PERSONNEL SERVICES COMMITTEE  
April 10, 2014

Members Present: Tony Bansal, Ken Balbuena, Sarah Bogdewiecz, Edward Creppy, Cynthia Heisler, Frederick Markham, Alicia Tucker, Beatrice Veney, Jami Yazdani and Jose Zalles.

Members Absent: Sherry Chi, Riley Dwyer, Patrice Fleck, Mary Ann Schmitt, Donna Smiley, Susan Thompson, Barbara Tyler and Lori Ward.

Guests: Compensation Subcommittee members Ray Bailey, Charlotte Calobrisi and Sue Picard; April De La Rosa, Division Manager, Administrative Services; and Ruth Stanton, Dean of Learning Resources and Technology, Medical Education Campus.

College Recorder: Norie Flowers

VP’s Report

To introduce the presentation on compensation, Mr. Bansal explained that the college is somewhat restricted on compensation levels by the state. For example, if there is no across-the-board state increase, NOVA may not give an across-the-board raise to its employees. Internal inequities may however be examined and adjustments made. Each year some groups have received raises, and this year NOVA is looking at teaching, administrative and professional faculty followed by classified staff, adjunct faculty and P14 employees. The rules that apply to faculty are different from those in other categories and the timing also varies. Decisions for faculty must be made by the end of June as new contracts are processed then for the coming year.

Ad Hoc Compensation Committee Report

The compensation committee is a recommending body to the Administrative Council and they are focusing on teaching faculty first because of the pressing time limit. Positive actions to date include the faculty reward and recognition piece which goes into effect in the spring of 2015 and is part of the new faculty evaluation plan. Upon recommendation by the Senate, Dr. Templin also increased the summer pro rata pay for teaching faculty.

The Segal group has been contracted and has provided excellent and detailed data. The goal for the committee is to ensure that everyone at the college is not only hired at the appropriate salary level but also equitably treated after they are hired. The Segal group looked at hiring levels compared to national standards and how employees move on the continuum after they are hired. Four tiers were designed and the patterns show that the longer faculty are at NOVA, the more inequitable the salary.

Ninety-one faculty are in tiers three and four which is the most unbalanced. Those two tiers demand attention and recommendations for salary increases will be forwarded to the
Administrative Council. The committee hopes to make improvements to specific groups each year.

PSC members posed questions on several salary-related issues:

- Some new employees are hired at higher rates than those currently in the same position.
  - Mr. Bansal: HR will have a systematic procedure for looking into all salaries and pay bands across the board.
- Do we see any gender inequities?
  - Mr. Bansal: The college is not seeing this and that the “salary range is the salary range,” but he offered to look into it.
- Is it possible for classified employees to receive salary increases greater than 10 percent?
  - Mr. Bansal: Classified staff promotions are subject to DHRM policies and a special request would have to be made if the increase request is more than ten percent.

Chair's Report

The Chair had no report at this time.

Vice Chair's Report

Mr. Zalles distributed the current form for the Classified Staff Emeritus Award along with suggestions primarily on listing any NOVA awards and recognitions and a 1-2 page narrative justification in support of the nomination. The current form does not provide sufficient space to provide this relevant information to the nominations committee.

Committee suggestions included the option to count those years an employee may have worked for the Commonwealth and not only for the VCCS, in addition to the option of adding the nominator's name to the form.

Ms. Zalles will bring the updated form with the changes back to the committee for final approval.

Ranking and Salary for Admin & Professional Faculty (Ruth Stanton)

Ms. Stanton distributed a comprehensive report detailing new constraints to the hiring process for administrative and professional faculty in which salary ranges by rank were eliminated. This elimination not only reduces incentives for employees to continue their education and/or seek promotional opportunities but also hinders the hiring of the best and brightest candidates.

Recommendation:
To remain competitive in attracting and retaining excellent personnel, Personnel Services recommends that NOVA expand its hiring salary ranges for professional faculty positions and incorporate rank, or an equivalent set of pay ranges with steps, into subsequent salary determinations. In order to fairly compensate counselors, instructional designers and librarians at their market value, and to recognize, motivate and reward the pursuit and attainment of advanced credentials which enhance performance on the job, Human Resources is encouraged to review and improve existing practices related to the compensation of administrative and professional faculty; and to continue to compare individual administrative and professional faculty salaries and job responsibilities with market data to address existing salary inequities.

