



# **ADMINISTRATIVE PERSONNEL POLICY STATEMENT**

---

**Adopted By**

**The Board of Governors  
Pima County Community College District**

*State of Arizona*

**for**

**2017/2018**

# Administrative Personnel Policy Statement

This personnel policy statement applies specifically to full-time regular Administrative employees. For additional personnel policies that apply to employees, please refer to the *Personnel Policy Statement for College Employees*. That policy statement contains such items as:

- ★ Management Rights
- ★ Equal Employment Opportunity/Affirmative Action Policy
- ★ Harassment Policy including Sexual Harassment
- ★ Americans with Disabilities Act Compliance
- ★ Accommodation for Religious Observance
- ★ Drug-Free Work Place Policy
- ★ Conflict of Interest / Nepotism
- ★ Conflict of Interest / Consensual Relations
- ★ Definitions
- ★ Outside Employment
- ★ Personnel Files
- ★ Participation in College Activities
- ★ Employment \*
- ★ Benefits \*
- ★ Leaves\*
- ★ Code of Conduct
- ★ Disciplinary Procedure\*

\* All or part may apply only to regular or regular full-time employees.

Reasonable accommodations, including materials in an alternative format, will be made for individuals with disabilities when a minimum of five working days advance notice is given. Please contact the PCC Human Resources Office at (520) 206-4624 or TTY (520) 206-4852.

# Contents

## ADMINISTRATIVE PERSONNEL POLICY STATEMENT 2017/2018

---

<b>Contents .....</b>	<b>3</b>
<b>Section I. General Information.....</b>	<b>1</b>
A. Introduction .....	1
B. Management Rights and Responsibilities.....	1
<b>Section II. Employment .....</b>	<b>2</b>
A. Employment Procedure .....	2
B. Notice of Appointment and Acceptance.....	2
C. Hiring and Assignment of Personnel .....	2
D. Contracts .....	2
E. Administrative Reassignments .....	3
<b>Section III. Compensation.....</b>	<b>4</b>
A. Salary Program.....	4
B. Other Salary Administration Practices .....	4
C. Payroll Deductions .....	5
<b>Section IV. Leaves .....</b>	<b>6</b>
A. Holidays and Recesses .....	6
B. Leaves - General .....	7
C. Annual Leave .....	8
D. Sick Leave.....	10
<b>Section V. Professional Development.....</b>	<b>13</b>
A. Professional Growth Leave .....	13
B. Administrative Exchange Program.....	14
<b>Section VI. Professional Review of Administrators .....</b>	<b>16</b>
<b>Section VII. Executive Positions .....</b>	<b>17</b>
A. Designation of Executive Administrator Positions .....	17
B. Employment of Executives.....	17
C. Contracts for Executive Administrators .....	17
D. Transfers.....	17
E. Executive Pay Structure and Pay Setting.....	17
F. Outside Employment for Executives.....	18
<b>Appendix A: Salary Determination for Administrators Reassigned to Faculty Status .....</b>	<b>20</b>
A. Requests for Salary Determination.....	20
B. Placement on the Faculty Salary Schedule .....	20
<b>Appendix B: Administrators Professional Development Review .....</b>	<b>21</b>
A. Purpose of Review .....	21
B. Overview: Annual Performance Evaluation.....	21
C. General Review Procedures.....	22
<b>Appendix C: Job Titles 2017/2018 .....</b>	<b>23</b>
<b>Appendix D: Administrators Salary Schedule .....</b>	<b>24</b>

**Appendix E: Professional Development Leave Application..... 25**  
**Appendix F: Administrator Step Progression Plan and Criteria..... 26**  
**INDEX..... 29**

# Section I. General Information

---

## **A. Introduction**

This Policy Statement and the *Personnel Policy Statement for College Employees* (“Common Policies”) contain the personnel policies of the Pima County Community College District Governing Board regarding administrative personnel.

Administrative personnel are contract, full-time regular employees whose principal duties are to provide administrative direction and leadership to the College as directed by the Board of Governors and dictated by the mission of the College. Placement into this group must be determined and approved by the Chancellor.

## **B. Management Rights and Responsibilities**

The Board delegates to the Chancellor, who delegates to the administrators, the rights and responsibilities to administer, manage, direct and control the activities and work force of this College. The Administration will develop regulations and procedures that are necessary for the purpose of implementing these policies. The foregoing rights, together with the right to determine the methods, processes and manner of performing work, are vested exclusively with the College.

Nothing in these personnel policies shall inhibit, restrict, modify and/or supersede the Board’s responsibilities and/or authority pursuant to, and in compliance with, any state or federal law, executive order, agency rule or guideline, including Presidential Executive Order 11246; Title VII, Civil Rights Act of 1964, Section 503, Rehabilitation Act of 1973; the Vietnam Era Veterans Readjustment Assistance Act of 1974; the Americans with Disabilities Act of 1990 and the Civil Rights Act of 1991.

The personnel policies contained herein may be supplemented, modified or deleted without restriction by the Governing Board pursuant to its statutory authority. In the administration of the Board’s personnel policies, the College Human Resources Office is responsible for interpreting and overseeing the implementation of the policies.

## **Section II. Employment**

---

### **A. Employment Procedure**

Employment of administrative personnel shall conform to all applicable federal, state, and local laws, ordinances and regulations, as well as the policies of the College Governing Board.

The need for employees in these categories shall be determined by the Chancellor and recruitment and selection shall be in accord with regulations and procedures established by the Human Resources Office. The Campus President and Vice Chancellors shall recommend administrators for new contracts to the Chancellor for their respective campus/units. The Chancellor shall recommend administrators for new contracts to the Governing Board.

### **B. Notice of Appointment and Acceptance**

The Human Resources Office will give written notification of appointment to all new administrative nominees as soon as possible after approval by the Governing Board. In the event a person fails to file written acceptance within 15 work days after receipt of notification, it will be deemed that the offer was rejected, thereby terminating the offer.

