

March 14, 2002

TO: Milan Rewerts, Director
FROM: Ad Hoc Personnel Committee
RE: Grade and Salary System and Proposed Promotion System

Attached to this memo is the second report of the Ad Hoc Personnel Committee originally charged with the following:

- review the Extension Agent grades to determine if we need EA2, 3, 4, 5, and 6, or if we can collapse those into a smaller number of grades. Specifically, could we join EA2 and 3 into one category, leave EA4 as a stand alone because it's the largest category, and combine EA5 and 6;
- review the county complexity criteria and formulas, and recommend changes in the categorization of counties in to complexity groups based on current demographic information;
- consider "promotion steps" for Extension personnel that equate to Assistant, Associate, and Professor promotions within the academic ranks and to comparable promotion steps for research scientists so that Cooperative Extension personnel have promotion opportunity similar to their peers.

Our first report was delivered on July 30, 1999. At that time, you accepted our first report and further charged the committee to complete the development of the proposed promotion system (including a plan for phase-in with existing staff) and complete the plans for a new personnel system, including minimum hiring criteria, starting salaries, and administrative compensation.

In addition, you asked us to "make recommendations as to how to make salary adjustments, if they are in fact indicated, as well as how to handle incumbents if there is a change in the grade system, county complexity groupings, or the promotion system for Extension Personnel...(as well as) any other elements that you believe prudent as you review Cooperative Extension's classification system and improvements related thereto."

While your original charge also included "give consideration to those Administrative Professionals in the academic colleges that have Extension assignments as to the implications of these actions on them," we did not pursue this question and understand that other efforts are underway to do so.

Members of the Ad Hoc Committee included: Wayne Cooley, Doug Hall, Jean Justice, Ginger Lenzmeier, Gale Loeffler, Ernie Marx, Don Nitchie, Jan Nixon, JoAnn Powell, Michael Roll, Eliza Shackelton, Kenny Smith, and Judy Barth (Chair). Initial members of the committee also included Jerry Johnson, Frank Leibrock, and Dennis Child.

If you have questions or concerns, we would be happy to meet with you to discuss this report.

FINAL REPORT OF THE AD HOC PERSONNEL COMMITTEE
March, 2002

Background

In preparation for early work on the charge presented to the committee, committee members reviewed the following documents:

- 1) Milan's charge to the committee.
- 2) Grade and Salary System pages from the *Employee Handbook, CSUCE*.
- 3) Additional memos regarding issues pertinent to the charge (including RD suggestions on an Early Career Performance Reward Program).
- 4) Recommendations of the Personnel Committee chaired by John McClave (1995).
- 5) Promotion and tenure guidelines for academic appointment and the research track (CSU).
- 6) Results of committee work on the complexity formula (1997).
- 7) The Salary Administration Task Force Report from Oregon State University.
- 8) Guidelines on Professional Career Ladder System for County Extension Agents (Texas).
- 9) Guidelines on promotion and tenure at the University of Wisconsin, Washington State University.

Since our initial report, we have also considered:

- 1) Promotion system material from Extension at the University of Idaho, the University of Minnesota, the University of Nebraska, and the University of Illinois.
- 2) Discussions with Extension personnel at the University of Nevada.

The committee met in total three times by conference call and had three face-to-face, two-day meetings. Additionally, two sub-committees met separately to finalize recommendations that then came to the entire committee. After lengthy discussion and additional refinements we provide the following recommendations:

Cooperative Extension Personnel System (new hires only)

Initial Hiring

- All Extension professionals will have the same designation of Extension Professional or Extension Agent. The EA numbers will no longer be used.
- The rest of the title will be the subject matter such as (Horticulture).
- Individual job titles are assigned according to responsibility and program.
- For new hires, the starting base salary will be \$31,000. (This number was chosen to keep new salaries consistent with current salaries and hopefully not exacerbate the salary compression issues.)

Education/Experience

- The organizational standard will be a master's degree. Therefore, the starting salary of \$31,000 will be for those who have a master's degree. All positions will be advertised initially as a master's required.
- The starting salary will be adjusted for those who have a bachelor's degree (subtract \$3,000) and for those with a Ph.D. (Add \$2,500).
- No credit will be given for certifications, licenses, etc. This will be considered during the selection process.
- Credit for experience will continue as is currently being done: \$1,100 for 1-10 years, \$900 for 11-20 years, and \$700 for 21+ years.

