

SECTION VIII

COMPENSATION POLICIES AND PRACTICES

1. PURPOSE

The purpose of this section is to explain the compensation policies and practices that apply to employees of COM-FSM.

2. JOB RELATED FACTORS

The President and Board of Regents will consider the below job related factors in developing and establishing position and employee compensation policy, regulations, practices, and guidelines.

a. Knowledge

Kind of knowledge required for satisfactory performance on the job, i.e., knowledge refers to job skills or mental development acquired through experience and training.

b. Degree of Complexity

Degree of complexity of thinking required for satisfactory performance on the job, i.e., complexity refers to the difficulty and variety of problem solving associated with the job.

c. Accountability

Kind of accountability, i.e., accountability refers to the degree of supervision received and the degree of control over other employees including student workers. Accountability includes the positions assigned level of impact on the organization and the degree of responsibility for financial and/or physical resources.

d. Working Conditions

Kind of working conditions, i.e., working conditions are the extent and frequency of adverse, difficult or strenuous working environment and physical demands placed on incumbents in the position.

3. PERIODIC REVIEW OF COMPENSATION PLANS

The President shall periodically conduct necessary and appropriate study of pay rates and pay practices within COM-FSM and the geographic area from which employees are normally recruited and make recommendations to the Board of Regents. The review will be made on an "as needed" basis or as directed by the Board of Regents. It is anticipated that a compensation and classification plan will have a minimum life of five (5) years before a major review is needed.

4. ADMINISTRATIVE DELAYS IN GRANTING ELIGIBLE SALARY INCREMENTS

Should granting of an employee's salary increment be delayed beyond its effective date due solely to administrative reasons, the salary increment shall be made retroactive to the effective date.

5. REGULAR FULL-TIME 10-MONTH FACULTY COMPENSATION PLAN

a. Pay Level Definitions

There are six pay levels in the current Faculty Salary Schedule. (See Appendix A)

TA Vocational Teaching Assistants: Vocational High School graduate with less than two years work experience **OR** completion of a first year apprentice program or equivalent. (This placement is for Step a).

I Academic Instructors: Earned Bachelors degree in the teaching area or related field from an accredited institution AND two years of full-time teaching at the post-secondary level.

Vocational Instructors: High School graduate or equivalent with earned Journeyman Certificate in the occupational teaching area or related field AND eight years of full-time equivalent related occupational work experience or four years of full time teaching at the post-secondary level **OR** an earned Journeyman Certificate in the occupational teaching area or related field AND fifteen credits towards an associates degree in the related field AND six years of full-time equivalent related occupational work experience or three years of full-time teaching at the post-secondary level **OR** an earned Journeyman Certificate in the occupational teaching area or related field AND an earned associates degree from an accredited institution in the teaching area or related field AND four years of full-time equivalent related occupational work experience or two years of full-time teaching at the post-secondary level.

II Academic Instructors: Earned bachelor's degree in the teaching area or related field from an accredited institution AND thirty upper division or graduate semester units in the teaching or related area earned beyond the bachelor's degree AND two years of full-time teaching at the post-secondary level.

Vocational Instructors: Earned Journeyman Certificate in the occupational teaching area or related field AND an earned associates degree from an accredited institution in the teaching area or related field AND ten years of full-time equivalent related occupational work experience or five years of full-time teaching at the post-secondary level. **OR** an earned bachelors degree in the occupational teaching area or related field from an accredited institution AND two years of full time equivalent related occupational work experience or one years of full-time teaching at the post-secondary level.

III Academic Instructors: Earned master's degree in the teaching area or related field from an accredited institution AND two years of full-time teaching at the post-secondary level.

Vocational Instructors: Earned bachelors degree in the occupational teaching area or related field from an accredited institution AND six years of full time equivalent related occupational work experience or three years of full time teaching at the post-secondary level **OR** an earned master's degree in the teaching area or related field from an accredited institution and four years of full time equivalent related occupational work experience or two years of full time teaching at the post-secondary level.

IV Academic Instructors: Earned master's degree in the teaching area or related field from an accredited institution AND thirty upper division or graduate semester units in the teaching or related area earned beyond the master's degree AND two years of full-time teaching at the post-secondary level.

