



Questions and Answers Related to Classification and Compensation Study

1. What is the Classification and Compensation Study?

The Classification and Compensation Study is a District-wide assessment of how work is organized, classified, and compensated across YCCD, including classified professionals, confidential employees, and administrators. The purpose of the study is to modernize the systems that define and support our workforce so that positions are appropriately classified, internally aligned, organized into logical career pathways, and supported by compensation structures that are fair, transparent, understandable, sustainable, and reasonably competitive with our labor market.

At its core, the study is about ensuring that the structure of our workforce reflects the work employees are actually performing today, not the work as it was originally defined nearly three decades ago. It provides an opportunity to establish clearer career pathways, strengthen internal equity, recognize evolving responsibilities, and create a compensation framework that enables the District to recruit and retain the talented professionals needed to serve our students effectively.

2. Why is YCCD conducting this study?

YCCD's current classification and compensation system was adopted nearly 30 years ago. The nature of work has changed dramatically since then. Job responsibilities have evolved, technology has transformed how work is performed, organizational needs have grown more complex, and labor market conditions have changed significantly.

The District believes the existing system should be modernized to effectively support recruitment, retention, career advancement, and organizational effectiveness. A system designed nearly 30 years ago cannot fully reflect the workforce, responsibilities, and competitive labor market YCCD faces today. This study is an opportunity to build a classification and compensation system for the future, one that better recognizes the work employees perform, supports meaningful career growth, strengthens the District's ability to compete for talent, and provides a sustainable foundation for organizational success.

3. What challenges is the study intended to address?



The study is intended to address several significant workforce and organizational challenges that affect the District's ability to attract, retain, and sustain the talent needed to effectively serve students and communities, including:

- Recruitment and retention difficulties in key classified positions, particularly in positions where competitive labor markets make it challenging to attract and retain qualified employees.
- Compensation levels for positions that are below comparable districts, creating challenges in maintaining competitive compensation and positioning the District to attract and retain experienced leaders.
- Turnover in key leadership positions, which can disrupt organizational continuity, increase recruitment and onboarding costs, and place additional demands on existing employees during periods of transition.
- Loss of institutional knowledge, expertise, and organizational capacity when experienced employees leave for opportunities elsewhere. Frequent turnover can result in the loss of critical knowledge and relationships developed over time, making it more difficult to sustain momentum, implement strategic priorities, and maintain consistent service to students and the community.

4. Is the goal to make YCCD the highest-paying district in California?

No. The study is not intended to make YCCD the highest-paying district in California or in Northern California. Rather, we aim to make progress towards the median pay among our comparative group. The goal is to establish a classification and compensation system that is equitable, internally consistent, financially sustainable, and responsive to the labor markets in which the District competes.

5. What outcomes does the Board of Trustees hope to achieve?

The Board seeks to establish a modern classification and compensation system in which positions are:

- Appropriately classified based on the work performed;
- Internally aligned with positions carrying comparable responsibilities;
- Structured into clear and logical career pathways, providing employees with meaningful opportunities for professional growth, advancement, and increased responsibility;
- Competitive with the external labor market, enabling the District to attract highly qualified and talented applicants for critical positions in an increasingly competitive workforce environment; and



- Structured to support the long-term retention of talented and skilled employees.

6. Why has the study taken longer than originally anticipated?

The District recognizes that the study has taken longer than originally anticipated. The work has involved several transitions in key Human Resources leadership positions, changes in external consulting support, and the need to ensure that the analysis is thorough, accurate, and responsive to the needs of employees across the District. While these factors extended the timeline, they also underscore the importance of getting the study right rather than rushing a process with significant implications for our employees and the District.

The District and Board remain fully committed to completing the study and moving from analysis to implementation during the 2026–27 academic year. The additional time has been used to ensure that any recommendations are based on sound information, can be implemented responsibly, and support the District’s long-term organizational needs.

7. Does the study guarantee salary increases for employees?

No. The purpose of the study is to review and modernize classifications and compensation structures. The review focuses on positions rather than individual employees and is informed by comparative data collected by an independent consulting firm. Any compensation recommendations must proceed through the applicable review, collective bargaining, and approval processes before implementation.

