PROPOSAL
FOR A
CLASSIFICATION AND SALARY SURVEY

SANTA BARBARA COMMUNITY COLLEGE DISTRICT
September 2, 1975

Board of Trustees
Santa Barbara Community College District
721 Cliff Drive
Santa Barbara, California 93109

Attention: Dr. Glenn Gooder, Superintendent

Honorable Board Members;

Enclosed please find a copy of a proposed contract for a classification and salary study of all classified employees and personnel policies relating to reclassification for the classified service of the Santa Barbara Community College District. We feel that the contract, as proposed, will fulfill the needs of the District for an up-to-date classification system and standardized pay plan accomplishing the goals and principles of an affirmative action program and the Federal Fair Labor Standards Act, as amended. If you should select Employee Management Services, we will make every effort to develop a program which is equitable for the classified employees and the District as well.

We have attached several addenda to the contract which we feel may be helpful to you in making your decision.

Addendum A Specifications for the Classification and Salary Survey and development of a reclassification policy

Addendum B List of Employee Management Services' analysts and their credentials

Addendum C List of references of schools where Employee Management Services has completed or is working on classification and salary surveys

Addendum D Tentative schedule for the completion of the classification and salary survey

Addendum E Contact with classified employees
We feel that the price quoted in the proposed contract is competitive, and will provide a completed study of the caliber you desire. We also feel there are several points which make our proposal particularly strong.

1. Our contract price is all inclusive and the District will not be faced with additional per diem and travel expenses.

2. The proposal does not end with recommendations, but carries the study through the implementation stage.

3. All of our analysts have many years of experience in classification, pay, organizational studies, and are familiar with the problems and classes unique to school districts.

4. The methodology, as outlined, is helpful in gaining acceptance by the classified employees, supervision, and administration prior to the time that final recommendations are presented to the Board of Trustees.

If Employee Management Services is chosen, and the District wishes to add to, or delete, any portion of the contract, we will be glad to discuss this with you.

Employee Management Services is pleased to have this opportunity to present this proposal. Thank you for your consideration.

Sincerely,

EMPLOYEE MANAGEMENT SERVICES

David L. Creighton, Partner

DLC/seh

Enclosures
CONTRACT FOR CONSULTING SERVICES

THIS AGREEMENT, entered into as of this ___ day of ___, 1975, by and between Santa Barbara Community College District, hereinafter referred to as the "District," and Employee Management Services, hereinafter referred to as the "Contractor."
The District and the Contractor do mutually agree as follows:
1. The Contractor will perform a classification and salary survey and develop a personnel policy manual as shown under the specifications in Addendum A.
2. The District agrees to pay the Contractor the sum of Seven Thousand Four Hundred Fifty Dollars ($7,450.00) for completion of the classification and salary survey and Four Hundred Twenty Five Dollars ($425.00) for completion of a reclassification policy as specified under Addendum A in the following manner:
   20% upon inception of the study
   20% upon completion of the job audits
   30% upon delivery of the preliminary report
   30% upon acceptance of the final report by the District as meeting the conditions of the contract.
3. The Contractor will begin the study within fourteen (14) days of the signing of the contract, and will have the final report to the District within thirty (30) days of the time shown in the tentative schedule, Addendum D, unless mutually agreed upon by both signatories.

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4. The Contractor will provide up to fifty (50) copies of the preliminary and final reports.

5. The contract price for the classification and salary study is based on 166 employees. If the number of employees classified exceeds 176, an additional $20 per additional employee above 176 will be added to the contract price.

6. If the District desires to utilize a different set of specifications, or to change the bid procedures, the Contractor reserves the right to make a subsequent bid and proposal.

7. If the District has not taken action to approve this contract prior to October 31, 1975, the Contractor reserves the right to establish new terms and a new proposal.

8. The Contractor reserves the right to utilize the salary survey and proposed personnel policies for its own purposes.

Santa Barbara Community College District  Employee Management Services Contractor
District

By: __________________________  By: __________________________
Title: _________________________  Title: _________________________
Attest: ________________________  Attest: ________________________
ADDENDUM A

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

SPECIFICATIONS FOR A

CLASSIFICATION AND SALARY SURVEY

CLASSIFICATION STUDY

A. Scope

1. Includes all classified positions specified by the Santa Barbara Community College District.

2. Establishes job classifications for all positions.

3. Develops class specifications for all job classes with minimum qualifications which avoid artificial hiring and training barriers and with appropriate titles for duties performed.

4. Provides recommendations as to class on all positions.

5. Develops lines of promotion throughout the classified service.

6. Develops an implementation plan and assists with putting the plan into effect.

B. Methodology

1. Meet with the Classification and Salary Survey Committee to review areas of concern.

2. Pre-study orientation for all classified employees, supervision, and management.

3. Classification questionnaires filled out by all positions involved, checked by supervision, and reviewed by management.

4. Desk or job audits of 100% of all positions. (Large classes to be audited in groups, but any individual may request an individual audit.)

5. Post-study meetings with the Committee, classified employees, supervision, and administration to discuss recommendations.

6. Presentation of final recommendations to the Board of Trustees.
7. Assist the District with implementation of the recommendations as adopted by the Board of Trustees.

SALARY SURVEY

A. Scope

1. Develops benchmark classes and job descriptions for comparison purposes with other school districts and public agencies upon receipt of recommendations from the Classification and Salary Survey Committee.

2. Includes designation of classification levels and internal and external alignment.

3. Provides an integrated salary schedule encompassing all classes and positions in the study, including hourly.

4. Develops a temporary hourly salary schedule with documentation as to rationale for deriving rates, and ties to regular classified salary schedule.