Vocational Instructor: Earned master's degree in the teaching area or related field *or education* from an accredited institution AND ten years of full time equivalent related occupational work experience or five years of full time teaching at the post secondary level **OR** an earned master's degree in the teaching area or related field from an accredited institution AND thirty upper division or graduate semester units in the teaching or *education* earned beyond master's degree and four years of full time equivalent related occupational work experience or two years of full time teaching at the post secondary level.

V Academic & Vocational Instructors and Researchers: Earned doctorate degree from an accredited institution AND two years of full-time teaching at the post-secondary level.

Vocational Instructor: Earned doctorate degree from an accredited institution and four years of full time equivalent related occupational work experience or two years of full time teaching at the post secondary level.

b. Other Definitions

A post-bachelor's certificate of at least 15 credits in TESL or TEFL from an accredited institution, and which certificate is recognized by TESOL, qualifies academic instructors for placement on Level II.

CIS instructors will be considered vocational Instructors and the minimum requirements will be a bachelors' degree from an accredited institution and the required work or teaching experience. A degree in an unrelated field will require twice as many years work and/or teaching experience than as stated.

For vocational instructors, two years of related occupational work experience will be equivalent to one year of post secondary teaching experience. Equivalencies at all levels are allowed. Vocational Instructors will not be eligible for the sub-steps a and b.

An accredited institution is one accredited by one of the regional accrediting commissions in the United States.

Degrees/certificates earned from institutions outside the United States may be considered as equivalent IF the degree is so interpreted by an independent professional organization that provides such service. The burden of proof rests with the employee.

c. Initial Placement on the Salary Schedule

A faculty member's pay level placement on the Faculty Salary Schedule shall be in accordance with the placement criteria in effect on the date of employment.

- i For academic instructors, one (1) step will be granted for each full year of teaching at the post-secondary level. The required two years of teaching experience for initial placement may not be applied towards step placement.
- ii For vocational instructors only, one step will be granted for each two years of previous paid full time related occupational work experience or for each full year of teaching at the post secondary level. Experience used for pay level placement may NOT be applied towards step placement.
- iii For vocational teaching assistants only, one step will be granted for each two years of previous paid full time related occupational work experience or for each full year of an apprenticeship program completion or equivalent. Step three includes the possibility of an individual holding a Journeyman's certificate who does not meet the minimum qualifications for Pay Grade I. (Initial placement begins on Step a).
- iv Equivalencies for teaching experience and acceptable related fields vary from division to division. (The list is being determined and will be included in this section.)
- v A maximum of three steps will be allowed for initial placement. (With the exception of Teaching Assistants. Teaching Assistants can be placed from Step a through Step 3).
- vi Appointment of faculty without two years of post-secondary teaching experience may be considered but will be placed at the appropriate sub-step.
- vii All eligible previous teaching and/or related work experience used for initial salary placement shall be verified prior to granting any step placement beyond step 1. The verification shall be provided by the faculty member's former employers on the prescribed "Previous Work Experience Verification" form. The College reserves the right to make the final determination in interpreting what is "related work experience".

d. Advancement on the Faculty Salary Schedule (Step Increase)

After the initial placement on the salary schedule, the faculty member or teaching assistant shall advance one step (e.g., from step 3 to step 4) on the schedule on his/her anniversary date when the below conditions are met:

- i The faculty member has received at least a satisfactory performance evaluation for the immediate past year;
- ii The supervisor recommends an increase; and
- iii The longevity or maximum step for the pay level has not been reached.

e. Advancement in Pay Levels

Faculty members and teaching assistants who complete the additional educational requirements for pay level advancements, shall upon verification by official transcript(s) sent directly to the designated administrative office, be placed on the appropriate pay level effective the beginning of the next academic semester.

f. Instructional Faculty Member's Work Calendar

Instructional faculty members and teaching assistants are required to be on duty two weeks prior to the first day of instruction for fall semester and one week prior to the first day of instruction of the Spring semester. Faculty instructional responsibility will end immediately after graduation in the fall and spring semesters. Faculty duty for summer classes will begin one working day before classes begin and end on the day grades are due.

g. Designation of Academic Rank

Academic rank is determined by the Instructors' level of education and years of service with the College. See Appendix M for details.

h. Compensation for Division Chairperson

Chairperson of the academic divisions will be compensated with a stipend, which is a percentage of the Faculty Salary Schedule base. The base is Level I, Step 1, or \$12, 536, of the current Faculty Salary Schedule. Percentage varies according to the following criteria:

- i **Level I** Minimal divisional responsibilities, generally less than four (4) full-time instructors/support staff, including the chairperson. These division chairs have minimal divisional coordination responsibilities.
Stipend: $13\% \times \$12,636 = \$1,642.68$
- ii **Level II** Medium amount of divisional responsibilities, generally from four (4) to seven (7) full-time instructors/support staff, including the chairperson. A division chair could qualify for Level II with less than four instructors if the chair was required to do heavier than average divisional

coordination and other related work.