Background and Issues:

Several practices have historically depressed starting salaries of most categories of faculty at NOVA and have contributed to difficulties in hiring and retaining qualified personnel. This is a particular problem for attracting and keeping professional faculty who need qualifications above the entry level. Several issues affecting administrative and professional faculty compound this problem:

1. Differential salary ranges by rank for administrative and professional faculty have been eliminated.
   a. Like teaching faculty, professional and administrative faculty are assigned a rank which is based on their experience and educational qualifications as interpreted on the VCCS-29 (see VCCS 3.0.1 & 3.0.2), with librarians, counselors and instructional designers falling into columns 1 and 2 (see VCCS 3.2.1). However, rank is not used in determining either initial or promotional salaries for administrative and professional faculty positions (see salary ranges under D, E & F under Item IV. in VCCS 3.8.11).
   b. The removal of differential salary ranges for rank comparable to those for teaching faculty, with no promise of advancement to the salary minimum for the higher rank range, discourages the pursuit of additional education and encourages professional stagnation.

2. VCCS policies and NOVA practice results in low entry-level salaries for administrative and professional faculty positions regardless of qualifications or experience.
   a. VCCS 3.8.0.0 requires a starting salary for administrative and professional faculty positions that is “within the minimum to mid-point of the position range or no more than 15% above the candidate’s current salary or that of his/her most recent comparable position.” NOVA practice places the entry-level range significantly below the mid-point, in the bottom of the lowest quartile of the position range.
   b. The official position range for professional faculty: $60,161--$87,992 (mid)--$115,823; lowest quartile: $60,161--$74,077. In 2012-13 the salaries for 15 NOVA librarians’ listed in the publicly accessible Richmond Times Dispatch fell below the bottom quartile of the position range.
      i. Avg salary for full time librarians: $63,806; range: $60,161--$72,947
      ii. Avg length of service: 6 years, 3 months; range <1 –18 yrs.; one-third over 6 yrs.
      iii. Only 2 of 15 in low $70s; 9 of 15 below $63,000.
iv. Recent Professional Faculty Librarian positions were advertised with salary ranges of $60,161.00 - $69,925.00

c. Hiring within the first quartile of the position range makes it hard to compete for well qualified, seasoned professionals who at other institutions in our region would qualify for a salary above the minimum for assistant professor based on their credentials and experience.

d. Hiring at the bottom of the range, coupled with the 15% rule, hinders professional faculty career growth and salary mobility beyond the very limited promotional increments which are now awarded; and hampers our ability to compensate internal candidates for their experience. It also impacts seasoned faculty who come from regions of the country with lower cost of living and lower salaries. Professional faculty seeking administrative faculty positions are limited to a 15% increase to their current salary, regardless of education, experience or job responsibilities (see VCCS 3.8.0.0) or to the bottom of the range for the new position. Similarly, classified staff seeking professional faculty positions are also limited to a 15% increase to their current salary or to the bottom of the range for the new position.

3. Raising the salary range following an across the board state salary increase raises starting salaries while leaving current employees at the same point in the position range as they were previously adding to salary compression. Consequently, there is no differentiation based on experience at NOVA and new and longer term employees tend to draw similar salaries.

4. Salary compression is a grave concern at NOVA for most faculty groups, but is a significant problem among professional faculty.

   a. The 2012 and 2013 Segal salary studies found serious salary compression in the professional salary ranges, with professional faculty salaries above the mid-point for the group 19 to 23% below market. As a group, the longer employees stay at the college, the farther behind average market compensation they fall.

   b. The elimination of rank ranges only adds to salary compression, since coupled with current hiring practices, it will result in most employees staying below the midpoint for the position range, i.e., at instructor or low assistant professor level, for their entire careers.