Administrative Responsibility (County/Area)

- The committee came to consensus that compensation for administrative responsibilities will be given to county/area directors only. Extension agents supervising EFNEP, 4-H, or other staff will not receive extra compensation (as this should be reflected more appropriately in PASA).
- Instead of using the number of people supervised or the size of the budget being administered to determine administrative credit, it was decided to use the percentage of time spent on administrative duties. This takes into account the possible fluctuation in size of budget and the number of people supervised.
- Determining the percentage of administrative duties will require discussion among county commissioners (or representatives), advisory committees, regional directors, and the Director.

- The percentage will be determined at the time of hire. It was agreed that the largest percentage of administrative duties a county/area director could have would be 75%.
- Once the percentage is set, it is not subject to annual negotiation unless there is a major change in the organization such as adding or subtracting positions. Such changes within the county will trigger a review process.
- Administrative time will include supervision, dealing with county issues and budgets, having new vs. experienced people, etc. This will allow for flexibility for the different counties.
- Suggested dollar amounts for the percentages are:
 - 1-25% = \$1,500
 - 26-50% = \$3,000
 - 51-75% = \$4,500
- While the committee debated at some length whether to recognize 'program' administration and leadership, the final consensus was that determining percent of time would be too difficult. The committee also decided that multi-county/area responsibility should be dealt with through the PASA process. However, there was a significant minority voice which disagreed with this recommendation and felt that multi-county/area agents should receive some add-on to their starting salary.
- The committee did agree that \$1500 would be added to the starting salary for all regional specialists, regardless of the number of counties in which they work

PROMOTION SYSTEM

General Guidelines

1. There will be three levels of rank: Extension Professional I, Extension Professional II and Extension Professional III.
2. Participation in the promotion system is encouraged but is not mandatory. People can apply for promotion and be rejected any number of times. Fully county-funded/CSU administered and grant funded personnel shall be eligible for promotion (if they meet the eligible criteria to apply) contingent on funds being available from the funding source. The expectation is that Extension administrators will work with grant writers and county commissioners to include sufficient funds to allow individuals to go through the promotion system. People need to know that just because they apply for promotion that does not mean they will get it. Also, county-funded staff need to know going into the position that they may not be eligible for promotion in rank.
3. At the time of hiring, placement within this promotion system will be determined based on documented advancement, achievement and/or promotion in previous employment. Starting salary will reflect the increase justified by the rank if appointed. Appropriate placement to a rank other than Extension Professional I will be recommended by the Search Committee, will be reviewed by a standing peer review committee and approved by the Director of Extension.
4. Individuals denied promotion have the opportunity to reapply during the next PASA review process. Any salary increases will be administered at the next fiscal year.
5. After date of hire, the promotion system recognizes work in the Colorado State Extension System only.
6. Extension Professionals already in the Colorado System (at the time of the implementation of the Promotion System) may apply immediately for Extension Professional II or III based on their years of experience in the CSU system. If granted the Extension Professional III they will be given the dollar increments for both II and III.
7. Extension Professionals, who choose not to apply for promotion at the time of implementation, may do so in later years but must then advance from I to II to III in sequence.
8. There must be a minimum of four years between advancements in rank.
9. A peer review committee will be appointed for each applicant.
10. Dollar increments of \$1,800 for achieving Extension II and \$3,200 for achieving Extension III will be granted.

Criteria to Apply for: Extension Professional I

1. All employees enter at this rank unless they have been granted Extension Professional II or III at the time of hire.

Criteria to Apply for: Extension Professional II

1. An Extension Professional I may apply for this promotion during the fourth year of employment.
2. A master's degree is a requirement for this advancement.
3. A grading of "exceeds expectations" must have been achieved three out of the last five years on the PASA system or other CSU Extension Employee Performance system.

Criteria to apply for Extension Professional III

1. An Extension Professional II may apply for this promotion after eight years of employment in Colorado Extension or after a minimum of four years as an Extension Professional II.
2. A minimum of "exceeds expectation" must have been earned in 4 out of the last 5 years using the PASA system or other CSU Extension Employee Performance system.

Criteria for Consideration for Promotion

The following PASA items are indicators for achieving success and are measures of excellence.

[Note: Future changes to PASA will need to be reflected in this section.]

Development of Plan of Work: The applicant will show proficiency in identifying needs of individuals, families, groups and communities and will have responded with appropriate educational and informal programs. Program development is timely and includes clientele input and the use of applicable resources and data.

