

## CCE RFI: Classification Study

10. The revisions of my job description includes added responsibilities and higher education requirements. Why did this not result in a grade increase?

a. Segal's grade placement recommendations take into account a blend of market data and internal equity. The process starts by recommending grade assignments for benchmark jobs to ensure alignment with the market. Non-benchmark jobs then within the same job family are ranked against benchmark jobs based on overall responsibilities, minimum requirements, placement in the organizational hierarchy, and career path level.

14. I was denied in an interview, because an employee in the same job already interviewed. Why?

a. The Segal Company conducted a representative sample of interviews for all College classifications. This is standard compensation practice.

15. Why were different comparators used for classified versus other groups?

a. Labor markets are defined based on who the District competes with for talent and is often different for different employee categories (i.e. Non-exempt, Exempt, Management, and Faculty).

16. Why using Cerritos College-way below the other comparators?

a. Cerritos was identified as a public sector entity of similar size, providing the same types of services as Palomar College by both Segal and the District.

19. Some comparators were used on a 10 month versus 12 month work year, how was this difference addressed in the analysis and recommendations.

a. Both the peers, and the District, were asked to provide to Segal annualized salary data during the study resulting in a like comparison.

20. I'd like to know if there would be a difference in the results if the same "A" standard cohort of institutions used for CAST employees was used for the CCE employees instead of the "B" standard cohort groups that was used for the CCE recommendations.

a. We do not know the answer to this question as this data was not collected.

22. Why did they use Watson published data? Keenan was tied in with them?

a. Watson Wyatt surveys are well-known surveys which provide robust data and are respected by the compensation community as sound survey sources.

24. Did Segal use the online Watson Wyatt salary review that you can purchase for \$500 (or any other dollar amount)?

a. We do not understand this question. Segal regularly purchases surveys that are considered sound and well respected surveys. The specific surveys used are referenced in the report.

25. How was the data calculated? Was it manipulated?

a. Data calculation is such a broad question, so we are not sure as to the specific question being asked. All work performed was done based on sound compensation practices.

26. What is the midrange point, and who decided it?

a. Midpoints are the midpoint between the minimum and the maximum of the ranges.

39. IS techs-they brought in a lot of new technology, but their positions went down. Why?

a. See answer to question #10.

40. The individual that performed the interviews did not seem to have knowledge about IS job responsibilities. What qualifications does the individual/company have the Tech/Program/Analyst's in this field? What comparators were used for the IS jobs? How were they applied?

a. Job analysis is a culmination of multiple tasks: the employee completed questionnaires, the interviews, and job descriptions that were reviewed by management, edited, and finalized. Market matches were made based on the finalized job descriptions. The list of survey comparators are included in the report.

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. Job classifications are determined by the information provided in the employee questionnaires and as signed off by supervisors. An individual's experience and productivity rates are a separate issue. Minimum qualifications in job descriptions are set based on the education and experience required to perform the job. Issues of productivity are outside the scope of this project as they are related to individual employee performance.

50. How was the medium pay for less than 12 month contract calculated?

a. See response to question no. 19.

51. Was the comparator and equal contract (12mo to 12 mo., 11 month to 11 month, responsibility level of education needed, etc.?)

a. See response to question no. 19.

52. Job title was upgraded from assistant to associate, how can you increase the title and the same time lower the pay grade?

a. See response to question #10.

53. Why are job descriptions so generic? Did the District intend on paying so much for a study that did not provide job descriptions that reflects what position is required to perform?

a. It is common practice to have *job classifications* that represent the type and level of work performed for jobs within the District. They are not meant to be individual job descriptions based on an individual's assignment.

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. We have no knowledge of the duties performed in 97. Classification assignments were made based on the questionnaires submitted.

64. What are the actual formulas and calculations used to determine each classes recommendations?

a. See response to question #10.

67. How was the Range Minimum, Range Midpoint, Range Maximum calculated? What formulas was used to do that calculation? Where on the Classified Salary Schedule, can we find the minimum, midpoint, and maximum?

a. Ranges were determined based on market data. The minimum is the low point of the range and the maximum is the high point of the range. Midpoints are determined through alignment with market data.