### **C. Hiring and Assignment of Personnel**

BP 2.02

Administrative Personnel perform duties and responsibilities as assigned by the Chancellor. The Chancellor may reassign personnel within the College when, in her/his judgment, the best interests of the College will be served by such a reassignment. Such action shall not negatively affect the salary or benefits of the employee during the contract year in which the action takes place.

### **D. Contracts**

Contracts are normally prepared for a fiscal year. Contracts may, in some circumstances, be for a shorter time period. All contracts for employment with the College must have the prior approval of the Board of Governors. Salaries are paid bi-weekly during the term of contract.

#### **Offer of New Contract**

1. An administrator and/or executive administrator (other than the position of Chancellor) will be offered a new contract for the ensuing fiscal year unless he/she is otherwise notified in writing on or before February 15. Decisions not to offer a new contract may not be grieved.

2. When an offer of a new contract is made, the administrator shall indicate acceptance for the ensuing year by signing and returning the contract within fifteen (15) work days after his/her receipt of the contract. Failure to provide a timely acceptance by signing and returning the contract will be deemed a rejection of the offer.

## **E. Administrative Reassignments**

### **1. Administrative Reassignment to Faculty**

Administrators shall have the option, upon written request and approval by the Chancellor, of reassignment to an instructional or educational support faculty position within the College. Those who request reassignment to positions that require State Certification must qualify for instructional certification under the Arizona State Community College Board guidelines. Requests for reassignment must be received by the office of the Chancellor prior to the beginning of the spring semester for assignment to faculty status for the following fall semester. The Chancellor may authorize exceptions to this deadline.

The Chancellor shall assign the administrator to an appropriate campus in an instructional or educational support area within the academic experience and certification areas of the individual being transferred.

The provisions of this section are not applicable when an administrator is being disciplined, suspended or recommended for termination of employment, or has been notified of the College's intent not to offer a new contract for the ensuing year.

The faculty salary placement procedure is included as an informational item in Appendix A of this handbook.

### **2. Administrative Reassignments**

Administrators may request reassignment within the College District provided a suitable administrative position can be located and the Chancellor or designee agrees with the reassignment.

# Section III. Compensation

---

## A. Salary Program

**For the 2015/2016 fiscal year, and until further notice, the step progression system is suspended and will be replaced by a new system once one is developed.**

Effective 7/1/14, the salary pool for Administrator salaries will increase by three percent (3.0%), which will be used to award step plans held in abeyance for fiscal year 2013/14 (earned in 2012/13) or step plans completed for 2014/2015 (earned in 2013/14).

The salary schedules for Administrators will be lifted by a percentage based upon the residual amount remaining after step awards in the Administrator salary pool.

An administrator who remains above the maximum of the range for his/her classification will not have further salary increases until such time that his/her base rate falls within the salary schedule.

See Appendix F for the Administrator Step Progression Plan and Criteria, effective July 1, 2008.

All compensation shall be in accordance with the Board of Governors' approved compensation Plan and College.

## B. Other Salary Administration Practices

### 1. Upon Initial Appointment

Initial salary placement within the salary range for the position will be based on the candidate's qualifications, abilities and the needs of the College.

### 2. Upon Position Change

Salary will be set within the range of the new position based on the administrator's qualifications, abilities and the needs of the College. If assigned to a lower range position, the administrator shall continue to receive current salary until the end of the contract year. If a new contract is offered, the salary offered will be within the range of the position to which assigned and may be reduced.

### 3. Step Advancement

See Appendix F. for the Administrator Step Progression Plan and Criteria, effective July 1, 2008.



#### **4. Acting Assignment**

An administrator working in a temporary acting assignment in a higher administrator classification shall be placed in the step resulting in a 7.5 percent (7.5%) increase in pay, adjusted to the next higher step, or Step 1 of the salary range of the acting position, whichever is greater, subject to the maximum of the pay range. Placement in an acting assignment will be no longer than six months. Requests for extension to this timeframe will require approval from the Chief Human Resources Officer or designee.

#### **C. Payroll Deductions**

Deductions are made from each paycheck for employee contributions to the Federal Social Security and Old Age Benefit program, Federal and State Income Taxes, the Arizona State Retirement Fund, and others as required by law.

Deductions from payroll checks are made, upon an employee's written request, for such items as tax-sheltered annuities, supplementary health and accident insurance premiums, credit union participation, United Way contributions, and others as acceptable and approved by the Governing Board and as practicable within payroll systems and capabilities.

# Section IV. Leaves

---

## A. Holidays and Recesses

Employees shall be allowed the paid holidays and recesses listed below:

- Independence Day;
- Labor Day;
- Veterans Day;
- Thanksgiving and the Friday immediately following;
- Martin Luther King Jr. Day;
- Cesar Chavez Day\* (one day, floating, between March 1 and March 31)
- Memorial Day.

\*Cesar Chavez Day to be scheduled and taken with agreement of the employee's supervisor during the defined period. An employee may only be denied the opportunity to take the holiday due to College business. The denial must include written notification by the employee's administrative supervisor with a copy to the Chief Human Resources Officer. If the employee is denied the opportunity, the holiday will be paid out the first payday in May.

Additionally employees shall be allowed the following paid recesses:

- Winter Recess begins at noon on December 24<sup>th</sup> and continues through the federally-observed New Year's Day Holiday of January 1 (seven days). In the event that December 24<sup>th</sup> falls on a weekend, the College will close for business at 12 noon the preceding Friday.
- Tucson Rodeo Recess

Winter Recess and Rodeo Recess may be flexed within the pay period or within the current or following month provided the needs of the work unit and the College are met.

If a designated paid holiday falls on a Saturday, the College will observe the holiday on the Friday prior. If the Holiday falls on Sunday, the College will observe the paid holiday on the Monday immediately following.

Actual dates of observation can be found on the Human Resources website and the Academic Calendar.

