

EVERGREEN SOLUTIONS, LLC

Faculty Survey Summary

Hillsborough County Community College (HCC) retained Evergreen Solutions, LLC (“Evergreen”) to assist with analyzing the competitiveness of its faculty pay plan in late 2015 as part of its comprehensive compensation and classification study. Evergreen’s review included meeting with human resources staff, conducting focus groups, collecting market data, and preparing a comparison of results.

This summary is divided into two primary sections, a review of the current compensation offered by the College to its faculty employees, and the results of the market survey.

1.0 ASSESSMENT OF CURRENT CONDITIONS

HCC currently differentiates among four different levels of faculty at the College, Instructor, Assistant Professor, Associate Professor, and Professor; however, HCC does not currently differentiate on the basis of compensation for these four different levels. HCC differentiates the range of compensation on the basis of level of education attained by the employee as well the length of the employee’s contract. The current faculty pay plan is listed in **Exhibit 1**

Exhibit 1
Faculty Basic Year Contract

Grade	Minimum	Midpoint	Maximum	Range Spread
Nine Month				
I	\$ 48,781	\$ 66,320	\$ 83,859	72%
II+	\$ 46,514	\$ 62,681	\$ 78,847	70%
II	\$ 44,248	\$ 59,564	\$ 74,880	69%
III	\$ 42,187	\$ 56,731	\$ 71,275	69%

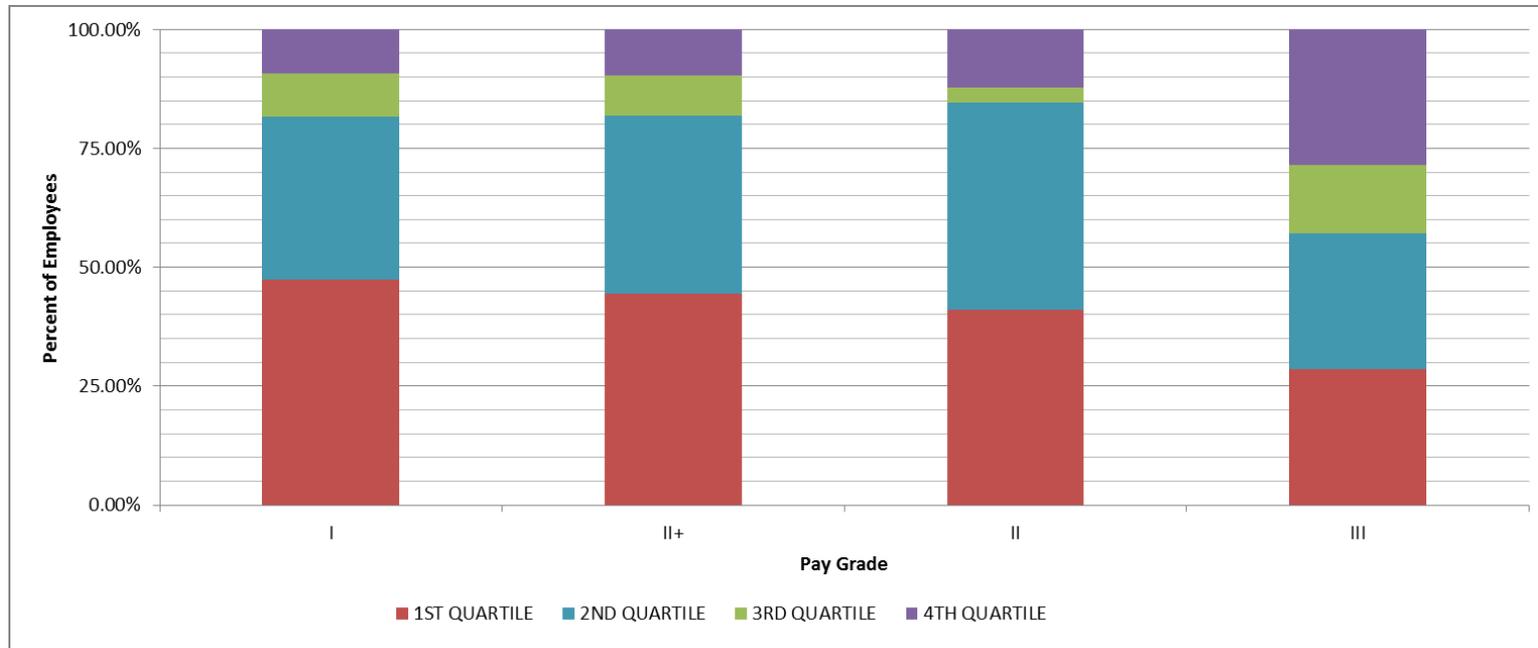
In order to identify how faculty employees at HCC are compensated within the structural ranges, a quartile and tenure analysis was performed to analyze employee salary placement relative to pay ranges. Additionally, employee’s tenure was also shown to contextualize the salary distribution. **Exhibit 2** displays the breakdown of the quartile analysis. **Exhibit 3** depicts the quartile distribution by grade. Lastly, **Exhibit 4** depicts these figures as broken down across each faculty rank within each grade.



