



## ACE Classification/Compensation Study Tentative Agreement FAQ

### The original goals for this study were:

- Align job description with current roles.
- Develop career ladders.
- Determine the appropriateness of internal alignments.
- Conduct a market analysis of compensation in similar or like jobs in other districts.

### What this study is not.

It was not meant to give everyone a raise or be the final say in an employee's classification determination. It is meant to develop a systematic framework for grouping jobs into common classifications based on similarities in duties, responsibilities, and requirements. Then conduct a market analysis of compensation related to those classifications.

### A few facts:

Proposed Classification System	Current Classification System
140 classifications <ul style="list-style-type: none"><li>• 75 classifications, increase in salary level (54%)</li><li>• 60 classifications, same salary level (43%)</li><li>• 5 classifications, reduction in salary level (3%)</li></ul>	171 classifications

### 389 employees in ACE unit

- 275 employees will increase in compensation (70%)
- 96 remain at the same compensation level (25%)
- 18 will be Y-rated (5%)

### What if I don't agree with my placement?

Any employee may submit a request for reclassification to the District Office of Human Resources no later than August 31, 2021 in the event that there are anticipated budget reductions for July 1 2022. If reductions are delayed until July 1, 2022, the completed reclassification request is due to HR by August 31, 2022.



### **How does the appeal process work?**

1. Fill out the [PDQ Request for Reclassification](#) listed in the appendices of the ACE agreement.
2. Submit to human resources. Be sure to copy ACE president.
3. Follow the normal reclassification process outlined in [Article 15 of ACE agreement](#).
4. Classification consultants used for the study, Koff, will conduct the evaluation and analysis of submitted applications.
5. ACE and the District agree to split to cost of reclassification appeals.

### **What if I don't remember where the consultants, Koff, placed me? Or I started with the District after the classification portion was completed?**

Human resources will be sending out your proposed classification. If you don't remember your assignment or were hired after the classification portion of the study was completed, please email Chris White, [whitechris@fhda.edu](mailto:whitechris@fhda.edu) or Cathleen Monsell, [monsellcathleen@fhda.edu](mailto:monsellcathleen@fhda.edu).

### **When does the salary range assignment take place?**

For all classifications, it is effective July 1, 2019. For those whose salary placement will be higher as a result of reclassification, they will be placed on the same salary step as they currently hold; for example, range 39, step 4 who is reassigned to range 42 will be placed on range 42, step 4. The salary schedule can be found online at: [http://hr.fhda.edu/downloads/ACE%20Classified%20Salary%20Schedule\\_2019-2020.pdf](http://hr.fhda.edu/downloads/ACE%20Classified%20Salary%20Schedule_2019-2020.pdf).

### **What does it mean to be “Y” rated?**

The most important thing to remember is that your salary will not be decreased. The goal of y-rating is to make sure no one will lose any money in their paychecks.

During negotiations the parties agreed that everyone would go from their current range and step to the same step regardless of the range. For those individuals who, through reclassification, went to a lower range, their salary would be “y” rated. This means that even though your current salary is more than your new range you would not see any reduction in your salary.

To determine if the range is higher or lower you compare the salary of the two ranges at the last step (7) of the range. Those of you that are impacted by having your classification placed in a lower range, your salary will remain the same regardless of where you fall in the new range. If you are at step seven you will be there until the new lower range exceeds your current salary and, at that point, you will once again receive any future cost of living adjustments.

If you are not at step seven and are at a lower step you would continue to receive step and cost of living adjustments until your salary reaches the top of the range. If, however, your salary, at a lower step, is



already above the top step of the new range then you would not receive any increases until the top step reaches your current salary.

Example: If you are at Range 51 step 7 and your new classification is at range 49, you would automatically go to the step 7 of range 49. If there is 10% difference in your salary at 51 from that at 49, you will remain at your current salary (you will not lose the 10% difference) until 49 increases beyond the 10% at which point you will receive all future adjustments.

If you are at range 50 step 5 you would move to Range 49 at step 5. If your current salary at step 5 is not above the maximum for the new range, you would continue to receive step and cost of living adjustments until your salary was at the top of the range, which at that point you would continue to receive cost of living adjustments.

