

Contra Costa Community College District

Contra Costa College - Diablo Valley College - Los Medanos College - Brentwood Center - San Ramon Campus - Walnut Creek Center

BOARDreport

The Governing Board Believes In Open Lines of Communication
with Employees and the Community

Contra Costa
Community
College District

pathways to success

BOARD MEMBERS

Jo Ann Cookman, President (Ward V) • Tomi Van de Brooke, Vice President (Ward II) • Sheila A. Grilli, Secretary (Ward III)
John T. Nejedly (Ward IV) • Dr. Anthony T. Gordon (Ward I) • Ivan Williams, Student Member

The Contra Costa Community College District Governing Board is comprised of five members elected from the individual wards. One student trustee, with an advisory vote, is selected on a rotating basis from the colleges. The Governing Board meets monthly. Study sessions and special meetings are scheduled as required. A meeting calendar and minutes are available online at http://www.ccd.net/governing_board/. To reach the Governing Board, please call (925) 229-1000, ext. 1204.

Governing Board Meeting of February 28, 2007

The Contra Costa Community College District (CCCCD) Governing Board met at the George R. Gordon Education Center in Martinez, California on February 28, 2007. The regular meeting began with a closed session at 5:30 p.m. followed by open session at 7:00 p.m. Highlights of the meeting follow:

Measure A Bond Oversight Committee Report

Jack Weir, Measure A committee chairman, presented the annual report to the Board of the oversight committee. He reported that District reports indicate progress to-date on prior bond expenditures; review of most recent audit indicates prior approved bond money is being spent for appropriate construction projects and not being spent on teacher or administrator salaries, or other operating costs; and the auditor is being queried as to whether audit report indicates status of prior approved bond money expenditures regarding catching up on deferred maintenance expenses. Mr. Weir also indicated that since he assumed responsibility as chair, meetings, including a tour of the facilities, had been held at Contra Costa and Diablo Valley colleges. An informal meeting was also held at the District office.

HayGroup Classification and Compensation Study

Ron Keimach of the HayGroup presented the attached report on the classification and compensation study for managers, supervisors and confidentials.

Consultants Approved for Datatel System Evaluation and Marketing Study

A contract was approved for Strata Information Group who are conducting a review of the Datatel system in order to improve the efficiency of the system. A contract was also approved for Clarus Corporation (**Board Report No. 57-B**). The company will conduct a complete market assessment for the District and assist in developing market positioning for the colleges for the future to generate enrollment and ensure that appropriate programs and services are being offered in the service area.

District Office Facilities Department Modernization Program – Risk Assessment Report

Auditor Judy Vroman presented the attached risk assessment report. Ms. Vroman made recommendations in the following areas: accounting; reporting and internal controls; planning; purchasing; organizational resources (financial and personnel); and training. She indicated that many of the recommendations have already been addressed by management.

Bond Reconciliation Report

Facilities and Operations Representative Kindred Murillo presented the attached bond reconciliation report. Ms. Murillo reported that Measure A 2002 projects will be completed within a \$5M range of the original \$120M allocation. Interest accumulated on the bond will cover any amount in excess of the \$120M.

Board Meeting Adjournment

The meeting was adjourned in memory of Kevin Strauss, a Contra Costa College badminton instructor and Lois Callahan, Interim Chancellor from 2004 to 2005.

Upon approval at the next regular meeting, complete Governing Board minutes for this meeting will be posted at: http://www.4cd.net/governing_board/minutes06_07.asp.

**THE NEXT REGULAR MEETING OF THE GOVERNING BOARD
WILL BE HELD ON MARCH 28, 2007, AT 7:00 P.M.
IN THE GEORGE R. GORDON EDUCATION CENTER,
500 COURT STREET, MARTINEZ, CALIFORNIA**

Contra Costa Community College District

Classification and Compensation Study – Results and Market Analysis
February, 2007

© 2007 Hay Group. All rights reserved.