Exhibit 2 Quartile and Tenure Analysis

Grade	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure						
I	76	12	36	8	26	12	7	22	7	22
II+	72	13	32	9	27	15	6	21	7	21
II	163	11	67	6	71	12	5	20	20	20
III	7	13	2	1	2	10	1	20	2	25
Overall Total	318		137		126		19		36	
Overall Average				6		12		21		22

Exhibit 3 Quartile Distribution by Grade



**Exhibit 4
Quartile and Tenure Analysis by Rank**

Grade I								
Rank	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
	# of Emp	Avg Tenure						
Instructor	24	6.2	8	8.7	3	20.7	1	0.4
Asst Professor	9	8.4	2	13.1	-	-	1	8.9
Assoc Professor	3	19.2	11	12.1	-	-	1	15.9
Professor	-	-	5	16.9	4	23.0	4	32.3
Grade II+								
Rank	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
	# of Emp	Avg Tenure						
Instructor	27	8.3	15	14.7	3	20.2	3	15.3
Asst Professor	5	11.2	4	13.6	-	-	2	19.5
Assoc Professor	-	-	5	15.2	1	21.0	1	20.6
Professor	-	-	3	17.5	2	21.6	1	40.3
Grade II								
Rank	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
	# of Emp	Avg Tenure						
Instructor	66	6.4	57	10.9	4	19.4	11	14.6
Asst Professor	1	13.3	12	14.8	-	-	-	-
Assoc Professor	-	-	2	17.3	-	-	2	29.3
Professor	-	-	-	-	1	21.0	7	25.5
Grade III								
Rank	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
	# of Emp	Avg Tenure						
Instructor	2	0.6	2	9.9	-	-	2	25.3
Professor	-	-	-	-	1	20.0	-	-



As depicted in **Exhibits 2 and 3**, HCC faculty employees are primarily concentrated in the first two quartiles of the pay range, which is comprised of salaries between the minimum and the midpoint. The percentage break down across the four quartiles is as follows: 43.1 percent of employees occupy the first quartile of their pay range, 39.6 percent in the second quartile, 6.0 percent in the third quartile, and 11.3 percent in the fourth. As can be expected with a compensation system that rewards longevity, employee tenure increases with the progression in quartiles.

Overall, the majority of faculty members earn a salary below their midpoint (82.7 percent), with nearly half (43.1 percent) possessing a salary below the 25th percentile of their pay range. This asymmetrical distribution of salaries can indicate that salary compression is an issue among positions. Salary or compensation compression is defined as employees with considerably different qualifications and experience possessing highly similar salaries. However, it is important to note that a high concentration of salaries at one point in the range alone is not evidence that compression is currently an issue.