Stipend: $19\% \times \$12,636 = \$2,400.84$

- iii **Level III** Heavy amount of divisional responsibilities. Generally, more than seven (7) full-time instructors/support staff, including the chairperson. A division chair could qualify for Level III with less than seven but more than four instructors if the chair was required to do heavy divisional coordination and other related work.

Stipend: $25\% \times \$12,636 = \$3,159.00$

6. REGULAR FULL - TIME 12-MONTH FACULTY COMPENSATION PLAN

Positions covered under this plan are Researchers, Program Developers, Maritime and Fishing Instructors and other positions from a grant that meets these requirements. There are five pay levels in the 12-Month Faculty Salary Schedule (See Appendix B).

a. Pay Level Definitions

I Researchers, Program Developers, and Grant positions: Earned bachelor's degree in the employment area or related field from an accredited institution AND two years of full-time related experience at the post-secondary level.

Maritime & Fishing Instructors: Earned recognized Certificate of Competency as Class 5 Master or Class 5 Engineer in accordance with the requirements of the STCW 95 Convention AND eight years of full time equivalent related occupational work experience or four years of full time teaching at the post secondary level. Certificate shall be in the occupational teaching area or related field.

II Researchers, Program Developers, and Grant positions: Earned bachelor's degree in the employment area or related field from an accredited institution AND thirty upper division or graduate semester units in the employment or related area earned beyond the bachelor's degree AND two years of full-time related experience at the post-secondary level.

Maritime & Fishing Instructors: Earned recognized Certificate of Competency as Class 4 Master or Class 4 Engineer in accordance with the requirements of the STCW 95 Convention AND eight years of full time equivalent related occupational work experience or four years of full time teaching at the post secondary level. Certificate shall be in the occupational teaching area or related field.

III Researchers, Program Developers, and Grant positions: Earned master's degree in the employment area or related field from an accredited institution AND two years of full-time related experience at the post-secondary level.

Maritime & Fishing Instructors: Earned recognized Certificate of Competency as Class 3 Master or Class 3 Engineer in accordance with the requirements of the STCW 95 Convention AND eight years of full time equivalent related occupational work experience or four years of full time teaching at the post secondary level. Certificate shall be in the occupational teaching area or related field.

IV Researchers, Program Developers, and Grant positions: Earned master's degree in the employment area or related field from an accredited institution AND thirty upper division or graduate semester units in the employment area or related area earned beyond the master's degree AND two years of full-time related experience at the post-secondary level.

Maritime & Fishing Instructors: Earned recognized Certificate of Competency as Class 2 Master or Class 2 Engineer in accordance with the requirements of the STCW 95 Convention AND eight years of full time equivalent related occupational work experience or four years of full time teaching at the post secondary level. Certificate shall be in the occupational teaching area or related field.

V Researchers, Program Developers, and Grant positions: Earned doctorate degree from an accredited institution AND two years of full-time related experience at the post-secondary level.

Maritime & Fishing Instructors: Earned recognized Certificate of Competency as Class 1 Master or Class 1 Engineer in accordance with the requirements of the STCW 95 Convention AND eight years of full time equivalent related occupational work experience or four years of full time teaching at the post secondary level. Certificate shall be in the occupational teaching area or related field.

b. Other Definitions

Accredited Institution: An accredited institution is one accredited by one of the regional accrediting commissions in the United States.