**What if I don't agree with the classification but I agree with the compensation. Can I vote on part of the study?**

No. You either accept the classification and compensation packaged as presented or you reject all of it. The appeal process addresses any issue an worker may have with their assigned classification.

**When will pay increases and retroactive pay show up your paycheck?**

After the Foothill-De Anza Board of Trustees approves the MOU at their April 5 board meeting, it can take payroll up to three (3) months to implement the changes.

**What do these classification changes mean in terms of seniority?**

If a classification is eliminated, any worker in the affected classification will carry all of their seniority from the eliminated classification to their newly assigned classification. Any worker who is placed in a new classification but their previous classification remains will begin to earn seniority in their new classification while continuing to earn seniority in their old classification. This is no different than what happens under our current classification structure when a worker moves to a new classification.

**Next steps:**

1. Notification to membership of tentative agreement/MOU via email, Monday, March 1.
2. General membership meeting held Tuesday, March 9 at noon via zoom. Open to ACE members only.
3. Online ratification by membership after the general membership meeting through March 12.
4. Submitted to April 5 Foothill-De Anza Board of Trustees meeting for approval.

MEMORANDUM OF UNDERSTANDING  
ASSOCIATION OF CLASSIFIED EMPLOYEES  
AND  
FOOTHILL DE ANZA COMMUNITY COLLEGE DISTRICT

This memorandum of understanding is entered into by and between the Foothill-De Anza Community College District (“District”) and the Association of Classified Employees (“ACE”) addressing the agreement reached between the parties regarding the ACE Classification Study and its results.

The parties recognized that over the years the internal alignment of classifications had become skewed and were in need of adjustment to ensure proper representation of duties and their assigned salary range relative to other District classifications. In addition, the responsibilities of certain positions had evolved over time and were in need of review for possible reclassification.

The parties entered into an agreement to engage an outside consultant, Koff and Associates (“Koff”), to conduct a classification study of all ACE positions and provide a report of recommendations for consideration and negotiation by the parties. Employees had an opportunity to submit updated position questionnaires and many were invited by Koff for interview as part of its review. The parties have negotiated the results of that study and reached the following agreements. The parties acknowledge the entire agreement is contingent upon ratification by ACE and approval of the Board of Trustees.

Effective Date – July 1, 2019

All salary range assignment and classification changes shall be effective July 1, 2019.

Changes for affected employees are applicable to ACE employees in active status as of the effective date of ratification by ACE or approval of the Board of Trustees, whichever occurs first. Individuals with salary placement to a higher range as a result of reclassification or higher placement of their current classification will be placed on the same salary step as they currently hold; for example, an employee at Range 39, Step 4 whose position is reassigned to Range 42 will be placed on Range 42, Step 4. Nonetheless, irrespective of lacking current ACE employee status and irrespective of the lack of ACE representation of these employees, in the event there are current active employees who through transfer or recruitment and without a break in service are no longer represented by ACE subsequent to July 1, 2019, those employees shall be included in the application of this agreement on a one-time, non-precedent setting basis.

Y-Rating

An employee whose position or classification is assigned to a Salary Range that is lower than the employee’s current Salary Range shall have their salary Y-Rated as follows. As of the effective date of the parties’ signatures to the Tentative Agreement (February 3, 2021), an employee whose current salary assignment is above the maximum of the new range placement shall retain their current salary and shall not receive any additional step increases and shall not receive any COLA increase applicable to the salary schedules until such time as the maximum of the new range exceeds the employee’s current salary assignment. Subsequent to the effective date of the parties’ signatures to this Tentative Agreement the employee’s Salary (based on current Step and Salary Range) shall be held static (Y-

Rated) and the employee shall receive Step and COLA increases only up to the maximum of the new range.

Irrespective of Y-Rating an employee’s current salary assignment, an employee’s salary may be reduced based on the implementation of the parties’ compensation agreement currently in effect and adjusting all salary effective July 1, 2021 (see Compensation Agreement for the 2019-2020, 2020-2021, and 2021-2022 year). For example, an employee on Range 52, Step 5 will have their salary amount changed to the adjusted Range 52, Step 5.