To be eligible for holiday/recess pay, an employee must have worked his/her last full work day or be on approved paid leave (with sufficient leave to cover a full work day) the work day before and the work day after the holiday/recess. When an employee retires on or before December 31, he/she is eligible for recess pay up to his/her final full day of work.

## **B. Leaves - General**

### **1. General Provisions**

Please refer to the *Personnel Policy Statement for College Employees* for additional information on leave, including unpaid leave, and leave under the Family and Medical Leave Act (FMLA).

Leaves of absence (with the exception of sick leave, emergency treatment leave or medical leave) will require prior approval by the appropriate supervisor. In cases exceeding 30 calendar days, prior written notification to the Chief Human Resources Officer from the immediate supervisor shall be required. Employees shall submit a written request for leave of absence to their immediate supervisor, specifying dates and type of leave requested.

In partial recognition of prolonged, uncommon, or exceptional hours of work beyond the standard work week expectations, the employee's supervisor may grant the administrative employee occasional, non-routine brief absence from the work day for any purpose with pay without requiring the use of annual or sick leave.

Each supervisor is responsible for ensuring that the time leave reports for his/her employee(s) are properly completed on a timely basis and submitted in accordance with deadlines established by the Employee Service Center (Payroll Office).

The Employee Service Center and the Department of Human Resources is responsible for maintaining accurate records of persons on leave of absence to ascertain which personnel are on paid status and benefits eligible.

### **2. Extension of Leaves**

Employees are expected to return from vacations and leaves at the expiration of approved leave. In the event of unforeseen circumstances which require an extension of leave, employees must notify their supervisor (if not available, then the next-level administrator), prior to their scheduled date of return.

In the case of annual leave, up to five additional work days may be approved (paid if accrual is sufficient, otherwise unpaid) by the supervisor.

If the leave is an unpaid leave, the Chief Human Resources Officer must approve all extensions. Such extensions will normally be for up to five work days.

### **3. Resignation Without Notice**

Failure to report to work on the scheduled date of return, failure to report to work for five consecutive work days without notice, or failure to notify the College in accordance with the above provisions will be considered resignation without notice. The College shall notify the employee of the dismissal action. The individual shall not be eligible for re-employment with the College or eligible for the sick leave payout program if he/she were otherwise eligible for

the program. The College may approve the absence on an individual basis if due to circumstances beyond the employee's control.

## **C. Annual Leave**

The importance of the annual leave as a period of rest and relaxation is well recognized.

### **1. Accrual and Accumulation**

Annual leave for all administrators shall accrue from the first day of employment.

Annual leave for full-time regular administrative employees shall accrue from the first day of employment at the rate of 24 days per year, prorated at the rate of 8 hours per pay period for the first two pay periods each month. For eligible administrative employees scheduled to work at least 30 hours per week but less than 40, leave accrual shall be prorated based on the number of hours worked per week. Employees may accumulate up to a maximum of 336 hours. An employee may not accrue additional annual leave time unless or until the employee's annual leave balance has dropped below the 336 hour maximum.

An approved holiday falling within the leave period is not counted as part of the leave, and an additional day may be taken at any time which is convenient to both employee and supervisor, so long as it falls in the same leave period. In case of illness or accident occurring before a scheduled leave begins, arrangements may be made to postpone the leave. If a physician-verified illness occurs during an employee's annual leave, said leave may be extended for the length of the employee's illness, provided that the employee utilized accrued sick leave for the period of the illness, and supervisory approval is granted.

Under normal circumstances, annual leaves of more than two consecutive days (with the exception of emergency annual leave) will require a minimum of two weeks prior approval by the appropriate administrative supervisor. Exceptions may be granted by the appropriate supervisor. The administrative supervisor (or his/her designee) will respond to the employee's written request for annual leave within three days of the receipt of such request. Annual leave shall normally be granted at the time requested in writing by the employee, unless the nature of the work makes it necessary to limit the number of employees on annual leave at the same time.

Leave requests may be postponed by the administrative supervisor when there is a compelling organizational interest. If the initial request is postponed, an alternative date(s) will be established in a timely manner to allow the employee to use their leave in a fashion as close as possible to the original request. An employee's request for annual leave will not be denied arbitrarily or capriciously.

Upon separation from College employment or upon transfer or reassignment to a position in which the employee is ineligible for annual leave accrual, the employee shall be compensated for accumulated annual leave in the form of a lump sum payment.

Upon separation from employment, employees may not extend the annual leave beyond the last day worked.

## **2. Emergency Pay Out of Annual Leave**

1. Employees who have an emergency need to access additional financial resources may request payment of up to two weeks, in one-week increments (1 or 2 weeks), of accrued annual leave per fiscal year if they meet the following criteria:

- a. Employee has determined that he/she has an emergency resource need that may include, but is not limited to the following:
  - i. loss of household income
  - ii. emergency medical expenses
  - iii. funeral expenses
  - iv. impending eviction or foreclosure
  - v. other extraordinary expenses
- b. The employee will be the sole determinant of his/her emergency need. Inappropriate use is governed by the Code of Conduct and Standards of Behavior for Employees.
- c. Employees will request payout of leave for emergencies by completing the Emergency Leave Payout form. Once completed, the form is submitted directly to the Employee Service Center (ESC) for processing.
  - vi. Once received, the ESC confirms the employee meets the following criteria:
    - vii. Employee has passed applicable probationary period.
    - viii. Employee has accrued enough to fund the payout and retain the minimum leave balance indicated in this section.
- d. At completion of the payout process, the ESC will send a completion/information email to the employee.
- e. An employee may request up to 80 hours per fiscal year of annual leave buyout. The request can be made in one or two-week increments providing the remaining leave balance after the buyout is at least 40 hours.

An Employee who has exhausted this benefit, or is not otherwise eligible, may consider borrowing against his/her 403B account. More information about this opportunity is available in the ESC.