Diversity: The applicant will have demonstrated a level of understanding of issues and implemented programming and documented efforts for inclusion.

Fiscal Resources Generation and Management: The applicant will be successful at securing new funding sources and management of both the new and appropriated funding sources for program enhancement.

Leadership and Management: The applicant will show proficiency in developing a vision, goal setting, risk taking, decision making, motivating others, supervision and staff development.

Marketing: The applicant will skillfully communicate the value and credibility of Cooperative Extension externally by increased visibility, awareness, positive impressions of work and meeting customer/clientele needs.

Plan of Work Implementation, Evaluation and Reporting: The applicant will have demonstrated effective program delivery including involving the target audiences and appropriate teaching methods as well as adequate and timely evaluation and reporting of results/impacts/outcomes.

Professionalism, Interpersonal Skills and Relationships: The applicant will have demonstrated competency in communication, initiative and working independently, conflict management, reliability and responsibility, professional image and professional development.

Teamwork: Support of issue-based programming is critical. The applicant will contribute to goal setting, program planning, developing educational materials, program delivery, and/or program evaluation. Teamwork is demonstrated in Cooperative Extension, community and intra-office.

Technical Information Skills: The applicant will have demonstrated ability, effectiveness, and proficiency in current subject matter/technical knowledge with effective teaching, and communication skills in order to facilitate problem-solving by clientele.

Volunteer Management: The individual will show proficiency in this area based on the level and success of recruitment and screening, orientation and training, involvement, recognition and supervision of volunteers in programs.

Peer Review Committee - will evaluate the promotion package and make recommendations for employee promotions.

1. A minimum of at least four people.
2. Established by the Regional Director who will appoint the chair of the committee. The Regional Director does not serve on the peer review committee.
3. Represents a variety of disciplines at or above the rank applied for. If ranked employees are not available, then alternate choices would be employees at the experience level for the rank of the application.
4. The peer review committee will include at least one specialist, at least one peer within the discipline and one peer outside the discipline, and one county or area director from outside the region. At least two members of this committee must be located within the region and one member must be from outside the region.
5. One person may fill more than two roles on the committee (minimum of four people).
6. Recommendation of the Peer Review Committee goes to the Regional Director for endorsement, then to the Director, (Provost, President, and State Board of Agriculture?)

Components of the Promotion Package:

Organizing and assembling your file

- *Three-ring binder
- *Section dividers with tabs

Section One - Letter of Transmittal

- *Addressed to Regional Director, cc to Immediate Supervisor
- *Write the letter like a cover letter of a job resume
- *Highlight your strengths and accomplishments
- *Don't overdo it; generally limit to one page

Section Two - Recommendation Sheet

*As your file progresses, your peer committee, regional director and director may add letters in this section. If, at any step, promotion is denied, a letter of explanation from the denying entity must be added to the file and forwarded to the employee.

Section Three - Position Description

- *Current Position Description
- *If your position has changed since your last appointment or promotion, include the previous position description.

Section Four - Performance Evaluations

* Include all evaluations for the period used to qualify for the initial application.
Example: An Extension Professional I who has completed five years of employment; is applying for promotion to Extension Professional II; and is using evaluations from years two, three, and five in the PASA system, would include all evaluations for years two through five.

Section Five- Summary of Leadership/Accomplishments (A curriculum vitae may be used if items 3-5 are covered).

1. Be concise, but thorough -- no more than 15 pages
2. Cover the period since the last promotion
3. List awards and recognition.
4. Provide a list of all career development activities including date, title and sponsoring agency.
5. List educational materials development. Attach up to three examples that best reflect your ability and accomplishments.
6. Include well-documented accomplishments and examples of measurable impacts and/or outcomes.

Some Final Comments

The committee discussed at length the importance of the various personnel issues: the personnel system, the promotion system, and salary compression issues. While some felt the highest priority should be to get the current staff compensation fixed even if it meant losing positions (and programs) to do so, others do not want to layoff people to fund the promotion system or the salary compression issue. They would prefer to scrap the promotion system idea instead of losing people. There was a caution that by cutting positions we may lose the county support that helped to fund the eight new positions. We do not want to alienate the people we serve.

Based on the current personnel data base, if all individuals who were eligible for promotion to Extension Professional II and III applied and were granted promotion, it would require approximately \$431,400 in base salary dollars!

The final consensus was that the committee could not agree on which issue is the highest priority.