From:	The President
To:	MC Communications List
Subject:	Classification Renewal Process—Acceptance and Adoption of the Classification Steering Committee Recommendations
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MONTGOMERY COLLEGE
Office of the President

August 6, 2012

MEMORANDUM

To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard, President

Subject: Classification Renewal Process—Acceptance and Adoption of the Classification Steering Committee Recommendations

After reviewing the work of the 18-member Classification Steering Committee, I am pleased to accept and adopt the committee's recommendations. As you may recall, the CSC was charged with leading the effort to renew and complete the College's classification study, which had been unsuccessful in reaching a conclusion after three years. The CSC process included developing and finalizing class specifications, utilizing multiple communication methods to share news and information, providing educational opportunities and assistance to staff and administrators, and enhancing transparency.

Classification processes are difficult for both an institution and most particularly for the individual employee. And while our renewed efforts at classification were transparent and fair, I understand the angst such a process can cause especially during a time of change in our organization. I ask you to remember compensation will not change for those individuals whose positions were classified lower and an opportunity for reconsideration was provided in an effort to resolve any remaining concerns. I value greatly the contributions that each employee makes in supporting student success. It is my expectation that with this effort completed the College can better serve its employees who so capably serve our students.

As a result of this classification process, 297 positions went up in grade, 54 went down in grade, and 861 remained the same. Of those positions that went up in grade, 14 had salaries below the minimum of the new salary grade; those will be adjusted to meet the minimum of their new grade. Additionally, 53 staff whose salaries were below the Montgomery County living wage provision have been adjusted. The cumulative annual cost of these adjustments is $223,454. As noted, those individuals assigned to positions that were reclassified to a lower level will continue to be compensated according to their current salary range for as long as they remain in the position.

You may recall that, as part of its charge, I asked the CSC to prepare recommendations on the following:

1. A compensation structure for staff and administrators.

2. An ongoing evaluation and assessment process for the classification system, including a process to consider individual reclassification requests.
3. Potential title changes for staff and administrators, with the goal of providing organizational clarity.
4. A process for placement of new hires within a new compensation system, in order to ensures internal equity with existing employees.
5. Potential updates to College Policy and Procedure 35001/35001CP, Compensation Programs, and any other policies or procedures as needed.

The CSC recommendations address each of these matters in a comprehensive way, and I have accepted the recommendations, effective immediately. The recommendations include the following:

1. The College will retain the existing staff and administrator salary range and increment (formerly known as "merit") structure, with a few key modifications, which include providing the opportunity, where fiscal resources allow, to reward staff for overall exceptional performance through the adoption of lump sum bonuses. The pay-for-performance system for administrators has also been more clearly outlined.
2. The College will establish a five-year schedule to ensure all class specifications are reviewed—at minimum—on an alternating five-year cycle. Recognizing that some positions and individuals assigned to those positions may require an off-cycle review, the CSC has also recommended a system with the flexibility to address those situations and maintain currency. Additionally, the CSC recommended job class titles that increase organizational clarity and are based on the compensable factors utilized by our classification system.
3. The College will provide a mechanism to establish and maintain more consistency in setting salary for new staff hires. This effort will achieve savings, and it will establish a process to review internal salary equity for positions within class specifications and a defined process for individuals to address salary equity concerns. These processes will help the College achieve equitable and predictable outcomes.
4. In addition, the College will begin providing salary adjustments to staff and administrators who obtain progressively higher academic degrees in fiscal year 2014, absent fiscal constraints. This change recognizes the importance of our continuing pursuit of lifelong educational goals and the enrichment of our College community as our employees attain further education. Full-time faculty members have had such a provision for a number of years.
5. The CSC recommendations on administrator titles resulted in three fewer vice president titles. This change will provide organizational clarity relating to roles and relationships within the institution.
6. The CSC recommended that one current vice president position be changed to a senior vice president position, which reflects increased responsibilities. As a result, the current vice president of institutional advancement will become the senior vice president for advancement and community engagement.

All of the CSC recommendations can be found in their entirety in the attached correspondence from Senior Vice President for Administrative and Fiscal Services Cathy Jones. For further information on the implementation of these recommendations, please read the memorandum from the Office of Human Resources, Development, and Engagement that will be sent to the College community in the coming days.

I am grateful to the Classification Steering Committee, led by Co-Chairs Jason Rivera and

Donna Schena, who demonstrated tireless energy in accomplishing this unprecedented task. I also recognize Senior Vice President Cathy Jones as well as the resource team and dedicated staff that provided invaluable leadership, support, and input to ensure the success of this project.

Most of all, I want to thank every staff member, supervisor, and administrator for your role in this process. You gave your time and attention to completing the numerous assignments and meeting our essential deadlines. Once again, I am thankful for you remaining engaged throughout this collaborative, collegewide accomplishment.