

1. Why did the study take so long?
  - a. The study was delayed by several factors, including:
    - i. The San Diego County fire storm
    - ii. Contractual disputes
    - iii. Grievances
    - iv. Litigation
    - v. Negotiation of a special appeal process and committee structure
    - vi. The consideration of numerous appeals
2. The study is out of date; how old the District address all the changes?
  - a. In terms of salary, the District believes that the study is completely up-to-date. Other school districts have lost wages or a combination of furloughs, roll backs, and/or layoffs. Palomar College classified employees have continued to work and maintain their salaries during these difficult fiscal times. Our district's salaries still compare very favorably with other districts; in fact, because we have not had furloughs, rollbacks, or layoffs; our salaries may in fact be higher in comparison than they were in 2008.
3. The time length of the study, a six-month study has taken four years; doesn't the District think the study is dated?
  - a. The District does not believe that the study is dated. Please see the answer to #2 above.
4. Why are there missing positions?
  - a. The study reflects negotiated agreement between the District and CCE for the exclusion of certain classified positions.
5. There are missing positions on the report?
  - a. Please see the answer to # 3 above.
6. Why were the missing positions not included for the purpose of internal equity? Who will be deciding where those positions fit into the rest of the study?

- a. Please see the answer to #4 above. The Segal Company reviewed the internal equity for the study and has made all the recommendations they believe relevant for the compensation portion of the study.
7. I was hired during the classification study, but after the J. I Q.'s were completed-the J. I Q. had job duties that I have never done. I was told to pick a duty for this study. How will this not reflect the duties I am performing?
  - a. Job duties for positions were determined at the time of the classification study by incumbents in the position.
8. The CCE representatives on the Steering committee were told that in the event positions go down, those positions would be "Y" rated-is that correct?
  - a. The final determination for the placement of positions, and/or "Y" rating is part of the implementation negotiations between the District and the CCE. You should make your concerns known to your CCE representative.
9. Ask district what their interpretations/meaning of "Y" rating. Please provide examples of how that would look.
  - a. "Y" rating means freezing a salary at its current level, without increase, until the new, lower salary grade catches up with that pay level.
10. The revision of my job description includes added responsibilities and higher education requirements. Why did this not result in a grade increase?
  - a. Grade placement was made by Segal Company.
11. If the new schedule is implemented, will pay be changed to match the new lower classification or will it remain the same as it is now for the next five years before it matches with the current level is currently earning?
  - a. This is part of the implementation negotiations between CCE in the district.

12. If I do not get to keep my current salary, when would I expect to see the new lower salary take effect?
  - a. This is a part of the implementation negotiations between CCE in the District.
13. How did they have so many classified positions going down?
  - a. Please see the Segal Company's final report, which you have a copy of. The report documents how they arrived at their conclusions and recommendations.
14. I was denied in an interview, because an employee in the same job already interviewed. Why?
  - a. In the orientation meetings which were conducted by Segal Company, all attendees were advised that interviews would be conducted on a sample basis for classifications, and that not all incumbents in the classification would be interviewed. Segal Company advised the District that this was their standard practice.
15. Why were different comparators used for classified versus other groups?
  - a. Segal Company used the comparators which they felt were most representative of each of the groups they studied.
16. Why using Cerritos College-way below the other comparators?
  - a. It was Segal Company's professional opinion that Cerritos College would be appropriate comparator.
17. Are all the comparators used the same size institution or equivalent with: number of employees, size of budget, regulatory, governance and service provide?
  - a. The District doesn't have this specific information. There are a number of reports that provide this information on the Chancellors Office website; these reports are public information.

18. Did Segal look at the comparators that are serving the equivalent number of students, have similar levels of staffing, and operate under an equal sized budget & accounting?
  - a. Please see the answer to #17 above.
19. Some comparators were used on a 10 month versus 12 month work year, how was this difference addressed in the analysis and recommendation?
  - a. The analysis and recommendation made by Segal Company are Segal Company's professional opinion. Their work is independent; the product of their independent work is a classification study.
20. I'd like to know if there would be a difference in the results if the same "A" standard cohort group of institutions used for CAST employees was used for the CCE employees instead on the "B" standard cohort group that was used for the CCE recommendations.
  - a. The District does not have that information; Segal Company performed the analysis on the basis they have defined in their final report.
21. Why is MiraCosta not a comparator?
  - a. MiraCosta is a basic aid district, primarily funded by local property taxes instead of apportionment. Palomar College is funded by apportionment. Because basic aid provides a much higher funding level than apportionment, the two colleges are not used for comparators.
22. Why did they use Watson published data? Keenan was tied in with them?
  - a. Segal Company, in their professional opinion, determined that Watson data was appropriate to use in conjunction with other comparators. The District had no input into Segal's use of Watson data. Keenan Associates had no role in the classification study.
23. Who asked for or decided to use a Watson Wyatt Study?