Reclassification

The District and ACE are aware that future changes to current staffing and position expectations are likely, as a result of impending budget cuts currently projected for July 2022, or July 2023 at the latest. Employees may continue submission of reclassification requests under the following condition: the completed reclassification request shall be received by the District Office of Human Resources by August 31, 2021 in the event budget cuts are anticipated for July 1, 2022. In the event budget cuts are delayed until July 1, 2023, the completed reclassification request shall be received by the District Office of Human Resources by August 31, 2022.

The District shall contract with Koff (who is now quite familiar with the District’s positions) to conduct the evaluation and analysis of timely submitted reclassification requests. ACE and the District shall share equally in the cost of the Koff reclassification review and analysis.

Working Out of Class

Classification analysis for an employee working out of class was conducted on the job duties of the employee’s permanent assignment and not the WOC duties. Hiring decisions for a vacant position currently filled by WOC assignment shall be filled via a recruitment process and not through reclassification of the employee temporarily filling the position. In the case of a WOC assignment due to additional duties assigned the incumbent, in the event such duties become permanent, the employee may submit a request for review under the reclassification procedure, subject to the timeline criteria noted above.

Classifications Not Currently in Use

The following classifications not currently in use shall be eliminated or retained as follows.

<b>TITLE</b>	<b>RANGE</b>	<b>ACTION</b>	<b>NOTES</b>
Allied Health & Nursing Specialist	42	ELIMINATE	
Broadcast Production Coordinator	54	ELIMINATE	
Communications Operator/Receptionist	33	ELIMINATE	
Community Education Web Support/Marketing Specialist	54	ELIMINATE	
Counseling Services Specialist	46	ELIMINATE	
Customer Services Assistant	37	ELIMINATE	

Executive Director, Kirsch Center for Environment Studies & The Environmental Study Area	54	ELIMINATE	
Human Resources Technician I	46	ELIMINATE	COMBINED WITH HR TECH II
Instructional Computer Lab Administrator, Senior	60	ELIMINATE	
Instructional Services Coordinator	55	ELIMINATE	
International Operations Analyst	58	ELIMINATE	
International Student Services Specialist I	N/A	NOT A CURRENT TITLE; AGREED WILL NOT PLACE INTO USE AT THIS TIME	COMBINED WITH INTERNATIONAL STUDENT SERVICES SPECIALIST II AND RETITLED; see International Student Services Specialist
International Student Services Specialist II	N/A	NOT A CURRENT TITLE; AGREED WILL NOT PLACE INTO USE AT THIS TIME	RETITLED; See International Student Services Specialist
Internship/Job Developer	50	ELIMINATE	
Laboratory Technician, Art	45	ELIMINATE	RETITLED; See Laboratory Technician, Sculpture
Laboratory Technician, Auto Technology	N/A	NOT A CURRENT TITLE; AGREED WILL NOT PLACE INTO USE AT THIS TIME	RETITLED; See Instructional Technician, Automotive Technology
Multimedia Coordinator	60	ELIMINATE	RETITLED; See Coordinator, Technical Resources
Outreach Assistant	41	ELIMINATE	
Payroll Technician I	41	ELIMINATE	COMBINED WITH PAYROLL TECH II AND RETITLED; See Payroll Technician
Payroll Technician II	46	ELIMINATE	RETITLED; See Payroll Technician
Physical Education/Wellness Assistant	45	ELIMINATE	
Program Coordinator, Senior	56	ELIMINATE	PROGRAM COOR I COMBINED WITH PROGRAM COOR II AND RETITLED; See Program Coordinator I.  PROGRAM COORDINATOR, SENIOR RETITLED; See Program Coordinator II.