Given the progression of average employee classification time across each of the four quartiles, this indicates that employees with more years of experience as faculty at HCC are compensated further along their pay range than those with less. In order to further explore the degree of compression, an analysis was conducted that compared predicted to actual range penetration for each faculty member by Pay Grade. The results appear in Exhibit 5:

Exhibit 5
Percent Variation between Actual Pay vs. Project

Percent Variation Between Actual Pay Vs. Expected			
Grade	Avg Variation	Min Variation	Max Variation
I	3.3%	0.0%	22.6%
II+	4.0%	0.0%	45.8%
II	2.7%	0.0%	43.3%
III	2.9%	0.0%	10.1%

In order to calculate this variance, a 30 year career time line was assumed, in which an employee salary increases linearly based on time spent in their position. On average, there was a 3.2 percent variation between the current salary and the projected salary, meaning that salaries on average were 3.2 percent below the career projected salaries. The minimum variation was limited at a floor of zero percent, and does not account for any negative variation figures, which would represent a salary that is higher than projected for a 30 year career progression. The maximum variations are the most extreme cases in each pay grade where an employee's current salary is considerably below their projected salary based on the 30 year career trajectory. Recommendations on how to address this pay variation are detailed later in this report.

2.0 MARKET SUMMARY

The survey included 16 public education organizations in the Tampa metro area as well as other regions of the state. The responding organizations appear in **Exhibit 6**.



Exhibit 6
Organizations Data Collected for Faculty Salary Survey

Organization
Daytona State College
Gulf Coast State College
Indian River State College
Miami Dade College
Northwest Florida State College
Palm Beach State College
Pasco Hernando Community College
Pinellas County Schools
Santa Fe College
Hillsborough County SD
Seminole State College
State College of Florida
Tallahassee Community College
Valencia College
St. Petersburg College
Polk State College

Given the geographic distribution of peers, respondent data was adjusted for cost of living to ensure appropriate comparison. As expected, not all colleges utilize the same contract period or compensation plan for faculty. Some of the major variations that are present among the survey targets include:

Contract period: Colleges utilize different and, many times, multiple contract time periods for faculty positions, including nine, ten, ten and a half, and twelve months.

Faculty Rank: Colleges vary between those using a single designation for faculty, such as Professor, to those structures more similar to universities (Assistant, Associate, and Full).

Compensation Ranges: Colleges seem to be streamlining faculty compensation ranges, but many still offer different combinations of rank and education for range determination.

Supplemental Compensation: Some colleges offer supplement compensation for class size, area of study, or location.

For HCC faculty positions, the above mentioned differences limited some of the single comparisons. When possible, adjustments were made to facilitate inclusion of the data in the analysis.

Findings

In order to assess the competitive standing of the salaries offered by HCC for faculty employees, salary data was collected from the 16 participating peer organizations. Market comparisons do not translate well at the individual level because individual pay is determined by a variety of factors, such as demand for the type of job, time at the job, level of job and prior experience. It is for that reason that the focus of the survey was to solicit the pay ranges offered by the peer organizations for



comparison against the current pay range offerings by HCC. All salary information collected outside of the greater Tampa area was adjusted for regional cost of living, in order to ensure that salaries were analyzed in terms of the spending power an employee would have at HCC.

The pay ranges offered by HCC served as a basis for comparison against the market place. However, because other colleges differentiate compensation ranges on the basis of level as well, a comparison across all four of HCC's levels as well as the four education categories is shown, for a total of 16 different unique criteria in which an employee may fall under.

The comparison to HCC's nine month pay ranges is contained in **Exhibits 7 and 8**, which depict each of the faculty titles and education levels that the College possesses a discrete pay ranges for, the average (or median, in the case of **Exhibit 7**) pay range minimum, midpoint, and maximum offered by the market peers for that level of education and position combination. Also shown are the percentage differentials between HCC's current pay ranges and the market average (or median), for the minimum, midpoint, and maximums of each position, respectively. Lastly, the exhibits showed the survey average range spread, which is a percent measure of the average width of the pay range, and the overall response rate, or number of matches that were attained for that position. A minimum rate of responses is required to be considered statistically relevant, which all pay ranges offered by HCC exceeded.

