

HORRY-GEORGETOWN TECHNICAL COLLEGE

# PROCEDURE

Number:	3.2.3.1
Related Policy:	3.2.3
Title:	Compensation Plan for Unclassified Vice President Positions
Responsibility:	Vice President, Human Resources and Employee Relations
Date Approved:	11-15-1995
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President

## DISCLAIMER

**PURSUANT TO SECTION 41-1-110 OF THE CODE OF LAWS OF SC, AS AMENDED, THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY**

### I. POSITION ESTABLISHMENT

A. Senior Vice President and Vice President level positions.

The South Carolina Division of State Human Resources (DSHR) delegates authority for the classification actions for this level of vice president to the College President upon written agreement. The request to establish such a position will specify the title, area of overall functional responsibility, and the rationale for the establishment of the position. The request should demonstrate that the position had authority to make decisions necessary to fulfill the assigned responsibilities, and is, in fact, the chief officer for the major functional area(s) to be administered. The request will be supported by a completed State of South Carolina Position Description and an organizational chart that illustrates the positions reporting relationships with the College.

B. Associate Vice President and Assistant Vice President level positions.

DSHR delegates authority for the classification actions for this level of vice president to the College President upon written agreement. All proposed classification actions shall be reviewed by the Human Resources department to ensure that classification actions are sufficiently justified, documented, and in compliance with all applicable procedures. The request will be supported by a completed State of South Carolina Position Description and an organizational chart that illustrates the positions reporting relationships with the College.

All delegated classification actions are subject to audit by DSHR. DSHR reserves the right to revoke parts or all rights of delegated authority from an individual college based upon audits that reveal deficient areas.

## **II. DEFINITION OF VICE PRESIDENT POSITIONS**

### Senior Vice President (UC03)

Positions assigned to this classification will report directly to the President and will have unique functionality to any other Vice President position. Positions assigned to this class are primarily responsible for the overall daily operations of the College and may supervise other Vice President positions. A college may have no more than one position.

### Vice President (UC04, UC05, UC07, and UC08)

Positions assigned to this classification will report directly to the President or positions assigned to this classification can serve as Chief Operational Officer for single or multi-campus/locations.

### Associate Vice President (UC61)

Positions assigned to this classification will report directly to the President or other Institutional Officer Position. Positions assigned to this classification may serve as Chief Operational Officer for a branch campus. The Associate Vice President position supervises and directs Professional level staff.

### Assistant Vice President (UC63)

Positions assigned to this classification will report directly to the President or other Institutional Officer Position. Positions assigned to this classification may serve as Chief Operational Officer for a branch campus. The Assistant Vice President position supervises Professional level staff.

## **III. MINIMUM REQUIREMENTS**

Individuals appointed to a vice president's position in the South Carolina Technical College System (SCTCS) shall possess at least the minimum qualifications indicated in the Vice President Classification Specifications as indicated below.

Master's degree plus eight (8) years of progressively responsible related work experience.

### Vice President

Master's degree required, an earned doctorate preferred, plus seven (7) years of progressively responsible related work experience. In lieu of the required Master's degree, certification as a CPA is acceptable for the vice president for business position.

### Associate Vice President

Master's degree plus seven (7) years of progressively responsible work experience. Assistant

### Vice President

Master's degree plus five (5) years of progressively responsible related work experience.

## **IV. CONDITIONS OF EMPLOYMENT**

Senior Vice Presidents, Vice Presidents, Associate Vice Presidents and Assistant Vice Presidents are considered to have covered status in their respective position upon successful completion of the twelve (12) months probationary period. If the employee has covered status and is promoted, demoted, reclassified, reassigned or transferred into a Vice President position, they will serve a six (6) months trial period.

Holidays, annual, sick, and other leave for institutional officers will be administered in accordance with the procedures set forth in Horry-Georgetown Technical College's leave policies for classified employees.

## **V. ANNUAL SALARY RANGES**

Senior Vice President: The salary range shall be indexed at ninety (90%) of the respective presidential salary range.