Publications, Publicity & Editorial Coordinator	56	ELIMINATE	
Short Course Assistant	40	ELIMINATE	
Secretary	37	ELIMINATE	
Senior Client Systems Specialist	N/A	NOT A CURRENT TITLE; AGREED WILL NOT PLACE INTO USE AT THIS TIME	RETITLED; see Client Systems Specialist, Senior
Technology Services Technician	45	ELIMINATE	
Technology Services Technician II	48	ELIMINATE	
Testing Assistant	33	KEEP (VACANT POSITION)	PARTIES AGREED TO RANGE 41 July 2020
<b>Classified Hourly</b>			
PM Stockroom Clerk	35	ELIMINATE	RETITLED; See Laboratory Technician, Chemistry
Massage Therapy Assistant	35	ELIMINATE	

#### Classification Assignment

Each position has been reviewed and assigned to the classification that most reasonably aligns with the duties and responsibilities of the position. The results of this review of each position may include no change, a change in title, or reclassification to a different classification, and may include assignment to the same, or a lower or higher salary range, or some combination of these effects. The attached spreadsheet (incorporated herein) demonstrates the effect of agreed upon changes to each incumbent, if currently filled.

#### Salary Range Placement

The parties agreed to the salary range placement of all retained classifications as follows.

Academic Advisor – Range 46

Academic Services Technician – Range 50

Accountant I – Range 54

Accountant II – Range 59

Accountant, Senior – Range 63

Accounting Assistant I – Range 39

Accounting Assistant II - Range 43

Accounting Technician – Range 49

Adaptive PE Class Assistant – Range 41

Adapted PE Specialist – Range 47

Administrative Assistant I – Range 43

Administrative Assistant II – Range 48

Administrative Assistant, Senior – Range 52

Alternate Media Specialist – Range 60

Application Support Analyst I – Range 60

Application Support Analyst II – Range 64

Application Support Analyst III – Range 70

Application Support Analyst, Senior – Range 74

Articulation Specialist – Range 49

Athletic Trainer – Range 50

Benefits Specialist – Range 54

Benefits Technician – Range 47

Bookstore Shipping and Receiving Assistant – Range 41

Budget Analyst – Range 58

Budget Analyst, Senior – Range 64

Buyer – Range 54

Buyer, Senior – Range 60

Call Center Support Technician – Range 48

Cashier – Range 41

Child Development Center Teacher – Range 45

Child Development Center Teaching Assistant – Range 32



Client Systems Specialist – Range 56

Client Systems Specialist, Senior – Range 62

Client Systems Technician – Range 52

Clinic Nurse – Range 60

Communications Associate – Range 54

Community Services Officer – Range 45

Coordinator, Academic Services – Range 56

Coordinator, Assessment – Range 48

Coordinator, Assistive Technology – Range 60

Coordinator, Bookstore – Range 52

Coordinator, Bookstore Courseware – Range 52

Coordinator, Campus Facilities – Range 56

Coordinator, Career Development – Range 50

Coordinator, Cashier Services – Range 48

Coordinator, Computer Laboratory – Range 52

Coordinator, Development and Communications – Range 60

Coordinator, DSPS – Range 51

Coordinator, Enrollment Service - Range 55

Coordinator, EOPS – Range 51

Coordinator, Facilities and Equipment – Range 43

Coordinator, Financial Aid – Range 49

Coordinator, Furniture, Fixture and Equipment – Range 56

Coordinator, Flea Market – Range 46

Coordinator, Graduation and Evaluation – Range 56

Coordinator, Instructional Support, Discipline – Range 49

Coordinator, Laboratory Chemistry – Range 53

Coordinator, Laboratory PSME – Range 53

Coordinator, Museum Programs – Range 52

Coordinator, Planetarium – Range 59

Coordinator, Radio Station – Range 40

Coordinator, Student Activities – Range 46

Coordinator, Student Resources – Range 46

Coordinator, Student Success and Program Support – Range 50

Coordinator, Technology Resources – Range 60

Data Analyst – Range 70

Dental Clinic Administrative Assistant – Range 52

Enrollment Services Specialist I – Range 44

Enrollment Services Specialist II – Range 48

EOPS Specialist – Range 47

Evaluation Specialist – Range 49

Executive Assistant – Range 57

Extended Opportunity Program and Services (EOPS) Specialist – Range 47

Facilities and Equipment Assistant – Range 39

Financial Aid Specialist – Range 45

Grants Administrator – Range 63

Graphic Designer – Range 58

Graphic Designer, Senior - Range 62

Health Services Medical Assistant - Range 51

Human Resources Tech II – Range 50

Human Resources Tech III – Range 54

Infrastructure Technical Specialist – Range 56

Instructional Associate, Discipline – Range 47

Instructional Associate, DSPS – Range 47

Instructional Designer – Range 60

Instructional Technician, Automotive Technology – Range 50

Instructional Technology Systems Engineer – Range 72

International Student Services Specialist – Range 48

International Student Services Specialist, Senior – Range 52