Agenda

- Classification and Categorization
 - Job Evaluation basics
- Internal equity analysis
- Market survey results

Compensation Management

- Compensation Management supports the achievement of the organization's strategy by:
 - Managing the cost - one of the biggest costs for an organization
 - Getting value from the investment - probably the biggest recurring annual investment
 - Delivering the right messages - major communication to employees about what the organization values

Compensation is a strategic issue crucial to the success of an organization

Four Goals of Compensation Management

- Internal equity
 - Attract, motivate and retain the “right” employees
 - Be able to determine how to pay employees, fairly and equitably, for the work they do
- Market competitiveness
 - Have the ability to assess the market competitiveness of employee salaries
- Compensation strategy
 - Develop an overall compensation strategy that supports and furthers organization objectives
- Performance management
 - Be able to assess and pay for individual performance

Job Evaluation: A Definition

- Determining the value of work to the organization using measurement scales of common compensable factors
- A [process to measure the size of jobs against appropriate and consistent criteria](#)
- Focuses on the content of the job as currently designed
- Factors [not](#) considered in the process:
 - Individual qualifications, performance and longevity
 - Job evaluation is about jobs, not people
 - Existing pay
 - External market (e.g., supply and demand)

The Basic Premise

- We must first believe that all jobs exist to contribute in some way to the organization
- Job evaluation allows us to measure the contributions of jobs in terms of internal value
- Measure three key aspects of a job:
 - Knowledge required (input)
 - Problem solving involved (throughput)
 - Results expected (output)
- The *Hay Group Guide Chart®-Profile Method of Job Evaluation* is the most widely used process for the measurement of management, professional, and clerical jobs in the world
 - More than 4,000 organizations in nearly 40 countries

The Know-How Factor

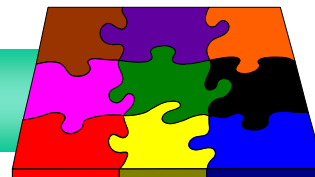
- To achieve results, jobs must require a certain level of knowledge, skills, and experience
- *Know-How* is the factor we use to measure the sum total of knowledge required of a job, however gained
 - Formal education - engineering, finance, law, medicine, etc.
 - Education and experience - programming, skilled trades, etc.
 - Experience - sales, supervision, etc.
- Know-How has three dimensions:
 - Technical and Specialized Knowledge
 - Management Integration
 - Human Relations Skills



The Knowledge Required of a Job or “Input”

The Problem Solving Factor

- Using Know-How to achieve results, jobs are designed to analyze and resolve problems
- *Problem Solving* is the factor we use to measure the nature and complexity of the problems and challenges that jobs must face
 - The original “self-starting” thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusions
- Problem Solving has two dimensions:
 - Thinking Environment
 - Thinking Challenge

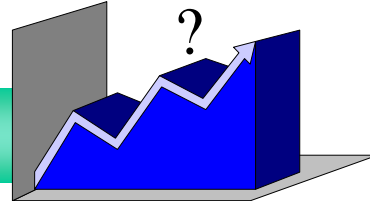


The Thinking, Processing, Analyzing or “Throughput” of a Job

The Accountability Factor

- Based on the premise that all jobs exist to achieve results
- *Accountability* is the factor we use to measure the output of jobs
 - Decision-making authority
 - The answerability for an action and its consequences
 - The measured effect the position has on end results
 - Assume expected outcomes - not “worst case scenario”
- Accountability has three dimensions:
 - Freedom to Act
 - Impact
 - Magnitude

The Accountability or
“Output” of a Job



Categorization of Roles at 4CD

- Examined core job duties
 - Why does the job exist?
 - Re-categorization may lead to job title changes
 - Consider consistency across the District
- Confidential
 - “...means any employee who is required to develop or present management positions with respect to employer-employee relations or whose duties normally require access to confidential information contributing significantly to the development of management positions.”
 - Using judgment on what to share and with whom

Categorization of Roles *(cont'd)*

- Supervisory
 - “...means any individual, regardless of the job description or title, having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend this action, if, in connection with the foregoing, the exercise of this authority is not of a merely routine or clerical nature, but requires the use of independent judgment. Employees whose duties are substantially similar to those of their subordinates shall not be considered to be supervisory employees.”