While the exhibits below show the market responses in the aggregate, closer analysis revealed that a small number respondent peers had considerably larger differentials to both HCC and the rest of the market peers' compensation rates, such that they are the primary driving factor in the gap between HCC's pay ranges and the market average. These high differentials were primarily present when comparing HCC's pay ranges for Professors versus the market average. In the market median, this impact is minimized as the median calculation inherently decreases the effect of a small number of outlier pay ranges, both those considerably higher than the majority of organizations and those considerably lower, and provides a more realistic look at typical compensation in the labor market.



**Exhibit 7
Market Average Results for 9 Month Faculty**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Instructor (Bachelor's plus College Faculty Experience)	\$39,341.89	6.7%	\$51,928.52	9.2%	\$64,515.16	10.6%	63.6%	14.0
Instructor (Master's Degree with 18 Semester Hours in the Field)	\$41,748.15	5.6%	\$54,909.88	8.5%	\$68,071.61	10.2%	62.7%	13.0
Instructor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$42,330.40	9.0%	\$55,906.04	11.5%	\$69,481.68	13.0%	63.9%	12.0
Instructor (Earned Doctorate in Major Field)	\$44,031.32	9.7%	\$58,704.73	11.5%	\$73,378.13	12.5%	66.4%	12.0
Assistant Professor (Bachelor's plus College Faculty Experience)	\$41,635.02	1.3%	\$54,360.53	4.9%	\$67,086.04	7.1%	61.0%	12.0
Assistant Professor (Master's Degree with 18 Semester Hours in the Field)	\$43,333.38	2.1%	\$56,315.07	6.2%	\$69,296.76	8.6%	59.8%	10.0
Assistant Professor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$45,391.71	2.4%	\$59,084.50	6.5%	\$72,777.30	8.9%	60.1%	9.0
Assistant Professor (Earned Doctorate in Major Field)	\$47,466.11	2.7%	\$61,093.34	7.9%	\$74,720.57	10.9%	57.0%	11.0
Associate Professor (Bachelor's plus College Faculty Experience)	\$43,798.62	-3.8%	\$57,675.33	-0.9%	\$71,552.03	0.9%	63.5%	11.0
Associate Professor (Master's Degree with 18 Semester Hours in the Field)	\$44,520.71	-0.6%	\$57,627.40	4.0%	\$70,734.10	6.7%	58.8%	10.0
Associate Professor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$46,095.35	0.9%	\$59,152.20	6.4%	\$72,209.05	9.6%	56.4%	10.0
Associate Professor (Earned Doctorate in Major Field)	\$51,021.11	-4.6%	\$65,709.66	0.9%	\$80,398.20	4.1%	57.1%	10.0
Professor (Bachelor's plus College Faculty Experience)	\$44,017.83	-4.3%	\$58,137.56	-1.7%	\$72,257.29	-0.1%	63.9%	10.0
Professor (Master's Degree with 18 Semester Hours in the Field)	\$46,994.01	-6.2%	\$61,641.97	-2.7%	\$76,289.93	-0.6%	62.5%	11.0
Professor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$49,663.74	-6.8%	\$65,180.95	-3.2%	\$80,698.17	-1.1%	62.6%	10.0
Professor (Earned Doctorate in Major Field)	\$52,815.38	-8.3%	\$68,220.73	-2.9%	\$83,626.08	0.3%	58.2%	14.0
Overall Average		0.4%		4.1%		6.3%	61.1%	11.2