- a. Please see the answer to #22 above.
24. Did Segal use the online Watson Wyatt salary review that you can purchase for \$500 (or any other dollar amount)?
  - a. The District does not have that information. The specific Watson Wyatt studies used by Segal are referenced in the final report, of which you have a copy.
25. How was the data calculated? Was it manipulated?
  - a. The District does not have that information. Data analysis for the study was the sole responsibility of the Segal Company.
26. What is the midrange point, and who decided?
  - a. Determination of the midrange point, and all decisions regarding data analysis, are the sole responsibility of the Segal Company.
27. When we got the job description, we did not know what to appeal as there was no pay grade. How will appeals be handled for placements?
  - a. Classification placement is part of the implementation negotiations between CCE and the District. The Segal Company's recommendation for placement, before and after appeal, is their professional opinion based upon their analysis of job duties, market comparisons, and internal equity as discussed in their study.
28. People appealed and were never notified on appeal status. Then, the report says they were denied. Why no explanation that the appeals were not granted?
  - a. The appeal process has been completed; however, implementation of the study is pending the outcome of implementation negotiations. All placements in the information provided to you by CCE are tentative, pending the outcome of negotiations. Therefore, transmittal of appeals results prior to the completion of that process is premature.
29. Why didn't they send us a letter that the appeals submitted were denied or approved?

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- a. Please see the answer to #28 above.
- 30. Why were the people not notified of their appeals?
  - a. Please see the answer to #28 above.
- 31. District said yes to appeal, but did not say what part “yes” was addressing. How do they know what part of their appeal was accepted?
  - a. The District does not understand this question, and can't provide a response.
- 32. Why was their (the employer’s) appeal denied?
  - a. The deliberations of the appeals committee are confidential.
- 33. My classification appeal was granted. Having been granted, is the new title in effect now, or is it contingent on something else?
  - a. Implementation of the classification study, including the results of all appeals, is contingent upon the outcome of the implementation negotiations between CCE and the District.
- 34. Segal's wage recommendation is currently just that, a recommendation- is is scheduled to be implemented, in whole or in part, at any particular time?
  - a. Implementation of the classification study, including all wage recommendations, is contingent upon the outcome of the implementation negotiations between CCE in the District.
- 35. If involuntary transfer came up, would some qualify if there were downgraded?
  - a. Involuntary transfer is part of the handbook agreement. Please see BP. CCE/AFT-16 in the handbook agreement. The District cannot answer a hypothetical question.
- 36. If job changes, do we have the right to go back to original job description?
  - a. No.

37. If my job has changed since the completion of my JIQ and the study is implemented, am I only responsible to perform the duties listed on the JIQ?
  - a. You will be responsible for all duties in your job description as assigned to you by your supervisor.
38. Someone was told to change her job description as a means to change her title. Why?
  - a. The District doesn't have that information.
39. IS techs-they brought in a lot of new technology, but their positions went down. Why?
  - a. The recommended placement of information services technicians was made by Segal Company, and is their professional opinion based on their analysis.
40. The individual that performed the interviews did not seem to have knowledge about IS job responsibilities. What qualifications does the individual/company have with Tech /Program / Analyst's in this field? What comparators were used for the IS jobs? How are they applied?
  - a. With regard to interviewers, the District does not have information. With regard to the remainder of your question, Segal Company used their professional opinion and analysis based upon the data obtained for the study to place all classified positions.
41. What is outsourced, etc. for other schools in the study?
  - a. The district does not have that information.
42. Are employees being paid by education, certification, or...?
  - a. Minimum qualifications for education and certification, if required, are contained in the job descriptions for each classification. Education and certification beyond the minimum qualifications for your classification are not considered in compensation.
43. How Segal translated Palomar's did compensation when doing the comparison? What comparators were used for the ASL interpreters?

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- a. Please see appendix A of the Segal Company report, of which you have a copy.
44. Is Segal still getting paid?
- a. Siegel has completed its contract and is not scheduled to receive any further compensation.
45. I would also add that some of the job titles are either too large to effectively differentiate what different employee job titles do. Also, there are significant differences in the various knowledge experience and productivity rates, among the job group studied. How are these addressed?
- a. The contents and recommendations of the classification study are Segal Company's professional opinion, as is the analysis addressed in your question.
46. Clarify steps and grades how they were used in the compensation portion of the study?
- a. Segal Company discusses their use of salary grades and market data relevant to your question in their final report.
47. Why is MiraCosta College, the only other North San Diego community college not included in the compensation study? I would think they would be very relevant as they are competitor for hiring similar positions.
- a. Please see the answer to #21 above.
48. As an additional issue there are many open positions the college seeks not to fill. We have had an unfilled position for over six years, and are therefore doing more with fewer resources. If the college expects its workers to perform additional work, this also needs to impact the compensation study. Why is that not reflected?
- a. The district appreciates the efforts of all to employees to get through these difficult fiscal times, with fewer resources. We continue to evaluate the need to fill unfilled positions. This factor is not part of the Segal Company classification study.

