

POLICY ITEM – FIRST READING NO.

Approval of Amendment to Policy Concerning Compensation and Benefits – DEA
(LOCAL)

The Chancellor recommends the following revisions to local policy relating to employee compensation.

Effective Date: Upon Approval

LOCAL POLICY

DEA –
Compensation
Plan

EXPLANATORY NOTES

Proposed revisions would add language clarifying the College District's policy for reviewing and setting employee compensation to align with the market and principles of equity, including, but not limited to, requiring the College District to conduct a compensation market study at least once every three years.

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Compensation Plan

Consistent with the delegation of authority provided in BAA(LOCAL) and elsewhere in College District policy, the Board delegates to the Chancellor the authority to approve salary schedules, wages, and other compensation and benefits (collectively, "Compensation Plan") for College District employees, save and except the salary, wages and compensation of the Chancellor, which shall be determined by the Board in connection with approval of the Chancellor's contract of employment or amendment thereto. ~~In addition, and as established elsewhere in College District policy, the Chancellor is authorized to monitor and adjust, as part of the Compensation Plan, in amount, as may be reasonably necessary, market disparity stipends, bilingual stipends, reimbursement of relocation expenses, and other such employee recruitment and retention tools and benefits as may be necessary to attract and retain a highly qualified workforce.~~

The College District's Compensation plan shall adhere to the following value statements:

1. Competitive market compensation is critical to recruiting, retaining, and motivating a high-quality workforce;
2. A compensation plan must not only be competitive externally, but also must be equitable internally, include core benefits, and be informed by and developed within the College District's financial framework; and
3. A compensation plan must be reflective of the values and goals of the College District and reflect the respect and dignity of the individual employee.

**Compensation
Setting and Review**

In accordance with the College District's commitment to ensuring employees receive compensation that upholds the principles of equity, is competitive with the external market, and is capable of attracting and retaining a highly qualified workforce, the College District shall adopt and conduct a ~~biennial~~ review of the College District's Compensation Plan on a schedule consistent with that set forth in the ~~S~~section, ~~3~~, "Means to Equity," below.

~~In establishing the Compensation Plan for College District employees, the Chancellor or designee shall review market comparison studies and other data to ensure that the College District remains competitive with similarly situated employers and attracts and retains a highly qualified workforce, within the bounds of available resources.~~

Means to Equity

The Chancellor shall promulgate procedures and practices through which compensation equity is sustained, including, but not limited

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to, a system for the review and update of all College District job descriptions and a process that ensures, subject to the fiscal constraints and needs of the College District, the following:

1. The College District conducts not less than once every three (3) years a phased compensation market study designed to ensure Dallas College positions align with external benchmarks and to identify pay inequities; or, alternatively, if, due to fiscal/budgetary constraints or other factors, the Chancellor determines that it is in the best interest of the College District to delay a compensation market study, a salary range and/or salary assessment for certain key job groups, particularly critical positions that are difficult to fill, based on selective market evaluations. The Chancellor, in consultation with the Chief Human Resources Officer and the Chief Financial Officer, shall determine the best method for conducting the compensation study.
2. Any actual compensation adjustments that may result from the findings of a compensation market study or a salary range and/or salary assessment will be recommended by the chief administrative officer for the department (Provost or Vice Chancellors), reviewed by Human Resources and determined by the Chancellor or designee, in consultation with Chief Human Resources Officer and the Chief Financial Officer, based on the availability of funds, i.e., the College's District's capacity to pay and afford such adjustment.
3. The College District updates all salary schedules annually using compensation and data to recommend structural movements and establishes priorities for salary range and/or salary adjustments, as necessary, to ensure alignment within College District pay ranges.
4. The estimated cost of any proposed schedule, range or salary adjustment is included in the proposed budget submitted to the College District Board.
5. Pay ranges are established to reflect the minimum, median and the maximum market rates as identified by the triennial compensation review process ~~surveyed~~ and College District employees are paid within their assigned pay range, as appropriate, commensurate with their experience and credentials compared to the minimum required for the position, but no less than the community-accepted level of a living wage.
6. In some instances, extensive experience, unique qualification requirements, or market influence related to proven difficult-to-fill positions may require the College District to set a higher