**Exhibit 8
Market Median Results for 9 Month Faculty**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Instructor (Bachelor's plus College Faculty Experience)	\$39,400.25	6.6%	\$53,530.31	6.4%	\$65,376.77	9.4%	63.6%	14.0
Instructor (Master's Degree with 18 Semester Hours in the Field)	\$41,881.86	5.3%	\$56,570.08	5.8%	\$69,790.54	8.0%	62.7%	13.0
Instructor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$41,509.00	10.8%	\$57,496.91	9.0%	\$73,905.09	7.4%	63.9%	12.0
Instructor (Earned Doctorate in Major Field)	\$44,245.21	9.3%	\$59,261.15	10.6%	\$77,198.35	7.9%	66.4%	12.0
Assistant Professor (Bachelor's plus College Faculty Experience)	\$40,426.64	4.2%	\$54,122.35	5.4%	\$69,452.92	3.8%	61.0%	12.0
Assistant Professor (Master's Degree with 18 Semester Hours in the Field)	\$43,870.36	0.9%	\$57,213.55	4.7%	\$71,836.93	5.3%	59.8%	10.0
Assistant Professor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$45,950.60	1.2%	\$59,964.29	5.1%	\$73,977.97	7.3%	60.1%	9.0
Assistant Professor (Earned Doctorate in Major Field)	\$47,809.41	2.0%	\$62,128.61	6.3%	\$77,282.04	7.8%	57.0%	11.0
Associate Professor (Bachelor's plus College Faculty Experience)	\$41,682.33	1.2%	\$57,857.03	-1.2%	\$73,832.21	-2.3%	63.5%	11.0
Associate Professor (Master's Degree with 18 Semester Hours in the Field)	\$43,870.36	0.9%	\$58,074.38	3.3%	\$72,750.54	4.1%	58.8%	10.0
Associate Professor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$45,422.88	2.3%	\$59,128.00	6.4%	\$74,498.98	6.7%	56.4%	10.0
Associate Professor (Earned Doctorate in Major Field)	\$50,165.50	-2.8%	\$64,853.06	2.2%	\$79,763.40	4.9%	57.1%	10.0
Professor (Bachelor's plus College Faculty Experience)	\$40,267.10	4.6%	\$55,890.87	2.3%	\$72,350.73	-0.2%	63.9%	10.0
Professor (Master's Degree with 18 Semester Hours in the Field)	\$44,391.11	-0.3%	\$61,486.91	-2.4%	\$78,079.22	-3.0%	62.5%	11.0
Professor (Master's Degree plus 30 Semester Hours in the Teaching Field)	\$46,520.90	0.0%	\$62,912.44	0.4%	\$79,958.46	-0.1%	62.6%	10.0
Professor (Earned Doctorate in Major Field)	\$50,165.50	-2.8%	\$65,849.33	0.7%	\$82,538.02	1.6%	58.2%	14.0
Overall Average		2.7%		4.1%		4.3%	61.1%	11.2



It is important to note that due to several Colleges possessing different structural ways of addressing faculty compensation, the following assumptions were necessary in order to make direct pay range comparisons.

- For organizations that differentiated compensation on the basis of levels of faculty solely and did not factor in degree level, the pay range offered by the peer for a given level were compared against all four pay ranges offered by HCC for that same level across the different degree levels.
- For organizations that differentiated compensation on the basis of education alone, and contained a singular rank of faculty, the pay range offered by the peer for a given education level was compared against all four pay ranges in which an individual could hold that degree regardless of level at HCC.
- School district organizations were only matched to HCC at the instructor level.
- In the case of organizations that did not possess a nine month salary schedule, the salaries were pro-rated as appropriate.

Conclusion

Overall, the pay range comparison points to HCC basically being at the market rate for the combined minimum, midpoint, and maximum. When examining specific levels of faculty, the full professor appears to fall slightly below the market mean and median. In summary, the data analysis revealed the following:

- When compared to the market average, HCC is on average across all of its faculty pay ranges, 0.4 percent above the market across the minimums, while it ahead of the market at the midpoint by 4.1 percent, and further so at the maximum of its ranges, at 6.3 percent.
- When compared to the market median, HCC is on average across all of its faculty pay ranges, above at the minimum, midpoint, and maximum by 2.7, 4.1, and 4.3 percent respectively.