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49. Where did they (Segal) get the figures and what are the dates of figures?
  - a. Please see the Segal Company final report, of which you have a copy, which discusses the published data sources and other market data, and the effective date used for the data.
50. How was the medium pay for less than 12 month contract calculated?
  - a. Segal Company performed all analysis for the classification study; the district does not have that information.
51. Was the comparator and equal contract (12 month to 12 month, 11 month to 11 month, responsibility & level of education needed, etc.)?
  - a. Please see the Segal Company final report for discussion of comparators. All analysis and comparison of data is performed by the Segal Company, and the recommendations are their independent professional opinion.
52. Job title was upgraded from assistant to associate, how can you increase the title and the same time lower the pay grade?
  - a. Grade recommendations are made independently by the Segal Company. The analysis of these grade recommendations as their professional opinion of where the classification should be placed.
53. Job description that was created by Segal does not address my level of responsibility and has recommended my job to be put in with another group. Will I be responsible to perform the same level of responsibility and job duties that Segal recommendation is implemented?
  - a. Segal Company recommended that your position be grouped with others in a classification. You will be responsible for all duties in your job description as assigned to you by your supervisor.
54. Why are the job descriptions so generic? Did the District intend on paying so much for a study that did not provide a job description that reflects what position is required to perform?

- a. The job descriptions/class specifications were a Segal Company product, and reflect their professional opinion and recommendation as to the class specifications. Their professional opinion was that the class specification accurately reflects job duties and requirements.
55. In the 97 study the senior groundskeeper graded 17-why is this study recommending a position that is demoted and to position I never held?  
Why?
- a. In its professional opinion, Segal Company recommended that positions be placed at a range that reflects internal equity and market compensation.
56. What is the next step of the classification process?
- a. CCC and the District must negotiate implementation of the classification study.
57. Will there be negotiations between the union and the District?
- a. Yes.
58. Since my position was listed for an increase in the study and the union appears to be rejecting the entire process will we be able to file an individual request? Is the union going to prevent me from getting a raise (this has happened once already)?
- a. The union is the sole representative for the classified employees in its bargaining unit. Therefore, the District does not engage in negotiating with individual employees.
59. I'm willing to present an official appeal, if that's possible; and had I known that my new job description included a downgrading pay I would submitted an appeal to years ago during the official appeal time. Will we be able to appeal our compensation placement?
- a. No.

60. How were the results affected by having so many classes excluded from the study? What would be the results of all the classes are included in the study?
- a. The district has no information to answer either of these hypothetical questions.
61. I'm a #1 and (the study shows) I am reclassified to a \$2, but since so many people are appealing what is going to happen to my position? Will I not be able to get moved because of the appeals?
- a. The Segal Company recommendations are subject to negotiation for implementation between CCE and that District. We will not know the outcome of your individual reclassification until implementation negotiations are completed.
62. Are the "cross section" benchmark classes used for the study appropriate and sufficient? Would there be a difference in the results if one-to-one classes are used instead of "cross section" classes?
- a. In the Segal Company's professional opinion, appropriate benchmark classes were used for the study. The District has no information regarding any hypothetical situations.
63. Has the District done analysis on how classification affects the budget situation? Did the District performing analysis on the net effect of the college budget to implement? If so, what was the tactic used to do that?
- a. District has set aside funds (0.72% of 2006-07 classified wage expenditures) to implement the classification study upon completion of CCE/District negotiations. The District has taken use of these funds for classification purposes into account in its projections of District budgets.
64. What were the actual formulas and calculations used to determine each classes grade recommendation?

- a. The information you requested is part of the Segal Company's analysis, and is their proprietary information. The Segal Company will not share this information with the District.
65. Can we see the formulas and calculations used for both the survey data and internal equity?
  - a. Please see the answer to #64 above.
66. Would there be a difference in the results of the data from the Published Survey (private-sector data, the Watson Wyatt data) and Public Schools (public schools does not include higher education institution or municipalities for this report?, Table 8, P. 10 of the Compensation Study Findings and Recommendations) are not used in the calculations for the recommendations?
  - a. The District does not have information regarding hypothetical application of study data.
67. How was the Range Minimum, Range Midpoint, Range Maximum calculated? What formula was used to do that calculation? Where on the Classified Salary schedule, can we find the minimum, midpoint and maximum?
  - a. These calculations were performed by Segal Company. The District does not have access to this information.
68. Can we get results of 97 study?
  - a. To the extent that the District has a copy of the 97 study, it can be reviewed at the District Human Resource Services office.