Source: California Government Code, §3513

Categorization of Roles *(cont'd)*

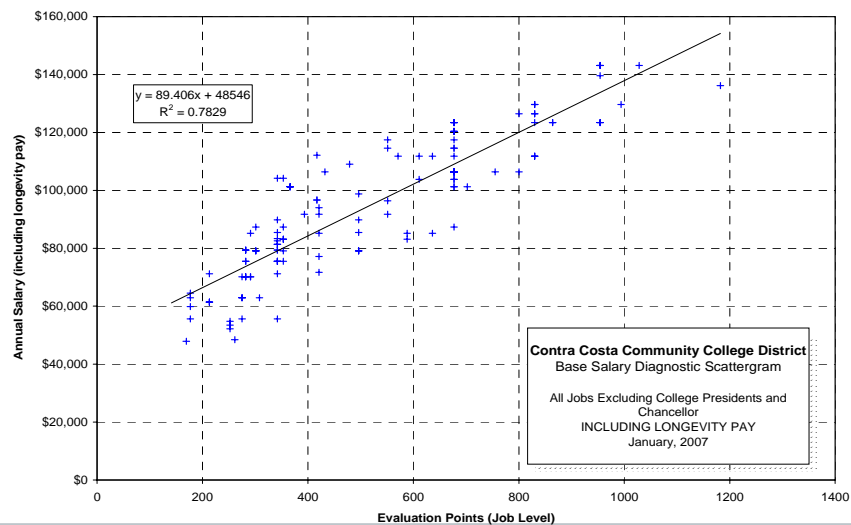
- Managerial
 - “...means any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department.”¹
 - Also:
 - Plan
 - Lead
 - Organize
 - Control
 - Motivate
 - Innovate

¹*Source:* California Government Code, §3513

Internal Equity Analysis

- The chart on the following page displays 4CD's current base salary practice
 - X-axis is evaluation points (job level)
 - Y-axis is current base salary (including longevity)
 - Regression line of best fit through data array
 - Line equation with correlation coefficient (R^2) shown

District-wide Scattergram



External Analysis - Custom Survey

- Methodology
 - Chose comparator organizations relevant to 4CD on the following criteria
 - Similar positions, organization mission, funding sources, challenges, size, scope, etc.
 - To/from whom does 4CD hire or lose employees
 - Data readily available on an ongoing basis
 - The selected comparator group of organizations needs to be “saleable” and credible to all key stakeholders
 - Board
 - District Office/Colleges
 - Management Council
 - The public

Custom Survey Methodology *(cont'd)*

- The following 19 organizations were invited to participate
 - **BOLD** indicates 13 participants in custom survey (including all of the Bay 10)

California State East Bay

Chabot-Las Positas

Contra Costa County Office of Ed

Chevron

EBMUD

Foothill-De Anza CCD

Kaiser

Los Rios CCD

Marin CCD

North Orange

Ohlone CCD

Peralta CCD

San Diego CCD

San Francisco CCD

San Jose-Evergreen

San Mateo CCD

State Center CCD

West Valley Mission CCD

UC Berkeley

Custom Survey Methodology (cont'd)