B. Methodology

1. Survey questionnaires and job descriptions prepared and sent to participating organizations.

2. Participating organizations interviewed to determine authenticity of survey data.

3. Raw data analyzed and treated statistically.

4. Survey data compared with District's benchmark classes and external alignment developed.

5. Recommendations made for placement of classes on District's salary schedule.

SPECIFICATIONS FOR WRITING A POLICY MANUAL

A. Scope

1. Provides development of a policy on reclassification to assist in the administration of the District's classified personnel program.

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Addendum A
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2. Provides a policy consistent with the goals of the District, affirmative action, and federal and state laws.

3. Provides input from classified employees, supervisors, and administration.

B. Methodology

1. Determine present policy and review for problem areas.

2. Review problem areas with a classified committee, supervisors, and administration.

3. Develop and present revised and suggested policy.

4. Receive input from District sources.

5. Present policy to Board of Trustees.

6. Work with the District on implementation.

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ADDENDUM B

EMPLOYEE MANAGEMENT SERVICES' ANALYSTS

The job audits of the classified positions will be conducted by a team of analysts headed by the Survey Director. The team will cover all of the work locations in the District, and will conduct job audits as laid out in the specifications under Addendum A.

Survey Director
David L. Creighton - B.A. Social Science, M.A. Political Science with major emphasis in Public Administration; Departmental Personnel Officer, Santa Clara County 5 years; Employee Relations Manager, Valley Nitrogen Producers 5 years; Management Consultant 3½ years; Board of Trustees, State Center Community College District 4 years.

Survey Analyst
Virginia Kelley - B.A. Social Science; Secretary 4 years; Thesis Editor 4 years; Management Consultant 2½ years.
ADDENDUM C

EMPLOYEE MANAGEMENT SERVICES' REFERENCES

Classification and Salary Surveys Completed:

Castro Valley Unified School District -
Dr. Fran Ebert, Assistant Superintendent
Mrs. Maebell Moffitt, Classified Personnel Director

Citrus Community College District -
Mr. Mel Ross, Assistant Superintendent - Business

Clovis Unified School District -
Mr. David Cook, Assistant Superintendent

Coast Community College District -
Dr. Max Russell, Vice Chancellor

Grossmont Community College District -
Mr. Stanley Flandi, Personnel Director

Hanford Elementary School District -
Dr. Vincent Correll, Superintendent

Hayward Unified School District -
Mrs. Eleanor Parker, Classified Personnel Director

North Orange County Community College District -
Mr. Walter Pray, Vice Chancellor

Porterville Public Schools -
Dr. Jacob Rankin, Superintendent

Sanger Unified School District -
Dr. Donald Dorough, Superintendent

Santa Cruz City Schools -
Dr. Mark Lewis, Superintendent

Tranquillity Union High School District -
Mr. Jack Evans, Superintendent

Tulare County Superintendent of Schools -
Dr. John Sparks, Personnel Director

Tulare Union High School District -
Dr. Keith Waite, Superintendent

West Hills Community College District -
Dr. Robert Annand, Superintendent

Classification and Salary Surveys Underway:

Jefferson Elementary School District -
Mr. William Young, Director of Personnel
ADDENDUM D
TENTATIVE SCHEDULE FOR THE
COMPLETION OF THE CLASSIFICATION AND SALARY SURVEY

The dates shown below are tentative and based on the premise that the Board of Trustees will sign the contract prior to September 30, 1975. If the study is started later, the dates should be moved commensurately. The time periods have been set so that the Christmas vacation days will be a period of inactivity as far as the District's and the employees' role is concerned. The methodology represented in the time table involves considerable input from classified employees, as shown in Addendum E.

1. October 6 - 7, 1975
   Orientation meetings held for all classified employees, supervisors, and administrators. (The number of orientation meetings to be worked out later.)

2. October 7 - 22
   Classification Questionnaires filled out by classified employees and returned to supervisors.

3. October 31
   Classification Questionnaires returned to the District Office.

4. November 10 - 14
   Job audits conducted at schools and work facility locations.

5. Nov. 14 - Dec. 15
   Preparation of the preliminary report and salary survey.

6. December 15
   Presentation of the preliminary report to administration and the Classification and Salary Survey Committee.
7. January 5 - 8, 1976
   Appeals meetings with individuals or groups.

8. Jan. 8 - Jan. 22
   Preparation of the final report.

9. January 23
   Presentation of the final report.

10. Implementation of recommendations approved by the Board of Trustees
ADDENDUM E

CONTACT WITH CLASSIFIED EMPLOYEES

Shown below is the contact the Consultant would have with classified employees.

1. Classification and Salary Survey Committee
   (Composed of representatives from the recognized organizations, supervision, management, and classified representatives elected at large by employees outside of any organization; should cover all major departments and divisions. Limit to 9 - 11)
   a. Presentation of proposal.
   b. Overview of survey; discussion of problems.
   c. Discussion and recommendation of districts and agencies to be used in salary survey.
   d. Presentation and discussion of preliminary report.
   e. Appeals.
   f. Presentation of final report.
   g. Meetings at the Committee's request when there is a problem.

2. Recognized Organizations
   a. Represented on the Committee (above).
   b. Appeals after the preliminary report.
   c. Appeals to the Board of Trustees.

3. Individual Classified Employees
   a. Represented on the Committee (above).
   b. Orientation.
   c. All employees would receive a job audit.
d. Review of the preliminary report.

e. Appeals after the preliminary report.

f. Appeals to the Board of Trustees.