Equivalency: Degrees/certificates earned from institutions outside the United States may be considered as equivalent IF the degree is so interpreted by an independent professional organization that provides such service. The burden of proof rests with the employee.

c. Initial Placement on the Salary Schedule

For initial step placement purposes only:

- i A 12-month faculty member's pay level placement on the 12-Month Faculty Salary Schedule shall be in accordance with the placement criteria in effect on the date of employment.
- ii One (1) step will be granted for each full year of related work experience at the post secondary level. The required two years of related work experience for initial placement may not be applied towards step placement. The College reserves the right to make the final determination in interpreting what is "related work experience".
- iii Equivalencies for education and related work experience in acceptable related fields vary between positions. (See Appendix – To be completed)
- iv A maximum of three steps will be allowed for initial placement.
- v Appointment of 12-month faculty without two years of post-secondary related experience may be considered but will be placed at the appropriate sub-step.

d. Advancement on the 12-Month Faculty Salary Schedule

After the initial placement on the salary schedule, the 12-month faculty member shall advance one step (e.g., from step 3 to step 4) on the schedule on his/her anniversary date when the below conditions are met:

- i The 12-month faculty member has received at least a satisfactory performance evaluation for the immediate past year.
- ii The supervisor recommends an increase.
- iii The maximum step for the pay level has not been reached.

e. Advancement in Pay Levels

12-Month Faculty members who complete the additional educational requirements for pay level advancements, shall upon verification by official transcript(s) sent directly to the designated administrative office, be placed on the appropriate pay level effective the beginning of the next academic semester.

7. TEMPORARY FACULTY COMPENSATION PLAN

a. Definition

Temporary faculty are instructors who are clearly of a non-continuing nature. These positions include the following:

- i Positions which do not last more than a semester, or two at the most;
- ii Positions which are part-time and/or intermittent in nature;
- iii Emergency time-bound (limited term) appointments; and

- iv Special contracts for classes that are not part of a full-time faculty member's contract.

b. Compensation Plan

This plan is based on the current (adopted 7/1/97) Faculty Salary Schedule, Levels I through V, Step 8 plus 20% incentive for instructors with two or more years of relevant teaching experience (Appendix C) and Levels I through V, Step 6 plus 20% incentive for instructors with less than two years of relevant teaching experience (Appendix D).

- i The rate per credit hour is calculated by multiplying the hourly wage at the appropriate Level and Step by two (an hour for class time and an hour for prep) times the number of weeks of the term times 20% incentive. The credit hour rate is then multiplied by the number of credits taught.
- ii This amount is then divided by the number of pay periods for that term of employment and paid according to the normal bi-weekly schedule or, for State Campuses, divided into two equal payments to be paid at mid-term and after grades are submitted.

8. PROFESSIONAL SALARY COMPENSATION PLAN

Professional Classes of work include positions, which require analytical, evaluative and critical thinking skills in the performance of duties and responsibilities. Positions in this occupational group usually require graduation from an accredited college or university or equivalent training, experience and education in order to competently fulfill the required functions.

a. Salary Placement Upon Initial Appointment

A maximum of 3 increments hereafter referred to as "steps" may be granted to the professional employee (See Appendix E). Eligibility criteria are as follows:

- i 1 step shall be granted for each year of previous paid full-time related experience at an accredited institution of higher education, or
- ii At the sole discretion of the President or designee, 1 step may be granted for each 2 years of paid full-time work experience, which is directly related to the assignment. The College reserves the right to make the final determination in interpreting what is "work experience which is directly related to the assignment.

b. Advancement on the Professional Salary Schedule

After the initial placement on the salary schedule, the professional staff member shall advance one step on the schedule on his/her anniversary date when the below conditions are met:

- i The professional staff member has received at least a satisfactory performance evaluation for the immediate past year;
 - ii The supervisor recommends an increase; and
 - iii The longevity or maximum step for the pay level has not been reached.
9. CLASSIFIED SERVICES COMPENSATION PLAN: Classified Staff Salary Schedule (Appendix F)

a. Salary Placement Upon Initial Appointment

Normally, a new hire is placed on Step A of the applicable pay level. For positions difficult to fill, the President has sole discretion and in consultation with the Board of Regents, may grant up to step C.

b. Advancement on the Classified Salary Schedule

On the classified staff member's annual anniversary date, he/she may advance to the next higher step of the pay level upon completing a year of paid service (steps A - H). The following criteria shall be satisfied:

- i The classified member has received at least a satisfactory performance evaluation for the immediate past year;
 - ii The supervisor recommends an increase; and
 - iii The longevity or maximum step for the pay level has not been reached.
10. MANAGEMENT COMPENSATION PLAN