Vice President: The salary range shall be indexed at eighty-five (85%) of the respective presidential salary range.

Associate Vice President: The salary range shall be indexed at eighty-five (85%) of vice presidential salary range.

Assistant Vice President: The salary range shall be indexed at eighty-five (85%) of associate vice presidential salary range.

Institutional Officer Salary Ranges Effective January 1

	<b><u>Position</u></b>	<b><u>Minimum</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>
GROUP III	Senior Vice President	\$129,278	\$164,261	\$200,399
GROUP III	Vice President	\$122,092	\$155,136	\$189,266
GROUP III	Associate Vice President	\$103,778	\$131,865	\$160,876
GROUP III	Assistant Vice President	\$88,211	\$112,085	\$136,744

These ranges are normally updated annually and distributed with the SBTCE's Fiscal Year Salary Increase Guidelines.

## **VI. SALARY ACTIONS**

DSHR delegates authority for pay actions on all positions covered by this procedure to the System/College President upon written agreement. All proposed pay actions shall be reviewed and/or approved by College human resources staff to ensure that requested pay actions are sufficiently justified, documented, and in compliance with all applicable procedures. All delegated pay actions are subject to audit by DSHR. DSHR reserves the right to revoke parts or all rights of delegated authority from an individual college based upon audits that reveal deficient areas.

Non-delegated pay actions must be submitted through the College's human resources office to the System Office for review and evaluation prior to submission to DSHR for consideration. The System Office shall serve as the College's liaison/facilitator for non-delegated pay actions with DSHR.

The South Carolina Constitution restricts any retroactive payment of salary increases. Therefore, approval of requested pay actions must be obtained prior to the desired effective date of the action.

### **A. SETTING OF APPOINTMENT SALARY**

#### **1. New Hires**

The College President is responsible and accountable for setting salaries at an appropriate and equitable level up to the maximum of the respective salary group. The establishment of an initial appointment salary shall be determined by the extent to which the individual's education and related work experience exceeds the required position qualifications, market conditions, and salary equity. The Vice President, Human Resources and Employee Relations shall prepare a salary analysis for the selected, Senior Vice President, Vice President, Associate Vice President and Assistant Vice President Positions and submit to the President for approval. The analysis shall include, but not limited to, salaries of comparable positions within the College, Technical College System, College and University Personnel Association, regional Two Year Technical/Community Colleges or other appropriate agencies/institutions. The analysis shall include the following factors:

- a) Relevant education and experience
- b) Internal equity among similarly situated individuals within the respective classification or group;

- c) Documented external market conditions;
- d) Budgetary considerations; and
- e) Other relevant factors which impact the selection process.

## 2. Current State Employee

### a) Movement

When a state employee moves from a classified position to an unclassified Vice President position, the employee's salary may be increased up to the maximum of the new salary range.

### b) Promotional, Demotion, Reassignment or Transfer Appointments

When an employee moves from a classified position to an unclassified position or, an unclassified position from another state agency to an unclassified position at the College or, from one unclassified category (faculty, UNTP, VP) to another unclassified category (faculty, UNTP, VP), the agency shall determine whether the new position has a higher, lower, or equivalent level of job duties or responsibilities than the former position.

Based on that determination, the movement will be a promotion, demotion, reassignment, or transfer. In the case of a promotion or transfer, the employee's salary may be increased by up to the maximum of the new salary range.

## B. SALARY INCREASES

Senior Vice President's, Vice Presidents, Associate Vice Presidents, and Assistant Vice Presidents are eligible to receive salary increases on an annual basis in keeping with the provisions of the State's fiscal year guidelines, SBTCE fiscal year salary increase guidelines, as well as the College's Employee Salary Pay Plan and/or internal policies, procedures, or guidelines. No increase will be allowed that will cause a Vice President's salary increase to exceed the legislated limit for unclassified employees, nor will an increase be allowed which will cause a Vice President's annual base salary to exceed the maximum of their assigned salary range.