Employees should be aware that there are tax consequences for payouts of Annual Leave, and should contact the Employee Service Center with any questions.

Eligibility and use of this emergency pay out provision will be determined on a fiscal year basis. In the event an employee makes use of this provision and his/her leave balance is subsequently exhausted, the employee will be ineligible to receive donated leave until his/her unpaid leave status exceeds the number of weeks paid under this provision or until a new fiscal year commences.

## **2. Compensation for Denied Annual Leave**

If an administrative employee's annual leave balance is within five days (40 hours) of the 336

hour maximum and the administrator is not able to take annual leave or his/her annual leave request is denied due to the needs of the College, the employee may apply for compensation up to two weeks (80 hours) per fiscal year provided the following conditions are met:

- the employee requests annual leave in writing or provides an explanation of why he/she is not able to take annual leave, and
- the administrative supervisor is in agreement and authorizes payment.

The request for payment, including copies of the employee's written request and administrative supervisor approval, is submitted to the Payroll Office. The employee's annual leave balance will be reduced by the number of hours for which the employee was compensated.

## **D. Sick Leave**

Please refer to the *Personnel Policy Statement for College Employees* for additional information on paid or unpaid medical leave and the requirements of the Family and Medical Leave Act (FMLA).

### 1. Purpose and Use

Earned paid sick time shall be provided to all employees for use in the following circumstances:

- a. An employee's mental or physical illness, injury or health condition; an employee's need for medical diagnosis, care, or treatment of a mental or physical illness, injury or health condition; an employee's need for preventive medical care;
- b. Care of a family member with a mental or physical illness, injury or health condition; care of a family member who needs medical diagnosis, care, or treatment of a mental or physical illness, injury or health condition; care of a family member who needs preventive medical care;
- c. Closure of the employee's place of business by order of a public official due to a public health emergency or an employee's need to care for a child whose school or place of care has been closed by order of a public official due to a public health emergency, or care for oneself or a family member when it has been determined by the health authorities having jurisdiction or by a health care provider that the employee's or family member's presence in the community may jeopardize the health of others because of his or her exposure to a communicable disease, whether or not the employee or family member has actually contracted the communicable disease; or

- d. Notwithstanding section 13-4439, Arizona Revised Statutes, absence necessary due to domestic violence, sexual violence, abuse or stalking, provided the leave is to allow the employee to obtain for the employee or the employee's family member:
  - i. Medical attention needed to recover from physical or psychological injury or disability caused by domestic violence, sexual violence, abuse or stalking;
  - ii. Services from a domestic violence or sexual violence program or victim services organization;
  - iii. Psychological or other counseling;
  - iv. Relocation or taking steps to secure an existing home due to the domestic violence, sexual violence, abuse or stalking; or
  - v. Legal services, including but not limited to preparing for or participating in any civil or criminal legal proceeding related to or resulting from the domestic violence, sexual violence, abuse or stalking.

The use of sick leave for a domestic partner requires a signed declaration of domestic partnership by the employee and domestic partner to be on file in the employee's benefit file prior to or at the time of use of this benefit. Refer to Employee Service Center/ Benefits Office or on the Intranet; Employee Service Center; Benefits link for Domestic Partner Affidavit form.

For use of sick leave and/or sick leave qualifying under the Family and Medical Leave Act (FMLA), please refer to College policy in the Personnel Policy Statement for College Employees.

The College shall credit each full-time, regular employee with 4.0 hours sick leave for each full pay period worked. Employees may accumulate a maximum of 1440 hours of sick leave. For employees who, as of the first day of the fiscal year have in excess of 1440 hours of sick leave, accumulation of sick leave shall be frozen at that level. Accumulation shall begin once the total number of hours fall below 1440 and may be accumulated to no more than 1440 hours.

Employees must notify their supervisor no later than the start of their regularly assigned shift when they are unable to report for work due to illness. Employees will provide sufficient notice to the supervisor of a scheduled medical and dental appointment(s) and, as reasonably possible, will schedule such appointments to cause the least disruption to the work unit. The employee must notify the supervisor at least every five days during the absence for short-term illness (10 working days or less).

In the event the leave is an unpaid medical leave (a leave for medical reasons which extends beyond an employee's sick leave and annual leave accrual), the employee (or his/her designee) must keep the College informed of his/her ability to return to work and probable return date every five work days during the first 60 (sixty) days of absence due to illness and every month thereafter.

The employee's supervisor may request medical certification stating the employee is incapable of working and is not fit to resume work after three consecutive days of absence. If the cause of such absence does not require the services of a physician, a written statement signed by the employee setting forth the reason for the absence may be required by the employee's supervisor. The employee's supervisor may request medical certification stating the employee was incapable of working for less than three days of absence if there is a pattern of sick leave use without supporting medical documentation.

If it is anticipated that the sick leave will extend beyond five work days, the Benefits Office in Employee Service Center must be notified by the supervisor.

In instances where an employee has exhausted available sick leave, the employee may use annual leave converted to sick leave by notifying the supervisor in writing. Upon supervisory approval, the employee's time record submitted to Payroll shall reflect the use of annual leave.

A physician's certification that the employee may return to work shall be required for all medically-related leaves of absence exceeding ten work days.

In order to discourage an excessive use of sick leave, employees may transfer up to five days of sick leave to annual leave once a year during the month of June. If the employee's regular scheduled work week is less than 40 hours, the transfer of sick leave to annual leave is prorated accordingly. Transfer may be made as follows:

<u>Hours of Sick Leave Used</u>	<u>Maximum Hours to Transfer</u>
16	40
24	32
32	24
40	16
48	8

Transfers can only be initiated at the employee's written request to the Employee Service Center within the month of June.

Upon separation from employment, employees may not extend sick leave beyond the last day worked.



## Section V. Professional Development

---

This section has been revised in accordance with the Board of Governor's authorized 2004/06 College Plan which includes the recommendations of the College-wide Professional Development Committee. Information regarding access to professional development for administrators and the complete program is available through the Office of Professional Development.

