committee suggests list of applicants to interview and forwards them to HR or EEO Officer for EEO consideration.
- Screening Committee Chair notifies HR if any applicants are no longer under consideration so that a letter of non-selection can be sent to those applicants.
- Screening Committee Chair arranges interviews with applicants.
- Applicants are evaluated using the interview questions, submitted application materials, and other selection tools/methods as previously approved.
- Committee suggests UNRANKED finalists to the appropriate supervisor.
- Vice President verifies salary with Vice President, Finance & Administration and notifies appropriate supervisor.
- Applicant is encouraged to discuss benefits with HR.
- The appropriate supervisor or designee checks references.
- If the position is security-sensitive, the Director of HR will contact the MCC Chief of Police to do a background check.
- Interviews are scheduled with supervisors in administrative chain.
- Board approved positions must have an interview scheduled with the President.
- Appropriate supervisor (and/or others in the administrative chain) discuss recommendation with Vice President or President.
- Appropriate supervisor verifies approved salary with Vice President (or others who report directly to the President) in conjunction with the Vice President, Finance & Administration.
- Appropriate supervisor speaks to prospective employee to determine if the applicant would accept terms of employment (salary and benefits) if offered.

EMPLOYMENT

EMPLOYMENT AND PAYROLL AUTHORIZATION FORM/EMPLOYMENT CONTRACT INITIATED

- ❑ Appropriate supervisor submits all application materials (including applications, in-baskets, etc.) to HR Office for review.
- ❑ Director of HR conducts EEO review of employment recommendation in consultation with EEO Officer if needed.
- ❑ HR prepares the Employment and Payroll Authorization Form and/or Employment Contract as appropriate.
- ❑ HR forwards EPA and/or Employment Contract through administrative chain to the appropriate office for approval.
- ❑ After approval, the appropriate office:
 - ❑ (A) Forwards paperwork back to HR if NON-CONTRACT appointment. HR notifies appropriate supervisor of approval or disapproval of recommendation.
 - ❑ (B) Holds paperwork until after the Board's approval/disapproval for CONTRACT EMPLOYEES. The Vice President (or others who report directly to the President) will notify appropriate supervisor of decision.

RECOMMENDED APPLICANT CONTACTED

- ❑ Upon approval by the President, Vice Presidents and/or the Board of Trustees (if position requires Board approval), the appropriate supervisor will inform the finalist of the approval of employment.
 - ❑ If finalist ACCEPTS the position, new employee makes orientation appointment to complete necessary paperwork in HR Office.
 - ❑ If finalist REJECTS the position, the appropriate supervisor, in consultation with the Vice President (or others who report directly to the President), recommends another finalist to the President and Board of Trustees (if applicable) or begins search process again.

NON-RECOMMENDED APPLICANTS INFORMED

- ❑ Appropriate supervisor notifies HR when remaining applicants are no longer under consideration for a position.
- ❑ HR notifies applicants in writing that the position has been filled or in cases where the selection process is over an extended period of time, the Committee chairperson may request that applicants who are no longer under consideration for a position be notified in writing.

**PLEASE NOTE THAT ANY DEVIATIONS FROM THE EMPLOYMENT
SELECTION PROCESS MUST BE APPROVED BY THE
EEO OFFICER AND THE COLLEGE PRESIDENT**