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**Salary Schedule
Placement**

pay rate. In the event the Chancellor or designee determines that a higher pay rate is required, it shall be set subject to all applicable laws and College District policies and procedures, including, but not limited to those relating to ensuring internal equities. Any pay rate above the rate identified by the Compensation Plan will require written justification and review by College District Human Resources and final approval by the Chancellor or designee.

7. Comparison markets for compensation may include, but need not be limited to:

- For Non-Faculty Employees – Non-Faculty classifications of similar positions with similar job descriptions of Texas metropolitan community colleges, the local employment market, and the most recent CUPA, TACC, and League for Innovation salary reports.
- For Faculty Employees – Faculty with equivalent experience and education at Texas metropolitan community colleges – adjusted appropriately for full-time and part-time status and salary scales – and the most recent Texas Community College Teachers Association (TCCTA) full-time faculty salary survey.
~~phased not less than once. The Chancellor, in consultation with the Chief Human Resources Officer, shall determine the best method for conducting the compensation study.~~

The Chancellor shall develop procedures for the placement of faculty, staff, and administrative employees.

Staff and
Administrators

Guidelines for the placement of College District staff and administrators are as follows:

1. The College District shall endeavor to align placement of staff and administrators on the salary schedule with market competitiveness and principles of internal equity by setting, subject to College District fiscal constraints and priorities, a target for placement at or near the 85th percentile of the salary range midpoint.
- ~~(1)~~2. Using the salary range associated with the position's job code, placement of staff and administrators on the salary schedule shall be evaluated by the Chancellor or designee, with credit given based on the individual's relevant knowledge.

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skills, and experience, relative to the minimum required knowledge, skills, and experience for the position.

Principles of Equity

~~The College District is committed to being fair and competitive in employee compensation. The College District strives to foster an environment that embraces respect and dignity for the worth of the individual employee and to pursue these principles through a philosophy of total compensation (salary and benefits) policies and procedures informed by value statements:~~

- ~~1. Market competitive compensation is critical to recruiting, retaining, and motivating a high-quality workforce;~~
- ~~2. The College District's total compensation system must be competitive externally, be equitable internally, include core benefits, and be affordable within the College District's ability to pay; and~~
- ~~3. Compensation market surveys from appropriately defined external markets are used by the College District to ensure competitive salaries and internal equity.~~

~~The Chancellor and administration shall, consistent with fiscal constraints and meeting the College District's needs, develop a process to:~~

- ~~4. Maintain a compensation program of competitive salaries and benefits that ensures fair pay for employees' contributions to the College District's mission, with no employee paid less than the community-accepted level of a "living wage."~~
- ~~5. Annually require and share survey data pertaining to each employee group (i.e., faculty, professional support staff (PSS), and administrators).~~
 - ~~• For non-faculty employees (i.e., PSS and administrators), the comparison market may include but need not be limited to the non-faculty classifications of similar positions with similar job descriptions of Texas metropolitan community colleges, the local employment market, and the most recent CUPA, TACC, and League for Innovation salary reports.~~
 - ~~• For faculty employees, the comparison markets may include but need not be limited to faculty with equivalent experience and education at Texas metropolitan community colleges—adjusted appropriately for full-time and part-time status and salary scales—and the most recent~~

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~~Texas Community College Teachers Association
(TCCCTA) full-time faculty salary survey.~~

~~6.8. Establish priorities for salary range and/or salary adjustments
as needed for salary alignment within College District pay
ranges. The estimated cost of any proposed range or salary
adjustments must be included in the proposed budget
submitted to the Board.~~
