

COLLEGE of CHARLESTON

OFFICIAL POLICY

9.1.4

Compensation Policy Classified Employees

2/8/16

Policy Statement

THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT. In support of the College of Charleston's mission to meet the growing educational demands of the population it serves, the College is committed to maintaining fair and equitable compensation for all its employees. The College of Charleston will seek to offer and maintain competitive salaries and recognize outstanding job performance. To the degree possible within existing fiscal resources, employees who consistently contribute to the successful accomplishment of the College's mission by performing above that which is minimally required will be recognized and rewarded for their efforts and dedication.

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Policy Manager and Responsible Department or Office

Human Resources, Academic Affairs

Purpose/Reason for the Policy

1. SALARY SCHEDULE:

All College of Charleston classified employees, grant-funded employees and time-limited employees who participate in the benefits plan are paid within the State Classification and Compensation Plan's 10-band pay schedule. Within each pay band, levels are established to guide in making decisions regarding salaries offered to new employees at the time of employment as well as for current employees who become eligible for salary increases. The College of Charleston's current structure includes five levels within each pay band.

Each classified position is assigned to a specific salary level by Human Resources based on:

- a. The duties and responsibilities outlined on the position description form.
- b. The employee's developmental level (i.e., length of time in the job, proficiency in performing work assignments, on-going level of job performance).
- c. Market demands for particular occupations.

The salary level is determined when the position is initially established, reclassified, or assigned additional duties and responsibilities or when other significant job changes occur.

Once the position has been assigned to a salary level within a pay band, the employee will progress through that pay band by means of pay increases, which may be either legislated or awarded, in accordance with internal policies.

The College's schedule for salary levels is available upon request from Human Resources.

2. INTERNAL TITLES:

Each position at the College of Charleston is assigned a State classification title. In some cases, titles for classified positions that are more specific to the College and/or function are assigned and are referred to as "internal titles."

To maintain consistency within the agency and with external job markets, any official designation of or changes to internal titles must be approved by the College's Human Resources Office. These internal titles will be used when recruiting for vacancies, by the incumbent signing correspondence, business cards, etc., and will become the official College of Charleston title.

3. MINIMUM QUALIFICATIONS:

Human Resources is responsible for recruiting and determining the eligibility of candidates for classified positions. A supervisor wishing to fill a vacancy must

submit a "Request to Fill Vacancy" form to Human Resources.

Candidates for employment must meet the State's minimum requirements for the specific class as well as any additional qualifications that have been determined to be necessary to perform the duties of the specified position. Position-specific additional qualifications, as proposed by the supervisor of the position, must be supported with justification (e.g., qualifications of previous incumbents who demonstrated successful job performance, comparisons to similar state positions or private industry) and must relate directly to the job's requirements as outlined on the position description. To include additional qualifications on a job posting, the supervisor must submit a justification and an up-to-date position description that supports the position-specific qualifications. Final approval of inclusion of position-specific qualifications on vacancy notices rests with the Director of Human Resources.

4. HIRING ABOVE THE MINIMUM:

Requests for hiring applicants above the minimum of the salary that has been determined for a specific position must be reflected in a separate statement of justification. Proper justification for approval would include consideration on the basis of education, training, and/or experience that exceed the minimum requirements for the position-specific qualifications and might also reflect recruiting difficulties, occupational pay differentials, etc.

A statement that the department has funds available to support the requested salary must also be included.

In approving requests for hires above the minimum, it is imperative that department heads not create an inequity as a result of their request. Requests for salaries above the minimum will be compared not only with those of current employees in the same jobs on campus, but will also include information obtained from other State agencies, local employers, etc. The request to hire data will be forwarded to the College's Human Resources Office for analysis and then forwarded to the President for approval. Exceptional salary requests that exceed the mid-point of a pay band must be approved by the State Office of Human Resources prior to an offer being extended.

5. PERFORMANCE/RECOGNITION INCREASES:

When funding is available salary increases may be awarded to deserving employees who exhibit exceptional performance and productivity. Contributing factors may include, but are not necessarily limited to:

- a. A significant increase in services or productivity.
- b. Significant contributions to workplace safety.
- c. Significant contributions to cost savings, cost reduction or cost containment.
- d. Substantial contributions to the objectives of the College.

These factors as well as EPMS (performance ratings) information will be utilized in determining salary increases associated with performance. Supervisors should submit their recommendations to the appropriate Dean/Vice President/Senior Vice President for approval. The recommendation will be forwarded to Human Resources for analysis and then to the President's Office who is the final authority for approval of performance increases.

Performance increases shall not place an employee's salary above the maximum rate of the pay band.