A motion was made, seconded without objection, and carried to approve the recommendation by Ms. Stanton to expand hiring salary ranges for professional faculty positions and incorporate rank, or an equivalent set of pay ranges with steps into subsequent salary determinations and to forward the recommendation to the College Senate.

Associate Instructor Position Statement

Chair Yazdani distributed a draft position statement on the associate instructor for committee review. Committee members were asked to submit additions and corrections via email before the next meeting.
Report from Committees/Issues Tracking

- **Service Award Luncheon:** The luncheon took place and Ms. Yazdani suggested that the Committee request more funds going forward. Mr. Bansal stated that he would work on this issue and ensure there are sufficient funds in place for next year. It is also recommended that the event be held on a Friday to provide a better opportunity for most employees to attend.

- **Job Satisfaction & PSC Issues Survey Subcommittee:** Dr. Creppy reported that a meeting has been scheduled for April 18 and OIR has designated two staff members to work with him on the survey.

- **50% Contract for teaching faculty:** Ms. Tucker recommended that NOVA adopt the 50% contract option as proposed by the VCCS Reengineering Task Force as outlined below.

The 50% Contract Proposal would allow the college two options:

1. Hiring new faculty with pro-rated benefits in disciplines that might not justify a full-time position.
2. Offering senior faculty the option of moving from 100% to 50% contracts as they near retirement.
   a. Faculty interested in serving in this capacity would need to submit a formal letter requesting a transition to this position, which the college administration could approve or deny.
   b. Faculty approved for this position would be offered a 1-3 year contract and no renewal beyond three years.
3. According to HR the position would have the following benefits:
   a. As long as the position is designated as “salaried” half-time (not adjunct), the faculty member is still eligible for retirement and they would still contribute 5% of their creditable compensation each pay period.
   b. Regarding the health care benefits, the employee would be eligible; however, there would be no employer contribution. The employee would have to pay the entire premium.
4. Responsibilities would include instructions and college service (same as with a regular 9-month faculty).
   a. 50% faculty would not participate in student advising.
   b. Faculty contracts may include the Fall and Spring semesters
   c. The maximum teaching workload is .79 of a regular 9-month faculty teaching workload
      i. Faculty teaching .5 - .79 of a full-time teaching load (a 12-month FTE) receive pro-rated salary, sick leave, personal leave, retirement and the opportunity to participate in the state health care program but with the employee providing the state portion as well as the employee portion.
      ii. All policies, procedures, and compensation plans established by the State Board for Community Colleges, the Chancellor of the Virginia Community College System, or the individual community colleges for
instructional faculty are applicable to this position.

A motion was made, seconded without objection, and carried to approve the 50% contract option and to forward it to the College Senate. Ms. Tucker will attend the Senate meeting to be available to help explain the committee position.

- **Appellate Process for Promotion Decisions and Hiring:** Mr. Markham reiterated the ongoing difficulty in HR's ability to correctly evaluate teaching credentials but that until an HR Director is hired this issue would likely need to be tabled.

  Mr. Bansal explained that a firm has been hired to assist with the reorganization of the HR department, look at employee skill sets and ascertain whether current employees possess the right skill sets for the positions they occupy. One of the issues he will be focusing on is faculty credentialing. Ms. Yazdani asked that the HR work with the PSC committee members on this issue.

- **Position Classifications and Position Consistency:**

  PSC approved a statement related to position consistency in a previous meeting but action on the statement by HR has been held until a new director is in place. Ms. Yazdani suggested that the PSC follow up with HR next year.

- **Classified Cross Campus Day and Professional Development:** Ms. Heisler reported that the Cross Campus Day will materialize, but in a different configuration and with a selection of training session options open to all classified staff.

- **Recruiting of Internal Candidates:** Ms. Yazdani reported that it is apparently current policy that internal recruitment is permissible, but that information on this option is not well publicized.

- **Overload Pay Schedule**

  There was no report this time.

**New Business**

No new business was reported.
A motion was made, seconded without objection, and carried to adjourn the meeting at 3:00 p.m. The final committee meeting of the year is scheduled for Thursday, May 8, at 1:00 p.m. in the Annandale Provost Conference room. Lunch will be served at 12:30 p.m.