### **A. Professional Growth Leave**

Administrative Professional Growth Leave is a leave of absence with pay subject to the criteria and conditions contained in this section. Professional Growth Leaves may be granted to administrators for intellectual stimulation normally obtained by study, research, travel, suitable alternative work experience, or other creative activity.

#### **1. Long Term Leave**

To be eligible for a leave of three months to twelve months, the administrator must have worked for the District a minimum of six consecutive contractual periods as a full-time administrator. Up to three paid, professional growth leaves may be granted per fiscal year district-wide. The application for leave (Appendix E) shall be reviewed by the Administrative Supervisor and Executive Administrator. Recommendations for approval are forwarded to the Chancellor for action. Upon approval by the Chancellor (or designee) the request will be submitted to the Governing Board. If approved, a copy of the approved administrative leave application shall be maintained in the employee's personnel file.

#### **2. Short Term Leave**

Administrators with one year or more of service may apply for leaves of shorter duration, ten weeks or less. The number of these leaves available in the District per year will be at the discretion of the Chancellor. The application for these shorter leaves shall be by memorandum to the Supervising Administrator. The application for leave (Appendix E) shall be reviewed by the Administrative Supervisor and Executive Administrator. Recommendations for approval are forwarded to the Chancellor for action. If approved, a copy of the approved administrative leave application shall be maintained in the employee's personnel file.

#### **3. Leave Requirements**

An administrator returning to the District following a leave will return to the same position or to one of equal grade or to a position agreed upon prior to the leave. Administrators are expected either to return to work at the College for a period of time equivalent to the length of the leave or to reimburse the College for the leave.

Administrators who receive a long-term leave shall not be eligible to apply for another long-term leave again until three consecutive contractual periods have passed. Administrators who either do not complete the leave or who do not complete one year of employment with the College following the period of leave may be required to repay all or part of the College's costs for their salary and benefits which were incurred during the period of leave, unless approved by the Chancellor.

**Requests for a long-term leave are due by November 1** for leaves intended to commence the following fiscal year. The Chancellor may authorize exceptions to the submission deadline. Requests for a short-term leave are due as soon as reasonably possible.

An application for leave (Appendix E) includes written statements describing the leave plans, value to the College and means of disseminating the findings. At the conclusion of the leave, the administrator will be required within six weeks of return to the College to submit a written report of the work accomplished during the leave to his/her Executive Administrator, the Chancellor, and will share the results of the leave with the appropriate colleagues at the College.

#### **4. Compensation**

Compensation for the leave will be at the rate of the administrator's base salary for leaves of six months or less. For leaves granted in excess of six months, compensation will be the base salary rate for the first six months and one-half salary rate for the next six months, or any additional period not to exceed six months. However, the amount of compensation may be reduced proportionately should the recipient receive remuneration from any non-College source during the period of said leave. Such reduction will be determined by the Chancellor or his/her designee and approved by the Governing Board. If a replacement is required and approved by the executive administrator and the Chancellor, the campus or District Office will receive district funds to cover administrator replacement. Approved leaves with pay will be considered as regular service.

#### **5. Benefits During Leave**

For paid leaves, health insurance plans and the group life insurance plan coverage will be continued. Retirement contributions, disability protection, and sick leave benefit plans will also continue during the paid leave. For unpaid leaves, the administrator may arrange to pay deductions to maintain benefits.

### **B. Administrative Exchange Program**

#### **1. External Administrative Exchange Program**

An administrative exchange assignment is a leave of absence from the College not to exceed any 12-month period in which the full-time administrator exchanges a comparable position with a colleague at another post-secondary institution.

The purpose of the Administrative Exchange Program is to provide the administrator with opportunities for professional growth while experiencing the environment of another institution and to allow Pima Community College to benefit from having administrators from other institutions serve with the College.

Eligibility includes:

- a. Completion of three or more years of full-time service to the College as an administrator. After completing an exchange assignment, the administrator will complete an additional three or more years of full-time service to the College before becoming eligible for another exchange assignment;
- b. locating an administrator from another college, acceptable to the appropriate supervisors, who is willing and able to exchange assignments; (*Exchanges may be found through the League of Innovation, the American Association of Community Colleges, and the Chronicle of Higher Education*)
- c. final approval by the Chancellor for the administrative exchange; and
- d. prior to approval of the exchange, Human Resources and the Administrator will ensure that appropriate agreements between affected institutions have been signed concerning such items as performance management, liability, workmen's compensation, etc.

While on an administrative exchange assignment, the Pima Community College administrator will be compensated by the College. The exchange administrator will be compensated by the exchange institution (not Pima Community College). Pima Community College will not assume any financial liability as a result of the administrative exchange assignments other than the payment of the Pima Community College administrator's normal compensation, with benefits.

The Pima Community College administrator will return to her/his former or comparable position upon completion of the exchange assignment. This assignment shall be considered as service time at the College for salary and retirement purposes.

## **2. Internal Administrative Exchange Program**

An internal administrative exchange program allows administrators to participate in lateral job exchanges for one semester or one year without salary penalty or loss of professional development opportunities.

Exchanges are initiated with a request from both parties identifying the professional growth outcomes to be achieved. Both Supervising Administrators must approve the exchange. The administrator will report to the Supervising Administrator at the new location during the exchange. The Chancellor will authorize all administrative exchanges.

## **Section VI. Professional Review of Administrators**

Professional review of the performance of employees is an essential activity and, to be most effective, must be done on a continuous basis.

The professional review is the evaluation of the administrator's performance against the performance requirements for his or her position, based on the accomplishment of goals and the fulfillment of overall leadership responsibilities. The purpose and process of the Professional Review of Administrators is found in Appendix B.