Laboratory Assistant, Auto Technology - Range 46

Laboratory Technician, All Various Disciplines as follows – Range 47

- Laboratory Technician, Discipline
- Laboratory Technician, Biology
- Laboratory Technician, Ceramics
- Laboratory Technician, Chemistry
- Laboratory Technician, Computer Science
- Laboratory Technician, Design and Manufacturing Technology
- Laboratory Technician, Environmental Studies
- Laboratory Technician, Film/Television
- Laboratory Technician, Fine Arts
- Laboratory Technician, Horticulture
- Laboratory Technician, Nursing
- Laboratory Technician, Photography
- Laboratory Technician, Sculpture

Learning Resources Systems Engineer – Range 72

Library Technician – Range 48

Mobility Assistant Driver – Range 47

Multimedia Producer – Range 64

Music Accompanist – Range 47

Network Administrator I – Range 61

Network Administrator II – Range 65

Network Engineer – Range 72

Network Security Engineer – Range 73

Nurse Practitioner – Range 74

Office Assistant – Range 37

Payroll Technician – Range 46

Payroll Technician, Sr. – Range 51

Planetarium Assistant – Range 48

Planetarium Specialist – Range 53

Police Dispatcher – Range 46

Program Coordinator I – Range 55

Program Coordinator II – Range 59

Project Analyst – Range 56.

Project Analyst, Senior – Range 60.

Real Time Captioner – Range 57

Reprographics Technician – Range 44

Research Analyst – Range 64

Research Analyst, Senior – Range 70

Sign Language Interpreter – Range 57

Special Projects Coordinator – Range 52

Student Affairs Specialist – Range 52

Student Success Specialist – Range 48

Systems Analyst – Range 68

Systems Analyst, Senior – Range 72

Technology Training Specialist – Range 54.

Testing Assistant – Range 41

Testing Technician – Range 45

Veterans Resource Specialist – Range 48

Web Administrator – Range 70

Web Support Technician – Range 66

Writer/Editor – Range 60

[date]

*On behalf of ACE*

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Bradley Booth  
ACE Counsel  
Association of Classified Employees

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Cathleen Monsell  
Chief Negotiator  
Association of Classified Employees

*On behalf of the District*

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Dorene Novotny, Chief Negotiator  
Vice Chancellor, Human Resources/EO  
Foothill-De Anza Community College District

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Myisha Washington, Chief Negotiator  
Interim Vice Chancellor, Human Resources/EO  
Foothill-De Anza Community College District



## ACE Classification and Compensation Study – General FAQ

As part of the study, the following methodologies and benchmarks were used to determine classification and compensation.

### What is a classification plan?

A classification plan is a systematic framework for grouping jobs into common classifications based on similarities in duties, responsibilities, and requirements.

The purpose of a classification plan is to provide an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of career paths, training plans, and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and change management; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a classification plan can also effectively support systems of administrative and fiscal control. Grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.

### Why are studies conducted?

Classification studies are conducted in order to assess changes in job functions over time, create new jobs, and accurately represent the full scope of duties during recruitment and performance evaluation. They are also useful in creating a solid foundation by which to compare positions within an organization to other, similar positions within a market.

### What is the difference between a classification specification and position (or job) description?

“Position” and “Classification” are two terms that are often used interchangeably but have very different meanings.

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular, temporary, filled, or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same classification title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical), and that the same core knowledge, skills, and other requirements are appropriate for all positions in the class.



A position or job description, often known as a “desk manual”, generally lists each duty an employee performs and may also have information about how to perform that duty. A classification specification normally reflects several positions and is a summary document that does not list each duty performed by every employee. The classification description, which is intended to be broader, more general and informational, indicates the general scope and level of responsibilities, plus the knowledge, skills, abilities, and other requirements for successful performance, not detail-specific position responsibilities.