Recommendations

Based on the findings of the market survey, HCC currently has competitive, if not slightly above market, pay ranges for its nine month faculty employees. However, it currently utilizes a ranking system of positions that are not differentiated by pay range, a practice that is inconsistent with the majority of its peer institutions.

Recommendation 1: Evergreen recommends HCC move to a 30 year based step pay plan and progress employees annually, as permitted by availability of financial resources.

While other colleges utilizing step plans vary in the number of steps used, Evergreen recommends HCC adopt 30 steps as 30 years represents the typical length of a public sector career. HCC's pay ranges are currently competitive with its market peers, and therefore require no upward adjustment overall; however, with a move to a step plan, it is necessary to adjust the values of the maximums of the current pay ranges the college offers in order to accommodate equal percentage increases between 30 steps along the range.

Option1A:



Exhibit 9 depicts the proposed step salary schedule. The proposed pay plan possesses an increase of 1.9 percent between each step.

Exhibit 9
Faculty Basic Year Step Schedule (Percentage)

Nine Month Faculty Step Schedule				
Step	Range based on Education Attained			
	Bachelor's	Masters + 18	Masters + 30	Doctorate
1	\$42,187.00	\$44,248.00	\$46,514.00	\$48,781.00
2	\$42,988.55	\$45,088.71	\$47,397.77	\$49,707.84
3	\$43,805.34	\$45,945.40	\$48,298.32	\$50,652.29
4	\$44,637.64	\$46,818.36	\$49,215.99	\$51,614.68
5	\$45,485.75	\$47,707.91	\$50,151.10	\$52,595.36
6	\$46,349.98	\$48,614.36	\$51,103.97	\$53,594.67
7	\$47,230.63	\$49,538.03	\$52,074.94	\$54,612.97
8	\$48,128.01	\$50,479.25	\$53,064.37	\$55,650.62
9	\$49,042.45	\$51,438.36	\$54,072.59	\$56,707.98
10	\$49,974.25	\$52,415.69	\$55,099.97	\$57,785.43
11	\$50,923.76	\$53,411.59	\$56,146.87	\$58,883.35
12	\$51,891.31	\$54,426.41	\$57,213.66	\$60,002.14
13	\$52,877.25	\$55,460.51	\$58,300.72	\$61,142.18
14	\$53,881.92	\$56,514.26	\$59,408.43	\$62,303.88
15	\$54,905.67	\$57,588.03	\$60,537.19	\$63,487.65
16	\$55,948.88	\$58,682.20	\$61,687.40	\$64,693.92
17	\$57,011.91	\$59,797.16	\$62,859.46	\$65,923.10
18	\$58,095.14	\$60,933.31	\$64,053.79	\$67,175.64
19	\$59,198.94	\$62,091.04	\$65,270.81	\$68,451.98
20	\$60,323.72	\$63,270.77	\$66,510.96	\$69,752.57
21	\$61,469.87	\$64,472.92	\$67,774.66	\$71,077.87
22	\$62,637.80	\$65,697.90	\$69,062.38	\$72,428.35
23	\$63,827.92	\$66,946.16	\$70,374.57	\$73,804.48
24	\$65,040.65	\$68,218.14	\$71,711.68	\$75,206.77
25	\$66,276.42	\$69,514.29	\$73,074.21	\$76,635.70
26	\$67,535.67	\$70,835.06	\$74,462.62	\$78,091.78
27	\$68,818.85	\$72,180.92	\$75,877.41	\$79,575.52
28	\$70,126.41	\$73,552.36	\$77,319.08	\$81,087.45
29	\$71,458.81	\$74,949.86	\$78,788.14	\$82,628.12
30	\$72,816.53	\$76,373.90	\$80,285.11	\$84,198.05

Option 1B:

Exhibit 10 depicts an alternative step schedule where step progression is a flat rate as opposed to a percentage based increase.