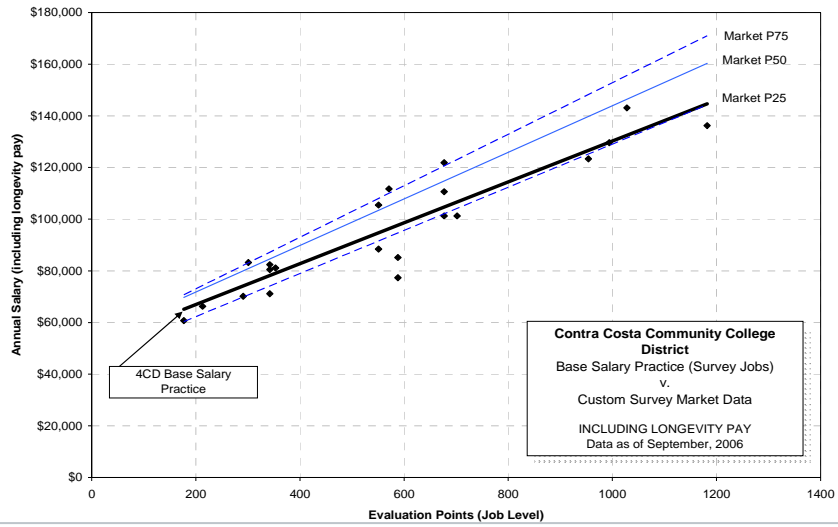
- Data collected
 - We asked for the following organization data
 - Dimension information
 - Operating budget, number of employees, number of FTEs
 - We asked for the following incumbent data
 - Job title
 - Actual base salary (including longevity)
 - Salary range
 - Additives (vehicle allowances, stipends, etc.)
- Jobs were described and surveyed by *content*, not by title
- All data as of September, 2006

Custom Survey Methodology (cont'd)

- 22 Positions surveyed

Head of Finance (District)	Head of Payroll (District)
Head of Information Systems (District)	Head of Admissions and Records (College)
Head of Facilities (District)	Head of Financial Aid (College)
Head of Human Resources (District)	Academic or Student Services Program Mgr
Head of Student Services (College)	Computer and Network Supervisor
Head of Purchasing (District)	Human Resources Generalist
Head of Business Services (College)	Principal Accountant
Instructional Dean I	Custodial Manager
Controller	Police Sergeant
Head of Marketing (College)	Administrative Assistant to a College
Internal Auditor	President-level Administrator

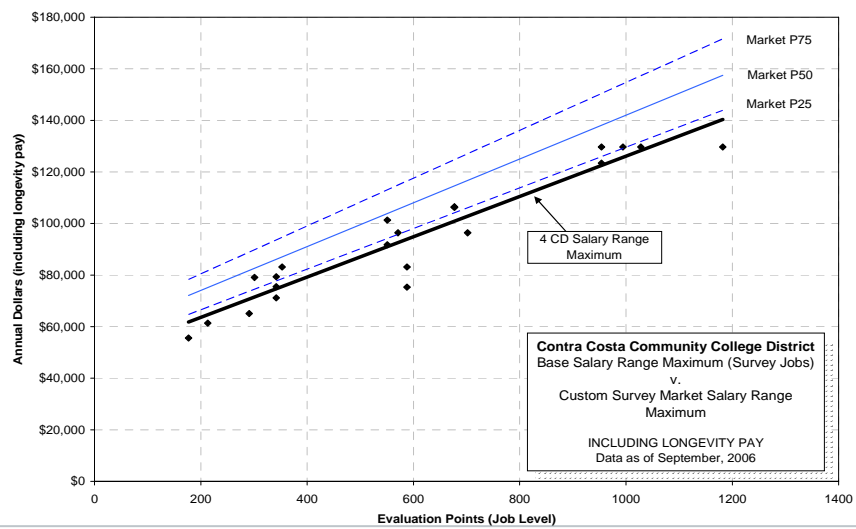
Custom Survey Analysis - 4CD vs. Market



18

© 2007 Hay Group. All rights reserved.

Custom Survey Analysis - 4CD Max vs. Market Max




19

© 2007 Hay Group. All rights reserved.