### 1. Legislated Increase

General and Merit increases shall be provided to employees in accordance with the provisions of the General Appropriations Act and the policies and guidelines set forth by DSHR.

### 2. In-Range Salary Increases

The following in-range salary increases may be considered when circumstances warrant. An in-range salary request shall be submitted/requested utilizing the Request for Classification/Compensation Form.

a) Performance Increase

The President may recognize and reward a Senior Vice President, Vice President, Associate Vice President and Assistant Vice President in FTE positions, whose exceptional performance contributes to the achievement of the College's mission, goals, and objectives. The granting of a performance increase must be based upon performance related criteria. No performance increase can be awarded which will cause an employee's base salary to exceed the maximum salary for their respective position. The College shall:

- (1) establish internal procedures for the administration of a performance increase program;
- (2) identify specific exceptional performance rationale;
- (3) determine the amount of increase to be awarded;
- (4) designate resources within their existing budget to adequately fund the awarding of performance increases; and
- (5) Assure that all similarly situated eligible employees are treated consistently and equitably.

While an official performance appraisal is not required, the granting of a performance increase must be based upon performance related criteria. No increase can be awarded which will cause an employee's base salary to exceed the maximum salary of their respective position.

b) Additional Skills/Knowledge Increase

A written request from the Vice President must be approved by the President before the Vice President begins the process of acquiring the additional skills and knowledge.

At a minimum, the written request, based upon Degree or Certification obtainment, must include the following:

- (1) Additional skills/knowledge to be obtained;

- (2) Type of training;
- (3) Expected date of completion;
- (4) How the new skills/knowledge gained directly relates to the job;
- (5) How the new skills/knowledge enhance the position;
- (6) How the new skills/knowledge assist(s) with the accomplishment of departmental goals;
- (7) How the new skills/knowledge contribute(s) to the overall mission of the College; and
- (8) Any efficiencies gained, increased productivity, increased work quality, cost savings or other quantitative measures.

The Vice President is responsible for providing creditable evidence that they obtained additional skills/knowledge upon completion.

These requests may be awarded based on the following schedule. No increase may place a Vice President's salary above the maximum of their respective salary range.

### **Degrees**

The College may award up to \$2,000/annually based upon the benefit of the degree to the College. This Degree cannot be for meeting the minimum requirements of the position.

### **Certifications**

Employees earning certain recognized national professional certifications, as approved, may receive a special base pay increase as prescribed below:

Level I - up to \$400/12 months for obtaining certification earned through continuing education and/or academic courses; demonstrate proficiency in a specialized skill/field as recognized by a regional national board or a regionally accredited institution of higher education.

Level II - up to \$800/12 months for passing a national examination and take the requisite number of required courses or an employee attaining the Professional Development

### **Institute Certificate**

Additional technical skills to keep abreast of current technology or knowledge required to maintain current job responsibilities are not to be considered for an additional skills/knowledge increase.

c) Retention Increase.

College Presidents wishing to retain the services of an employee in their current position may grant an increase for the purpose of retention, provided such increase does not place the employee's base salary above the maximum of the salary range and does not create an internal equity issue. In order to grant a retention increase, a bona fide job offer, verified and documented by the College, must come from another employer, either within (not within the SCTCS) or outside of state government. An employee shall receive no more than one (1) retention increase in a twelve (12) month period. The College President may offer increases up to 15% if the bona fide job offer is from another state agency. The College President may consider increases up to the maximum of the employees pay range where the bona fide offer is from an employer outside of state government. The System Office requests to award increases in excess of 15%, the request must be in writing and submitted to DSHR for consideration.