**Exhibit 10
Faculty Basic Year Step Schedule (Flat Rate)**

Faculty Basic Year Contract Step Schedule				
Step	Range based on Education Attained			
	Bachelor's	Masters + 18	Masters + 30	Doctorate
1	\$42,187.00	\$44,248.00	\$46,514.00	\$48,781.00
2	\$43,243.19	\$45,355.79	\$47,678.52	\$50,002.28
3	\$44,299.38	\$46,463.58	\$48,843.04	\$51,223.56
4	\$45,355.57	\$47,571.37	\$50,007.56	\$52,444.83
5	\$46,411.76	\$48,679.16	\$51,172.08	\$53,666.11
6	\$47,467.95	\$49,786.95	\$52,336.61	\$54,887.39
7	\$48,524.14	\$50,894.74	\$53,501.13	\$56,108.67
8	\$49,580.33	\$52,002.53	\$54,665.65	\$57,329.94
9	\$50,636.53	\$53,110.32	\$55,830.17	\$58,551.22
10	\$51,692.72	\$54,218.11	\$56,994.69	\$59,772.50
11	\$52,748.91	\$55,325.90	\$58,159.21	\$60,993.78
12	\$53,805.10	\$56,433.69	\$59,323.73	\$62,215.05
13	\$54,861.29	\$57,541.48	\$60,488.25	\$63,436.33
14	\$55,917.48	\$58,649.27	\$61,652.77	\$64,657.61
15	\$56,973.67	\$59,757.06	\$62,817.30	\$65,878.89
16	\$58,029.86	\$60,864.85	\$63,981.82	\$67,100.16
17	\$59,086.05	\$61,972.64	\$65,146.34	\$68,321.44
18	\$60,142.24	\$63,080.42	\$66,310.86	\$69,542.72
19	\$61,198.43	\$64,188.21	\$67,475.38	\$70,764.00
20	\$62,254.62	\$65,296.00	\$68,639.90	\$71,985.27
21	\$63,310.81	\$66,403.79	\$69,804.42	\$73,206.55
22	\$64,367.00	\$67,511.58	\$70,968.94	\$74,427.83
23	\$65,423.19	\$68,619.37	\$72,133.46	\$75,649.11
24	\$66,479.38	\$69,727.16	\$73,297.99	\$76,870.38
25	\$67,535.58	\$70,834.95	\$74,462.51	\$78,091.66
26	\$68,591.77	\$71,942.74	\$75,627.03	\$79,312.94
27	\$69,647.96	\$73,050.53	\$76,791.55	\$80,534.22
28	\$70,704.15	\$74,158.32	\$77,956.07	\$81,755.49
29	\$71,760.34	\$75,266.11	\$79,120.59	\$82,976.77
30	\$72,816.53	\$76,373.90	\$80,285.11	\$84,198.05

Rationale:

Another observation of the salary survey found that a number of HCC’s peer organizations, including some of their most relevant peers, are utilizing a step based salary structure, as opposed to the open range structure HCC currently possesses. A salary step plan provides employees with an understood method of salary progression, whereby the pay range is divided into a predesignated number of steps from minimum to maximum which an employee’s salary can fall along. Placement and progression along the steps can vary by organization, and is typically governed by the organization’s compensation philosophy. The most common methods of step progression include tying the step



increases to employee longevity or performance. Alternatively, it is also possible to design a step plan in which the percent increase between steps is tied to the average consumer price index increase for the local area.

Recommendation 2: Evergreen recommends the College consider each of the following options when deciding how to place employees onto the proposed step plan.

Option 2A: In order to implement the proposed step plans, Evergreen proposes faculty employees receive a “bring-to-closest-step” adjustment to their current salaries. In this adjustment, employee salaries are rounded up to the closest step on the proposed structure. If the closer of two steps to an employee’s salary would result in a reduction, they are rounded up to the higher of two steps, so that no employee salary is reduced through this adjustment. The estimated salary only cost to implement the proposed step plan is \$165,642.46.