**What is the relationship between classification and compensation?**

Classification is the description of and the requirements to perform the work. Compensation is the monetary value of the work, often influenced by two factors:

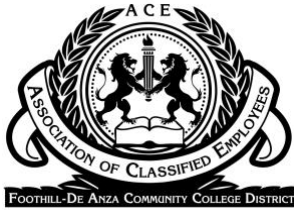
- The external labor market; and
- Internal relationships within the organization.

**Why were some classifications recommended for a series (such as a I, II, etc.) and other classifications not recommended for a series?**

Classifications may consist of multiple levels called a classification series (such as Administrative Assistant I and Administrative Assistant II) or consist of a single level (such as Coordinator, Academic Services). The recommendation of multiple levels or a single level classification series depends on the allocation factors described previously, as well as the availability of work, the training requirements to become fully competent in the work, and the District’s needs and priorities.

**What are the general definitions of level?**

Level of Work	Description
Entry-level	<ul style="list-style-type: none"> <li>• Work assignments are generally going to fit a routine and established pattern with supervisors overseeing and checking work on a consistent basis until the employee has attained a level of competency to independently perform the range of duties and where the level of supervision would be eased.</li> <li>• For both one-of-a-kind and repetitive tasks, the supervisor makes specific assignments that are accompanied by clear, detailed, and specific instructions.</li> <li>• The employee works as instructed and consults with the supervisor, as needed, on all matters not specifically covered in the original instructions or guidelines.</li> <li>• For professional positions, based on the level of education required to perform the work, there is an expectation that the employee would have the necessary framework to make judgments in applying guidelines, processes, and policies and procedures and take-action based on the standards the profession adheres to.</li> <li>• Supervisory oversight would be more limited to monitoring unusual assignments which would require an interpretation and application of standards.</li> </ul>
Journey-level	<ul style="list-style-type: none"> <li>• Work assignments involve performing the full range of duties assigned to the classification; at this level, supervisory controls are eased to the extent that the</li> </ul>



	<p>employees are expected to use judgment in applying guidelines, processes, and policies and procedures when performing tasks and making decisions.</p> <ul style="list-style-type: none"> <li>• Supervisory oversight would be more limited to monitoring unusual assignments which fall outside normal operating procedures.</li> <li>• The employee uses initiative in independently carrying out recurring assignments without specific instructions, but refers deviations, problems, and unfamiliar situations not covered by instructions to the supervisor for decision or help.</li> <li>• The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.</li> <li>• Professional positions work on tasks that are varied and complex, requiring the use of considerable discretion and independent judgment in performing assigned work, or ensuring the efficient and effective functioning of an assigned program or operational area. Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products or services.</li> <li>• Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements.</li> </ul>
<p>Advanced journey-level</p>	<ul style="list-style-type: none"> <li>• Work assignments involve working on tasks that are varied and complex, requiring the use of considerable discretion and independent judgment in performing assigned work, or ensuring the efficient and effective functioning of an assigned program or operational area. Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products or services. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements.</li> <li>• The supervisor makes assignments by defining objectives, priorities, and deadlines and assists the employee with unusual situations that do not have clear precedents. The employee plans and carries out the successive steps and handles problems and deviations in the work assignments in accordance with instructions, policies, previous training, or accepted practices in the occupation.</li> <li>• For professional positions, the supervisor sets the overall objectives and resources available. The employee and supervisor, in consultation, develop deadlines, projects, and work to be done.</li> <li>• The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potential controversial matters.</li> <li>• Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.</li> </ul>





## Establishing Minimum Qualifications

While we recognize the institutional culture and value placed on education, the education and/or experience listed in the classification specification are minimum requirements; placing higher levels of education or experience which are not required for the work performed places barriers for applicants who would otherwise qualify for the job. The minimum qualifications in the classification specification provide a “typical way to obtain the required qualifications,” in recognition of the fact that there are other ways of qualifying for the work.