Custom Survey Results – by Position

- The table below excerpts market data results for two survey positions:
 - Instructional Dean
 - Administrative Assistant to a College President-level Administrator

Survey Position	Number of Orgs	Number of Incumbents	Annual Base Salary (incl longevity pay)					
			P25	P50	P75	Average	4CD Base (Avg)	4CD vs. P50
Instructional Dean	9	67	110,828	123,368	127,837	119,192	110,648	90%
Administrative Assistant to a College President-level Administrator	8	22	62,507	65,662	74,230	68,013	66,294	101%



Facilities Department Modernization Program

Risk Assessment Recommendations

February 28, 2007

Prepared by Judy Vroman and Andrea Gonzalez-Lewis

Recommendations

- Accounting, Reporting and Internal Control
- Planning
- Purchasing
- Organizational Resources
 - Financial
 - Personnel
- Training

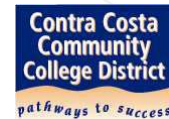


*Audit Services Mission -
To assist management and
the board to improve
operations and reduce risk
by furnishing analyses,
appraisals, and
recommendations.*



Accounting, Reporting and Internal Control

Accounting and related reporting responsibilities should be transferred to the district accounting department.



Management's Response

Management agrees with the recommendations, except for the mailing of retention and contractor checks. The retention and contractor checks are returned to the facilities department to insure the contractor is not paid when stop notices have been issued on a project.

The facilities department is undergoing a restructure including the transferring of accounting responsibilities to the accounting department.



Planning

Educational and facilities master plans should be completed in a timely fashion in order to avoid eroding the purchasing power of construction funds.



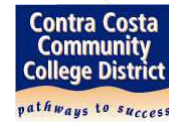
Management's Response

Management agrees with the recommendation and facilities master plans are being developed at each college.



Purchasing

The bidding and selection of construction vendors should be overseen by the purchasing department to insure compliance with state laws and regulations.



Management's Response

Management agrees with the recommendation, and the responsibility of facilities contract management is currently being shifted to the purchasing department.



Organizational Resources (Financial and Personnel)

The facilities and operations department needs to employ additional professional level staff with the appropriate talents.

CCCCD may also want to consider the need for a risk manager to mitigate the loss of lives or property.



Management's Response

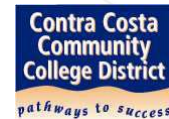
Management agrees with the recommendation and a high level reorganization is underway.

District is also considering a contract risk manager for construction projects during the time period of major construction projects.



Training

Employees should receive appropriate training and/or certification.



Management's Response

Management agrees with the recommendation and project management certification is being investigated and is estimated to be in place by June 2007.

Reports for fiscal project management are currently being put in place along with an emphasis on comprehensive project management.



Bond Reconciliation Report

The following is a summary of expenditures and anticipated expenditures for the 2002 Measure A Bond.

Location*	Bond Funds Spent to Date	State Funds	Estimate to Complete Projects	Anticipated Bond to Complete
Diablo Valley College	\$33,316,487	\$46,195,193	\$85,461,283	\$37,517,546
Los Medanos College	\$20,919,259	\$31,649,108	\$73,341,600	\$41,091,283
Contra Costa College	\$17,491,634	\$189,994	\$33,906,496	\$31,383,552
Districtwide	\$4,454,425	\$	\$11,195,477	\$11,195,477
Totals	\$76,181,806	\$78,034,296	\$207,245,256	\$121,187,858

*Detail by college is attached.

It is anticipated the \$120 million Measure A Bond will be completed within a range between \$118,000,000.00 to \$123,000,000.00. Interest on the bond will cover a potential overage. The escalation in construction costs over a three year period required a balancing of the bond funded projects which meant the deferral of several projects to include:

- LMC – Brentwood Center
- LMC – College Complex Remodel
- LMC – Delta Science Center
- DVC – Business Education
- DVC – Student Activities Building
- CCC - Planetarium
- CCC – Applied Arts Building
- CCC – Humanities Demolition