The managerial positions are recognized in the organizational and operational hierarchy of the College as exercising substantial leadership responsibilities and direction in the management of the college programs. These positions maintain executive authority in program direction and development. The positions establish overall academic and administrative goals and objectives and are called upon to represent the College in dealing with the community, national government, and other intra-governmental and external agencies.

a. Salary Placement Upon Initial Appointment

Normally, a new hire is placed on step 1 of the applicable pay level (See Appendix G). For positions difficult to fill, the President has sole discretion, and in consultation with the Board of Regents, may grant up to step 3.

b. Advancement on the Management Salary Schedule

After the initial placement on the salary schedule, the administrator shall advance a step on his/her anniversary date when the following conditions are met:

- i The administrator has received at least a satisfactory performance evaluation for the immediate past year;
- ii The supervisor recommends an increase;
- iii The longevity or maximum step for the pay level has not been reached.

c. Faculty/Professional/Classified Employees Appointed to Administrative Positions

A regular faculty, professional or classified staff member who is appointed to an administrative position will be placed on the Management Salary Schedule on step 1 and/or the nearest step which provides for at least a 10% salary increase over his/her current salary. The first day the person serves in paid service as an administrator on the Management Salary Schedule will establish a new anniversary date for salary purposes.

11. OTHER COMPENSATION POLICIES

a. Overtime Pay or Compensatory Time

Overtime pay/compensatory time off (CTO) may be granted only to classified employees.

- i Definition: "Overtime" shall mean hours of work assigned by a supervisor to a classified employee which is in excess of forty (40) hours in a work week. For purpose of the "overtime" definition only, the "work week" is considered to be five (5) consecutive days within the seven (7) day period between midnight Sunday to the following Saturday at 11:59 p.m.
- ii Approval: Overtime work requires prior approval by the employee's supervisor and authorization by the President or designee. Without this approval and authorization, the classified employee is prohibited from performing overtime work.
- iii Compensation: At the sole discretion of the President or designee, the employee may be granted pay at one and one-half times the employee's hourly rate for authorized overtime work. The employee shall be notified in writing by the supervisor prior to performing any authorized overtime work, how compensation will be determined.
- iv Compensatory Time-Off (CTO): At the sole discretion of the President or designee, the employee may be granted compensatory time-off at time and one-half for authorized overtime work.
- v The employee shall take compensatory time-off within a thirty (30) working day period after earning it. It is the responsibility of the employee to request the time off. The supervisor will attempt to grant the time off as requested by the employee, but the final decision is at the sole discretion of supervisor who shall base the decision on the needs of the College. If the supervisor is unable to grant the CTO within the thirty (30)

day time period, the employee will receive pay under the provisions of Section VIII.9.e.iii.

b. Holiday Work Compensation

Regular employees are excused from duty with pay on holidays declared by the Board of Regents. All regular employees who are required to work on a holiday shall be paid at the rate equivalent to double their hourly rate of pay.

- i Limitation: When a regular employee is on leave without pay at the close of the working day immediately preceding the holiday, and at the beginning of the work day immediately following the holiday, the employee shall be considered as on leave without pay status for the holiday. Holiday work compensation does not apply to temporary, hourly employees.

c. Shift Differential Compensation

Shift differential pay shall be granted to only regular classified employees under the below conditions:

- i Shift differential time is defined as those hours of assigned work to a classified employee between the hours of 6:00 p.m. to 7:00 a.m. the following day. [E.g., Tuesday 6:00 p.m. to Wednesday 7:00 a.m.]
- ii The employee shall be paid for shift differential time worked at a rate 1.15 (15% higher) times his/her salary schedule hourly rate. All other hours worked shall be at his/her regular hourly rate.

d. Salary Placement for Employees Who are Appointed to Acting Positions

A regular employee may be appointed to serve temporarily in an acting capacity in a supervisory or administrative position having a higher pay level than the one occupied by the employee. Pay for acting appointments shall be controlled by the following conditions:

