

## **COLLEGE OF LAKE COUNTY TOTAL REWARDS PHILOSOPHY**

The College of Lake County is committed to recruiting, retaining, recognizing and developing a highly qualified and diverse workforce to serve our students and our community. This total rewards philosophy will be embedded in the Employee Success Framework and is intended to:

- Foster a collaborative, high-performing work environment that encourages, supports and empowers employee innovation, creativity, professional and personal development, career progression and skill mastery.
- Recognize accomplishments, service and success of individual employees and high performing teams.
- Address equity in all salary and benefit programs for employees and direct regular assessment of relevant labor markets to ensure that the salaries and benefit structure are externally competitive and internally comparable.
- Provide access to high quality health, disability and other insurance and retirement plans and related resources that promote wellness and accountability.
- Support employee health and wellness through programs such as paid-time off, leaves of absence, employee assistance program, and education and community service/volunteerism opportunities.

Institutionally, the total rewards philosophy will:

- Advance organizational outcomes;
- Align with CLC strategic priorities;
- Exemplify CLC core values; and
- Reflect financial stewardship and accountability.

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Nothing in this philosophy should be construed as a guaranteed benefit. The College will develop and communicate practices to ensure the total rewards is in compliance with these principles and administered as noted. None of the above inhibits the Board of Trustees from taking any action it deems appropriate.

Actions reflecting the total rewards philosophy include but are not limited to the following:

1. Offer intentional employee professional development that advances student success outcomes and supports internal and external learning programs that may lead to growth, mastery and/or advancement opportunities within the College.
  - a. Employee success framework.
  - b. Tuition waiver and tuition remission programs.
  - c. Service and volunteerism programs.
2. Create and implement programs that encourage and celebrate employee contributions and success.
  - a. Appreciation and gratitude programs.
  - b. Community events and activities.
  - c. Values and service awards.
3. Improve transparency by providing individuals with job classification, pay tier, and benefit plan and advancement path guidelines.
  - a. Review and communicate pay criteria.
  - b. Review pay ranges every three years.
  - c. Review and modify, as necessary, the benefits program annually including but not limited benefit plan design, College and employee insurance contributions and programs offered.
  - d. Target an aggregate employee contributions level of 20% of the group health insurance premium.

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- e. Build progression into job design as appropriate (Example: entry, senior, lead).
  - f. Account for internal budget constraints associated with changes in market conditions or other fiscal business related priorities which may impact the total rewards.
4. Provide pay guidelines that ensure comparable jobs are paid equitably across the organization and institute a rotating schedule of job analysis, FLSA, and pay review process by classification.
- a. Year 1 (FY20): Classified staff
  - b. Year 2 (FY21): Specialist
  - c. Year 3 (FY22): Administrative/professionals
5. Invest/participate in and report through salary and benefits surveys that provide current benchmark data inside and outside of higher education as appropriate.
- a. College and University Professional Association for Human Resources (CUPA-HR)
  - b. Illinois Community College Board (ICCB)
  - c. One selected compensation survey vendor
6. Establish peer groups for determining external competitiveness within the relevant job markets.
- a. Illinois Community College Board (ICCB) salary data for community colleges in Group VII\* and Group V\*.
  - b. College and University Professional Association for Human Resources (CUPA-HR) salary benchmark data (geographic, 2-year and 4-year institutions) for positions in all departments available in the administrative, professional and staff surveys.

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- c. A selected vendor's compensation survey and market data (geographic and sector) for positions in departments such as finance, human resources, information technology and marketing/public relations.
- d. Municipalities' compensation data in which the College has campuses for positions in facilities and police/safety.

\* ICCB peer institutions

Group VII (Student headcount greater than 10,000, located in Chicago metro area)

DuPage, Harper, Joliet, Moraine, Oakton, Triton and CLC

Group V (Student headcount less than 10,000, located in Chicago metro area)

Elgin, Morton, Prairie State, South Suburban, Waubensee

Adopted