The minimum qualifications:

- Should not be so restrictive that they exclude candidates who might reasonably have the ability to do the work.
- Should not present artificial barriers to employment;
- Need to be practical in the sense that they are obtainable in the general labor market;
- Should address Knowledge, Skills and Abilities (KSAs), however, KSAs that can be obtained on the job should not be factored into the requirements; and
- Need to be tied directly to the job duties.
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same classification title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical), and that the same core knowledge, skills, and other requirements are appropriate for all positions in the class.

## Compensation Study – Comparator Agencies

A classification study takes a snapshot in time of the work being performed by workers. But that only tells part of the story. Compensation is another key component in this process. A study of the current labor market will provide new information to determine whether the organization’s pay structure is appropriate or may need adjustment based on the work identified in the classification portion of the study. Paying people fairly is good for recruitment and retention.

In developing the list of potential agencies for the compensation study, Koff & Associates (K&A) evaluated a number of comparative indicators related to Foothill-De Anza Community College District’s (District’s) demographics, financials, and scope of services provided. The following details the methodology and the specific criteria included in the analysis.



1. Organizational type and structure: K&A generally recommends that agencies of a similar size and structure providing similar services to that of the District be used as comparators.
2. The similarity of population, staff, and operational budgets: These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. Scope of services provided and geographic location: Organizations providing the same services are ideal for comparators, and most comparator agencies included in the analysis provide similar services to the District.
4. Labor market: In the reality that is today's labor market, many agencies are in competition for the same pool of qualified employees, and individuals often don't live in the communities they serve. The geographic labor market area, where the District may be recruiting from or losing employees to, is taken into consideration when selecting comparator organizations.

The comparator agency analysis includes specific data for each proposed agency:

1. Geographic Proximity
2. Educational Administrator, Tenured, and Academic Temporary (Full-Time Equivalent [FTE])
3. Student Enrollment
4. Classified Staff (FTE)
5. All Funds – Revenue
6. Revenue per Student (per \$1,000)
7. Median Household Income
8. Median Home Price
9. Cost of Living

The overall ranking is based on the absolute value difference between the agency on each factor and the District regardless of whether the agency is higher or lower for that factor. The analysis includes data for informational purposes only, such as the Median Home Price and Median Household Income comparison data. These criteria are not part of the overall comparison score, as these two factors are components of the % Above/Below U.S. Cost of Living Average. The analysis utilizes the Cost of Living in the overall rank, as an indicator of the local economy for each agency.

The recommended agencies are those agencies that were identified as being the most similar to the District based on the eight factors analyzed above except for the recommendation to include Chabot-Las Positas Community College District and West Valley-Mission Community College District. Koff recommended including Chabot-Las Positas Community College District and West Valley-Mission Community College District, as opposed to the other districts, because Chabot-Las Positas and West Valley-Mission are within the local geographic labor market (and is more comparable in terms of cost of living and cost of labor factors).

**The list of comparator agencies for our study included:**

1. San Mateo Community College District



Foothill – De Anza Association of Classified Employees (ACE)  
650.949.7789 | D140 Annex Bldg.  
www.acefhda.org

2. Coast Community College District
3. Peralta Community College District
4. Ventura Community College District
5. Mt. San Antonio Community College District
6. San Francisco City College District
7. Riverside Community College District
8. Santa Monica Community College District
9. North Orange Community College District
10. Contra Costa Community College District
11. Chabot-Las Positas Community College District
12. West Valley-Mission Community College District

With issues of classifications and compensation, using this data-driven approach to determine comparator agencies is a change for the District and one of the key reasons we selected Koff to conduct this study. Traditionally, the District has used the Bay 10 – West Valley, Mission, San Mateo, Skyline, Cañada, Ohlone, San Jose City, Evergreen, Foothill and De Anza – for comparison with mixed results. Our cost of living may be similar to Ohlone (Fremont) or Evergreen (East San Jose), but the size of our institutions in terms of student enrollment and staffing are vastly different. Using a defined set of criteria, like the eight identified above by Koff, allows us to see real differences between FHDA and the comparator agencies, both in terms of the comparator agency itself and the factors that affect the economy in which the agency is located.

**ACE negotiated with the District, as part of the salary study, we would remain among the top three of the salary-schedule for any external comparisons.**