# Section VII. Executive Positions

---

## **A. Designation of Executive Administrator Positions**

The administrative positions of Chancellor, Executive Vice Chancellor, Vice Chancellor, and Campus President are designated as executive positions. Executive positions have College-wide responsibility in carrying out the policies of the Governing Board. The Chancellor reports directly to the Governing Board in fulfilling the primary responsibility of carrying out Board policies and the Executive Vice Chancellors, Vice Chancellors and Campus Presidents report to the Chancellor. All executive positions have broad common duties and responsibilities in carrying out the mission of the College District through College-wide leadership and direction.

## **B. Employment of Executives**

Procedures for employing the Chancellor shall be determined by the Governing Board; procedures for employing all other executive personnel shall be established by the Chancellor. Initial appointments of all executives, as well as issuance of new employment contracts for executives for the ensuing fiscal year, are subject to Governing Board approval. The provisions of Section II D, Contracts, of this policy statement apply to executive positions, excluding the Chancellor.

## **C. Contracts for Executive Administrators**

All executive employment contracts must be approved by the Governing Board. Salaries are paid bi-weekly during the term of contract.

## **D. Transfers**

The Chancellor may reassign or transfer executives when, in his/her discretion, the needs of the College are best served. Upon any reassignment or transfer, pay will be determined in accordance with Section E below.

## **E. Executive Pay Structure and Pay Setting**

Salary for the Chancellor will be determined by the Governing Board. Salary for other executives shall be set in accordance with the provisions of this section.

Changes in pay structures and pay setting policies may be effectuated by the Governing Board upon recommendation from the Chancellor, or by the Governing Board acting on its own initiative.

### **1. Salary range**

The salary range for executive positions other than the Chancellor is based on ranges E92 of the administrator salary schedule for the Executive Vice Chancellor, Campus President and other Vice Chancellor positions. Upon adjustment of the administrator salary schedule, the executive salary range shall be adjusted accordingly.

## **2. Upon initial appointment to an executive position**

When filling an executive position, an applicant's qualifications and abilities will be considered. Based upon these factors and the needs of the College District, an initial salary placement within the salary range for the position shall be recommended to the Chancellor. The Chancellor, in turn, shall make a recommendation for initial salary placement to the Governing Board.

## **3. Upon position change or new contract offer**

- a. If the executive is assigned or reclassified to another executive position, salary may be adjusted based on the executive's qualifications, abilities and the needs of the position And the organization. Changes will be effective upon Governing Board approval. If an executive is assigned either within or outside the executive group to a position in a lower range or with a lower salary rate, salary will be determined in accordance with paragraph "b" below.
- b. If an executive is assigned either within or outside the executive group to a position in a lower range or with a lower salary rate, the executive shall continue to receive his/her present salary until the end of the current fiscal year. Should the College District exercise its discretion and offer a new contract to the executive, the salary offered will be within the range of the position to which assigned and may be reduced.
- c. Should the College District exercise its discretion and offer a new contract to said executive in the same position, the pay offered may, within the assigned pay range, reflect changes in the scope or complexity of the assignment or the requirements of the position. At the discretion of the Chancellor, this pay adjustment may be in the form of a salary increase or a non-recurring compensation supplement. Salary increases are subject to the minimum and maximum salaries established for the executive pay range and are contingent upon approval by the Governing Board.

## **4. Upon approval of step increase for administrative personnel**

If the Governing Board approves a step increase for administrative personnel, executives who have satisfactorily completed his/her step plan shall receive a step on the appropriate salary schedule; subject to the maximum of the salary range (reference Appendix F.).

## **F. Outside Employment for Executives**

An executive shall obtain the prior written approval of the Chancellor before accepting outside employment/consultancy assignments. The executive shall affirm in writing with the employing party that he/she is acting in an individual capacity and not as an agent, employee, or representative of the College District.

# **Appendix A: Salary Determination for Administrators Reassigned to Faculty Status**

---

## **A. Requests for Salary Determination**

All requests for reassignment to faculty status must be reviewed and recommended by the Campus President and approved by the Chancellor.

1. Requests for salary determination and placement on the faculty salary schedule must be made in writing to the Human Resources Office.
2. The following must be submitted with the request:
  - a. a current detailed application (indicating month and year of positions/degrees held) with official transcripts. No credit will be given for training and/or work experience that cannot be verified.
  - b. a copy of a regular Pima Community College Certification or a statement from the District Certification Office that the administrator meets the requirements for certification in accordance with Board Policy, Regulations and Standard Practice Guide and the District's faculty standards and qualifications.

## **B. Placement on the Faculty Salary Schedule**

1. Placement on the faculty salary schedule will be based on the current Faculty Compensation Plan provisions and definitions.
2. Step adjustments for the successful completion of a step plan earned as an Administrator shall be credited in the computation for placement.



# Appendix B: Administrators Professional Development Review

---

## A. Purpose of Review

Administrators are evaluated on the accomplishment of goals and fulfillment of overall leadership responsibilities consistent with the mission of the institution, the code of ethics, and the responsibilities of the assigned position.

The performance evaluation of administrators is completed within the encompassing perspective of a professional review. The administrator professional review moves beyond attaining measurable objectives to include the evaluation of leadership in such areas as developing vision, attaining new knowledge of the field, communicating goals, and unifying team effort to accomplish goals.

The purpose of the professional development review is to:

1. Gauge the extent to which leadership and management are demonstrated and goals and objectives are met.
2. Recognize excellent performance.
3. Improve performance where necessary.
4. Provide a basis for personnel decision making.

## B. Overview: Annual Performance Evaluation

Administrator professional review is intended to be an on-going process between an administrator and supervising administrator. There is one formal process review completed annually at the end of each fiscal year for each administrator. Completed individual development accomplishments and plans become part of the official personnel file for each administrator.

**Annual Review** (due in June): Early in the fiscal year, administrators and their supervisors determine goals and establish benchmarks in support of the goals of the Governing Board and the College District. At the end of the year (June), goal accomplishments are evaluated and the results are recorded on the *Annual Evaluation Review for Administrators* form.