6. ADDITIONAL SKILLS AND/OR KNOWLEDGE INCREASES:

If funding is available, employees who gain additional knowledge or skills directly related to their duties/responsibilities that enhance their job proficiency and contribute to the overall mission of the College of Charleston may be awarded increases up to 15% as long as they do not exceed the maximum for the pay band. A clear, concise statement of the specific skills or knowledge that describes how the additional knowledge or skills are applicable to the employee's job must accompany the approval documentation which must be approved *Prior* to obtaining the additional knowledge or skills. In the event that money is available for salary increases associated with additional skills/knowledge, such increases will be awarded only once annually and are limited to a maximum of 15%. Requests for these increases are to be sent to the College's Human Resources Office for review and forwarded to the President's Office for approval.

7. ADDITIONAL DUTIES AND/OR RESPONSIBILITIES INCREASES:

If funding is available, employees who are assigned additional duties and/or broader responsibilities in the same pay band may be awarded salary increases. An employee's salary may be increased up to 15% for the recognition of additional duties and/or responsibilities provided such increase does not place the employee's salary above the maximum rate of the pay band. These increases may occur only once annually. Increases in the volume of work alone may not be considered justification to award an additional duties increase. An updated position description must accompany the approval documentation.

8. TRANSFER INCREASES:

Employees who transfer from a position in another State agency to a position at the College of Charleston in the same pay band may be awarded a salary increase of not more than 15%. Following the same procedure associated with all other recommendations for employment, all requests for transfer increases must be reflected on the Selection Form at the time of hire and submitted to the President

for approval.

9. RETENTION INCREASES:

An in-band increase may be granted when an employee has a bona fide written job offer from another employer, either inside or outside of State Government, and the College of Charleston wishes to retain the services of this employee in their current position. The employee's salary may be increased up to 15% for the purpose of retention, provided money is available from existing departmental budgets and such increase does not place the employee's salary above the maximum of the pay band. An employee shall receive no more than one retention increase per year. Supervisors must submit requests through the approval process. Human Resources will review the request and then forward it to the President for his consideration.

10. RECLASSIFICATION AND PROMOTION INCREASES:

Salary increases resulting from upward reclassification or promotion shall be increased at least to the minimum rate of the pay band of the new class. Upon reclassification or promotion, an employee's salary may be increased up to 15% of their salary prior to promotion, provided such increase does not place the employee's salary above the maximum rate of the new pay band.

Reclassifications require the approval (supervisor/dean/ vice president/senior vice president/president) of an updated position description.

Statements regarding salary increases associated with promotions should be reflected on the *Selection Form* at the time of appointment.

All recommendations for salary increases associated with reclassifications and/or promotions require the supervisor's statement of certification on the approval documentation that funds are available from existing budgets.

11. TEMPORARY SALARY ADJUSTMENTS:

Employees who are assigned additional or higher level duties for a period not to exceed one year may be granted temporary salary adjustments not to exceed 15% of their current salary. Temporary salary adjustments are not considered a permanent part of the employee's base salary. A statement of justification must be provided by the supervisor and approved by the dean/vice president/senior vice president, reviewed by Human Resources, forwarded to the President for recommendation and submitted to the State for approval.

Human Resources must be contacted prior to commencing the approval process to verify whether a temporary salary adjustment could be construed as dual employment:

12. SALARY DECREASES:

In the event that the College of Charleston determines that the duties/responsibilities of an employee have diminished, their salary may be decreased. If the College of Charleston demotes an employee through no fault of the employee, the employee's salary may decrease to the midpoint of the new band or by up to 15% (whichever is the greater dollar figure) after one year of the initial demotion. For voluntary demotions which are in the same pay band with less responsibility than their current position, the President may establish the employee's salary at any rate within the pay band provided the employee signs a written statement indicating agreement with the salary decrease. The signed document with justification must be submitted to Human Resources for approval.

Involuntary reassignments to lower level positions shall not result in a salary reduction for a period of one year from the date of the action unless the Budget & Control Board approves an exception. Upon the expiration of the one year period, with the approval of the President, the employee's salary may be reduced by up to 15% or to the midpoint of the pay band or any point in between, whichever is lower.

Due to the sensitivity of reducing an employee's pay, great care will be exercised before salary reductions occur. Salary decreases based on performance may be appealed under the provisions of the State Employee Grievance Procedure Act.

Departments/Offices Affected by the Policy

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Procedures Related to the Policy

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Procedures Related to the Policy

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Related Policies, Documents or Forms

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Issue Date: 2/15/16
Date of Policy Revision: 2/15/16

Next Review Date: 10/15/2020

POLICY APPROVAL

(For use by the Office of the Board of Trustees or the Office of the President)

Policy Number: 9.1.4

President or
Chairman, Board of Trustees



Date: 2-15-18