- i The period of service in an acting capacity shall be at least 30 consecutive calendar days but not more than one year;
- ii Placement on the applicable salary pay level for the temporary position appointment shall be at the step which grants the employee at least-a 10% increase above his/her regular salary at the time of the acting appointment effective date;
- iii Pay for an acting appointment shall be deferred until the employee has served in paid status thirty (30) consecutive calendar days in an acting capacity. However, the acting pay when granted shall be made retroactive to the appointment effective date;
- iv In the case of a faculty member who serves as acting chairperson of a division for 30 consecutive days or more, the acting chairperson shall be

- provided the chairperson stipend for the period he/she is acting. The regular chairperson shall continue to receive the chairperson stipend also;
- v The temporary higher pay is limited only to the duration of the acting appointment;
 - vi There shall be no step increases granted during the acting appointment. Upon return of the employee to his/her regular position (pay level/step placement prior to the acting appointment, the time spent in paid service in the acting position will then count towards any eligibility time required for a step advancement; and
 - vii At the President's sole discretion, in consultation with the Board of Regents, the acting appointee may be assigned back to the appointee's regular position at regular salary at anytime during the term of the temporary appointment.
- e. Salary Placement for Employees on Exempt Status Who are Hired for Permanent Position
- i Employees Hired to New Position: An employee on exempt status who is hired for a permanent position will be placed on the appropriate salary schedule according to the following guidelines. The Personnel Office will determine placement based on the employee's credentials at the time the employee was hired for the exempt position. The employee will then be credited for the years of service while in the exempt position by giving a step for each full year of service. Salary negotiations are allowed within policy limitations as per Section VII.5.C.iv for placement purposes.
 - ii Employees Returning to Previously Held Position: An employee on exempt status who is hired for a permanent position which the employee held prior to taking the exempt position will be placed on the appropriate salary schedule according to the following guidelines. The employee will be placed on the Pay Level/Step they previously held and then credited for the years of service while in the exempt position. There will be no salary negotiations.
- f. High Tech Premium

Since the College's established rates are not competitive enough to attract qualified personnel for positions which require critical information technology skills (e.g. computer systems analysis, networking skills, programming and software engineering) a 25% premium of up to 25% may be added to the base salary of such positions. Conveyance of the premium is subject to the Board's approval.

When the College determines through research of the job market that the College's rates are far below the going rates for an information technology position, the College may petition the Board to add that position to list of positions eligible for the high tech premium.

The following position is approved to receive the premium:

12. DEFINITIONS

a. Promotion as Defined for Salary Placement

A “promotion” is defined as an appointment of a regular employee to a position on one of the salary schedules which has a higher pay level range than the employee's former position. Normally, the employee will be placed on step #1 of the new pay level. If the salary on step #1 is less than a 10% increase over the current salary, then the employee shall be placed on the lowest step on the new pay level which provides at least a 10% salary increase. The employee shall establish a revised anniversary date for salary purpose based on the first day in paid service in the new position.

b. Demotion as Defined for Salary Placement Purposes

A “demotion” is defined as an appointment of a regular employee, for non-discipline reasons, to a new position on the same salary schedule which has a lower pay level range than the employee's current position. The employee shall be placed on the lowest step of the new pay level, which maintains his/her current salary. This placement shall not exceed the maximum step on the new pay level. In cases where the maximum step is less than the current salary, the employee shall maintain the current salary until such time as it is possible to place the person on a step, which is equal to or higher than the current step. The employee's demotion shall not change the anniversary date for salary purposes.

- i If an employee is demoted for discipline reasons (cause), the step placement on the lower pay level shall be determined at the sole discretion of the President or designee. It shall be no higher than that provided for in Section VIII.11.b. above.

c. Transfer

A “transfer” is defined as an appointment of a regular employee to another position on the salary schedule with the same pay level. The salary and step placement shall be the same as the former position and the same anniversary date for salary placement purposes shall continue.

d. Accredited Degrees, Courses, Work Experience for Salary Placement Purposes

“Accredited” shall mean an earned degree, course work, or work experience from an institution accredited by one of the six regional crediting associations covering the United States. Degrees earned in institutions outside the United States may be considered as equivalent if such degrees are recognized by an independent professional organization that provides such service.

e. Period of Service

On initial contract the period of service is computed from the date when the employee commences his/her duties under the contract. The employee shall earn his/her salary, as stated in the contract, on the basis of a work year consisting of twenty-six (26) bi-weekly pay periods. For employees who terminate early, including faculty, the gross pay is reduced by the period in which no service is rendered.