8. Which colleges and districts were used for compensation comparisons?

The study utilized compensation data from institutions with which YCCD commonly competes for talent, including Butte College, Los Rios Community College District, Sierra College, Shasta College, and West Hills Community College District.

9. Which consulting firm conducted the study?

The District contracted with Gallagher, formerly known as Koff & Associates, in 2021 to assist with the Classification and Compensation Study.

10. Why are classified professionals, confidential employees, and administrators on different timelines?

Different employee groups are subject to different review and approval requirements. Classified employees represented by CSEA are covered by collective bargaining



requirements, while confidential employees and administrators are not members of a bargaining unit and therefore follow a different review and approval process. These distinct timelines ensure each employee group is reviewed through the appropriate process while maintaining consistency, fairness, and transparency.

11. What is the status of the study for classified professionals represented by CSEA?

The District and the local CSEA chapter have been meeting regularly to review classifications, job families, and related matters that affect classification decisions. Since late May, the parties have held seven meetings and four joint discussion sessions and continue working toward consistency and clarity across classifications.

Given the large number and complexity of CSEA classifications, the review and approval process will move forward in phases, allowing the parties to carefully evaluate each classification and maintain the quality and integrity of the process.

The District and CSEA remain committed to continuing this collaborative work and moving classifications through the process as efficiently and thoughtfully as possible, with the goal of creating greater consistency, transparency, and confidence in the classification structure.

12. What is the proposed July 1, 2026 effective date?

The District has proposed a Memorandum of Understanding to CSEA leadership that would establish July 1, 2026, as a Common Effective Date for classification and compensation changes that are ultimately agreed upon through collective bargaining. If accepted, this approach would provide a consistent implementation date regardless of when individual classification reviews are completed.

13. What does the “Common Effective Date” mean?

If the proposed Memorandum of Understanding is approved, the common effective date would allow agreed-upon classification and compensation adjustments to be applied consistently regardless of when individual classification decisions are finalized. The proposal is intended to ensure that classified employees are not disadvantaged by the timing or sequence of the review process.

14. What is the status of the study for confidential employees and administrators?



The classification review for confidential employees and administrators is near completion. Recommendations affecting these employee groups are expected to be presented to the Board of Trustees for consideration in October 2026.

15. Does Board action on recommendations affecting confidential employees and administrators impact the classified bargaining process?

No. Board consideration of recommendations affecting confidential employees and administrators is separate from, and does not bypass or diminish, the collective bargaining and review processes applicable to classified employees represented by CSEA.

16. What are the next major steps in the process?

The remaining steps ~~include~~ are focused on completing the required reviews, negotiations, and approvals needed to finalize recommendations:

- Board review of recommendations affecting confidential employees and administrators.
- Continued review of CSEA classifications and ongoing collective bargaining to address classifications and agreements.
- Rule 610 review of applicable classification decisions at the CSEA corporate level.
- Final Board of Trustees consideration of classification and compensation recommendations following completion of all required reviews and agreements.

17. When is the study expected to be completed?

The Board of Trustees has expressed its commitment to completing the study and implementing its results during the 2026-27 academic year. The exact timeline will depend on completion of the remaining review, bargaining, and approval processes.

18. How will employees be kept informed?

The District will continue to communicate significant milestones as the study progresses while respecting both the collective bargaining process and the Board's decision-making responsibilities.

19. How does this study support YCCD's mission?

The Board and District leadership believe that a modern, equitable, and sustainable classification and compensation system will support employee recruitment and retention, recognize the work performed across the District, and strengthen YCCD's ability to serve students and communities well into the future.



20. Where can employees direct questions about the Classification and Compensation Study?

Employees may submit questions to Human Resources. Questions may be directed to Chris Little, Chief Human Resources Officer, at clittle@yccd.edu. The District may update these FAQs periodically as additional information becomes available through the review, bargaining, and approval processes.

21. Will every employee receive a change in classification or compensation because of the study?

No. The study evaluates positions and classification structures, not individual employee performance. As a result, some classifications may change while others may remain unchanged. Similarly, compensation recommendations may vary based on market data, internal alignment, and the outcomes of the applicable review, bargaining, and approval processes. This study is intended to ensure that the overall system is fair, equitable, and aligned with the District's workforce needs. This language is consistent with the stated purpose of the study to review classifications and compensation structures rather than individual employees.