For Executive Administrators, the annual evaluation review and the completion of a Step Progression Plan (SPP) is one process. Executive Administrators will use the applicable form (i.e., Annual Review For Presidents or the Annual Review For Executive Vice Chancellor and Vice Chancellor) to substantiate accomplishment of measurable activities from their approved Administrator Step Progression Plan previously submitted in August.

## **C. General Review Procedures**

1. The administrator and supervisor meet early in the year and as needed thereafter to:
  - a. Review the administrator's position requirements and expectations, goals, and other related matters.
  - b. Discuss any supplemental information that may be gathered as part of the review process, including input from others such as peers, staff, or clients. (Human Resources, Employee Relations Office is available to provide assistance.)
2. Review discussions should include areas of performance strength, areas for performance improvement, and opportunities for professional growth and enhancement. The supervising administrator may modify the review as a result of the discussion.
3. The supervising administrator and the reviewed administrator sign the professional review form acknowledging that the review occurred. The signature of the reviewed administrator does not mean acceptance of the content of the review. An administrator who disagrees with the accuracy of the statements on the professional review may submit a written statement to the supervising administrator, which must be attached to the supervisor's review.
4. The review, with any attachments, is forwarded to the executive administrator for signature and returned to the supervising administrator. For the annual review, the administrator's goals and the goal accomplishment report, if any, should be attached. The supervising administrator then provides a copy of the signed professional review to the reviewed administrator and sends the completed review to Human Resources by July 15.

# Appendix C: Job Titles 2017/2018

---

## Series Title - Administration

<u>Official Classification Title</u>	<u>Range</u>
Administrator	D64
Academic Dean	D64
Executive Director	D64
Senior Assistant to the Provost	D64
Assistant Vice Chancellor	E82
Deputy Executive Administrator	E82
College General Counsel	E82
Campus Vice President	E82
Assistant Vice Chancellor for Academic Services and Vice Provost	E82
Executive Administrator	E92
President	E92
Vice Chancellor	E92
Provost and Executive Vice Chancellor for Academic Services	E92
Executive Vice Chancellor for Finance and Administration	E92

# Appendix D: Administrators Salary Schedule

---

**FY 2017-2018**

Step	Grade		
	D64	E82	E92
1	\$103,180	\$119,473	\$159,016
2	\$105,655	\$122,341	\$162,833
3	\$108,192	\$125,277	\$166,741
4	\$110,787	\$128,284	\$170,742
5	\$113,447	\$131,362	\$174,840
6	\$116,170	\$134,516	\$179,037
7	\$118,956	\$137,744	\$183,333
8	\$121,811	\$141,050	\$187,733
9	\$124,734	\$144,436	\$192,238
10	\$127,729	\$147,900	\$196,853
11	\$130,793	\$151,451	\$201,578
12	\$133,932	\$155,086	\$206,415

# Appendix E: Professional Development Leave Application

---

## Professional Growth Leave Application

### I. General Information

- A. Name: \_\_\_\_\_ Date: \_\_\_\_\_  
B. Subject or Service Area: \_\_\_\_\_  
C. Start date as regular full-time administrator: \_\_\_\_\_  
D. List all leaves (with dates) taken since the most recent date of full-time employment.

### II. Leave Plans

- A. Please indicate the semester(s) of leave requested: Full-Pay Beginning Date: \_\_\_\_\_ End Date: \_\_\_\_\_  
Half-Pay Beginning Date: \_\_\_\_\_ End Date: \_\_\_\_\_

*Please use a separate sheet of paper to answer questions B, C, D.*

- B. Summary of Leave Plans: (Please summarize the essential elements of your leave plans, including your lists of measurable objectives and intended outcomes.)  
C. Value of Leave: (Outline the value of the leave to yourself, the students and the College.)  
D. Dissemination: (Describe how you will disseminate the findings of your leave.)

### III. Certification and Signature of Applicant

I certify that the statements in this application are true and complete to the best of my knowledge. If I receive a professional development leave, I agree to abide by the policies of the professional development leave program and the Administrators Professional Development Program. I understand and acknowledge my obligation to reimburse the College for its costs for my salary and benefits during the term of my leave, in the event that I either do not successfully complete my professional development leave, or do not remain in the College's employment for a period of at least one year following my return from the leave.

If my professional development leave goals, objectives, and/or activities change prior to or while on leave, it is my obligation to notify the Administrators Professional Development Working Group, in writing, of the intent of the change and to request approval before implementing the change.

Upon my return, I agree to submit a report evaluating my leave relative to the Stated Objectives. I will submit my report to the Administrators Professional Development Working Group within six weeks following the first day of my return to work.

\_\_\_\_\_  
*Signature of Applicant*

\_\_\_\_\_  
*Date*

### IV. Concurrences and Approval

\_\_\_\_\_  
*Signature of Supervisor*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Signature of Executive Administrator*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Chancellor's Approval*

\_\_\_\_\_  
*Date*

# **Appendix F: Administrator Step Progression Plan and Criteria**

---

**Effective July 1, 2014**

**The Step Progression Plan was suspended by the Board of Governors for FY 2015/2016. There will be no awarding of steps or an increase in salary during FY 2016/2017.**

## **Background**

In April 2004, the Board of Governors directed Employee Groups to develop criteria for future step increases for their constituent groups. The Administration had developed draft criteria in the fall of 2003 and subsequently revised the criteria to include a plan and process for implementation. Effective July 1, 2008, the Administrator Step Progression Plan and Criteria was incorporated as policy, and will be reviewed during the 2014/2015 fiscal year.

The process to apply for and receive, or be denied, step advancement is the same for all levels and types of PCC administration. However, the criteria for step eligibility of each group of administrators (executive directors, academic deans, assistant vice chancellors, vice presidents of instruction, vice presidents of student development, campus vice presidents, presidents, and vice chancellors or executive vice chancellors) differ slightly in that the criteria is reflective of the types of work in which various elements of the administration are engaged.