Rationale:

The “bring-to-closest-step” adjustment allows for employees to best retain their current salary position within their range, while simultaneously fully implementing a step based system. This option prevents the creation of new compression issues; however, it does not resolve any existing compression at the College that was documented earlier in this report.

Option 2B: If the College were to place employees into the step plan based on the current years of time spent in their current classification, the estimated cost would be \$363,394.23.

Rationale:

If the College wishes to reward employees based on the years of experience they possess in the current role that they occupy at the College, this method best addresses that goal. Additionally, if the College feels that experience should be the primary driver of how salary is achieved overtime at the College, this methodology would re-align salaries along the range in accordance to the current experience level of each employee, alleviating compression between less experienced employee and those who have more.

Option 2C: Lastly, if the College were to place employees into the proposed step plan based on the total years of service at the College, the estimated cost is \$909,136.32.

Rationale:

If the College wishes to utilize overall tenure as the primary driver of compensation, this option meets this goal. Employee salaries are placed along the range based on the years of tenure they have with the College, which would alleviate compression between those who are newer to the organization versus those who have more years of service at the College.

Option 2D: If the College were to place employees into the proposed step plan based on the faculty years of service at the College and prior experience previously awarded upon hire, the estimated cost would need to be determined by the College using faculty contracts.

Rationale:

As an alternative to Option 2B, the College may elect to place employees along their salary range on the basis of both experience attained at the College as well as previous relevant work experience. This inclusion of relevant work experience from other organizations would allow the College to align



its salaries across the board with the years of experience an employee possesses for their current role.

Recommendation 3: Faculty Rank

Option 3A: Develop a dual classification system of instructor and professor, with pay range assignment based on the level education attained. With this adjustment, the positions of Assistant Professor, Associate Professor, and Professor would be collapsed into a singular working title of Professor, while all instructors would retain the same working title. As part of the differentiation between these two positions, the College may also consider instituting a policy that would grant an employee an additional step when they progress from Instructor to Professor.

Option 3B: if the College is to maintain faculty rank, that promotion to a higher rank awards an extra step. While most of HCC's peer organizations have moved to a system of a singular type of faculty instructor with compensation solely differentiated on the basis of education attained, the College still currently maintains a faculty rank system. If the College is to continue the use of faculty rank, compensation should be used to differentiate between ranks, which can be performed by way of employees earning an additional step increase at the time of the promotion. The additional cost incurred for granting steps based on rank earned with the College has been factored into the cost calculations in the previous recommendation.

Recommendation 4: Evergreen recommends HCC adopt a new faculty hiring grid, which would align with the proposed Step Plan.

Option 4A: In order to ensure new hires and current incumbents are compensated equitably, Evergreen recommends HCC adopt a hiring grid that also assumes a 30 year career, in which candidates with years of experience in excess of the minimum requirements, can be hired between the minimum and the midpoint of the range. **Exhibit 11** depicts the proposed hiring grid.



Exhibit 11
Proposed Faculty Hiring Grid

Years of Experience*	Percentage of Range
1	3%
2	7%
3	10%
4	13%
5	17%
6	20%
7	23%
8	27%
9	30%
10	33%
11	37%
12	40%
13	43%
14	47%
15	50%

*Years of experience above minimum requirement

Option 4B: If this recommendation is implemented by HCC, the College may also pursue compensating employees who, for prior relevant work experience, have not been compensated for this time during this tenure with HCC. Any prior work experience that is to be compensated should be only the years above the minimum requirement for their position of hire, and should be directly relevant to their faculty role with HCC.

Recommendation 5: *Evergreen recommends that HCC perform a comprehensive compensation and classification study every five years.*

To maintain the effectiveness of the compensation structure over time, the College must devote strong administrative support and continued attention to the market in order to preserve internal and external equity. The assessment and recommendations of this study are based on the current conditions of the College's compensation system. Additionally, compensation plans have a limited shelf life before they fall out of touch with changes happening both in the market and within the organization. As such, continuous maintenance and monitoring of the College's compensation plan is essential for keeping current with the market.