In formulating the step advancement criteria, it was discussed that the criteria be achievable and attainable within a fiscal year, verifiable through appropriate documentation, progressive or distinguishable from past years, relevant to the job and/or career, requires energy and effort from the employee and is distinguishable to that employee.

## **Step Adjustments – Fiscal Year 2014/2015**

In any fiscal year, all step adjustments for regular employees as a result of the completion of step plans are subject to Governing Board approval and funding.

Any employee not approved for step advancement will have the opportunity to apply for step advancement the following year.

An Administrator may not accumulate more than one step to be held in abeyance.

## **Process for Step Advancement**

- A. Threshold Test – Employee must meet the following to be eligible:
  - 1. Be a member of the regular, full-time administration
  - 2. Have served in the current position a minimum of six months
  - 3. No Performance Improvement Plan or Disciplinary Act has

occurred during the fiscal year

4. Satisfactory performance (no current documented performance problem)
- B. Employee completes the Step Progression Plan (SPP), identifying the specific objectives and/or activities to be accomplished. To the extent possible, the plan will include target completion dates of the activities as well as expected outcomes. Activities which cannot be accomplished by May 15, but which can be accomplished by June 30, may be included in the next year's SPP. This plan will be submitted to the appropriate Executive Administrator within the employee's supervisory hierarchy. Presidents, vice chancellors, and executive vice chancellors will submit their plans to the Chancellor. The deadline for submitting a SPP is July 31.
  - C. The supervisor meets with the employee to discuss the SPP. The plan is either authorized or is returned to the employee for additional detail or rework and must be resubmitted. Only plans authorized by the supervisor by August 15 will be considered for step criteria eligibility. It is the responsibility of the supervisor to notify the employee of the acceptance, or rejection, of the SPP in writing by August 20.
  - D. If an employee believes the SPP has been rejected without cause, he/she may appeal that decision to the Chancellor by August 29. The basis of the appeal must be submitted in writing.
  - E. The Executive Administrator signs the SPP and forwards it to Chancellor or designee for authorization by August 29. Only SPP's authenticated by the Chancellor or designee by September 10 will be considered for step criteria eligibility. It is the responsibility of the Chief Human Resources Officer to notify the employee of the acceptance or rejection of the SPP, in writing, by September 15. There is no appeal of a SPP that is rejected at this stage.
  - F. An employee may revise a SPP during the year if the modification to the SPP is approved by the supervising Executive Administrator and then authorized by the Chancellor or designee.
  - G. Upon completion of the SPP, the employee submits supporting documentation to the Executive Administrator who initially authorized the Plan. This information must be submitted by May 15. Plans submitted after the deadline are ineligible for consideration. The Executive Administrator will evaluate the Plan and supporting documentation and submit acceptance of the completed plan for step advancement to the Chancellor or designee by May 26. If the Executive Administrator rejects the Plan, he/she will notify the employee in writing by May 26. Under extenuating circumstances, the Chancellor may extend the deadline for administrator plan submittal for an additional 30 days.
  - H. If an employee believes his/her SPP has been rejected without due cause, he/she may appeal that decision to the Chancellor by June 5. The Chancellor's decision in the evaluation of the Plan, its documentation, and its applicability for step progression, is final. The employee will be notified by the Chancellor of the

decision, in writing, by June 15.

- I. If for any reason, the Board does not grant a step advancement to the administrative group; all Administrators who qualified for a step advancement are automatically qualified for step advancement in the succeeding year.
- J. An Administrator who has served in an acting capacity in a position which is classified at a higher level of administrative authority (i.e. a Vice President, and/or Campus Vice President serving as an Acting President), and returns to his/her regular assignment, will be granted a step on the salary schedule for his/her regular administrative classification, if he/she satisfied the step advancement criteria for the higher level while acting in that capacity.
- K. Employees who have successfully completed and have an authorized SPP by May 29 will receive a step advancement on the salary schedule in the first pay period of the next fiscal year, assuming that the Board of Governors have authorized funding for step advancements and that a step is available to the employee on the schedule.



## INDEX

### A

Accrual and Accumulation - 8 Administrative  
Exchange Program - 15 Administrative  
Reassignment to Faculty - 3 Administrative  
Reassignments - 3  
Annual Leave - 8  
Annual Professional Reviews - 22

### C

Compensation - 4  
Contracts - 2, 18  
Criteria for Step Progression Plan, 27

### D

Denied Annual Leave - 9  
Designation of Executive Positions - 18

### E

Emergency Pay Out of Annual Leave - 9  
Employment - 2  
Employment of Executives - 18  
Executive Pay Structure and Pay Setting - 18  
Executive Positions - 18  
Extension of Leaves - 7  
External Administrative Exchange Program - 15

### G

General Information - 1

### H

Holidays and Recesses - 6

### I

Initial Appointment - 4  
Initial appointment to an executive position -19  
Internal Administrative Exchange Program - 15  
Introduction, 1

### J

Job Titles - 24

### L

Leaves - 6  
Leaves: General - 6

### M

Management Rights and Responsibilities - 1  
Maximum Days to Transfer - 11

### N

New contract offer, -19  
Notice of Appointment and Acceptance - 2

### O

Offer of New Contract - 2  
Other Salary Administration Practices - 4  
Outside Employment - 20

### P

Payroll Deductions - 5  
Position change - 19  
Professional Development - 13  
Professional Development Leave Application - 26  
Professional Development Review - 22  
Professional Growth Leave - 13  
Professional Review of Administrators - 17

### R

Resignation Without Notice - 7

### S

Salary Determination for Administrators  
Reassigned to Faculty- 21  
Salary Program - 4  
Salary range - 19  
Salary Schedule - 25  
Sick Leave - 10  
Step Progression Plan and Criteria - 27

### T

Terms of Employment - 2 Transfers – 18