d) Additional Job Duties and/or Responsibilities Increase

- (1) This increase may be granted to a Senior Vice President, Vice President, Associate Vice President and Assistant Vice President when they are assigned significant and/or substantial additional duties and/or responsibilities and/or broader responsibilities within the current position or another position in the same pay range within the SCTCS. An employee's salary may be increased upon the recognition of the additional job duties and/or responsibilities, provided such increase does not place the employee's base salary above the maximum of the salary range and the increase does not create an internal equity
- (2) Upon approval of the requested salary adjustment utilizing the Request for Classification/Compensation Form, a revised position description must be completed by the Vice President with approval of the President, outlining the new duties and responsibilities and forwarded to the Human Resources Department.
- (3) A Senior Vice President, Vice President, Associate Vice President and Assistant Vice President's salary may be internally approved for an increase up to 15 percent of their current salary for additional duties and responsibilities and cannot exceed the maximum of the salary range. The Human Resources Department shall prepare a salary analysis to include a



review of comparable positions, salaries, and years of related experience within the College and the technical college system. Upon approval of the salary by the President, a salary justification shall be written by the Vice President, Human Resources and Employee Relations.

- (4) An increase of more than 15% must be submitted to DSHR for consideration. Should the additional duties and/or responsibilities be taken away from the , Vice President, Associate Vice President and/or Assistant Vice President within six months of the date that the salary increase is awarded, the salary may be reduced up to the amount of the additional job duties and or responsibilities increase.

e) Transfer Increase

The salary of an employee of another State agency (not within the SCTCS System) may be increased up to 15% when the employee accepts a position in a comparable class and/or salary range of their current position provided such increase does not place the individual's base salary above the maximum of the appropriate salary range. Prior to awarding a transfer increase, verification that the employee is employed at another State agency will be conducted. In addition, the Human Resources Department will make a comparison of salaries of similarly situated employees to ensure the requested salary does not create a salary inequity among current employees in the same or equivalent job unless a substantial exception is warranted. A salary analysis for the transfer increase will be prepared and forwarded to the President for approval.

C. SPECIAL SALARY ADJUSTMENTS

The College may award an increase for documented cases of a substantial salary inequity among similarly situated employees and other salary increases not otherwise covered in this procedure. The Human Resources Department shall conduct an analysis of comparable positions, both internal and external, having similar functional responsibilities, authority and accountability. Upon the approval of the President, the Human Resources Department shall prepare a written justification and a comparable analysis demonstrating the existence of a substantial salary inequity.

D. TEMPORARY SALARY ADJUSTMENTS

The College President may consider awarding a temporary salary adjustment for employees in FTE positions for time limited situations such as assuming additional job duties and/or responsibilities not performed in their primary position. Normally, the specified period of time will not exceed one (1) year. Such requests may not exceed 15% of the employee's annualized salary. Requests for awarding a temporary salary adjustment in excess of 15% must be in writing and submitted to DSHR for approval prior to the requested effective date. A Temporary Salary Adjustment shall be awarded

to a full-time employee who assumes substantial duties and responsibilities not performed in the primary position that is temporary in nature and shall not be added to their base salary. The salary adjustment must be removed when the circumstances that warranted such an increase are no longer present. Typically, the adjustment shall be made as a result of the employee assuming higher and/or more complex duties and/or responsibilities.

The affected employee shall be informed in writing that this situation is temporary in nature, that the temporary salary adjustment will not be added to their base salary, and that the temporary salary adjustment will be discontinued once the temporary situation is no longer effective. A temporary salary adjustment may allow an employee's salary to exceed the maximum of the respective salary range during the specified period of time when approved by the College/DSHR. Requests to extend a temporary salary adjustment must be approved by DSHR on or before the expiration of the previously approved time period.

#### E. BONUSES

The College President may award eligible employees in FTE positions a bonus not to exceed the amount specified in the current year General Appropriations Act. The administration of bonuses are to comply with guidelines established by the State Division of Human Resources. Bonuses may be awarded to recognize the accomplishments and contributions of individual employees. Examples of appropriate reasons for awarding bonuses are:

1. Contributions to increased organizational productivity;
2. Development and/or implementation of improved work processes;
3. Exceptional customer service;
4. Realized cost savings; or
5. Other specific contributions to the success of the organization

The College will develop a plan outlining the criteria, maintain such plan on file, and make the plan available to employees. The College will provide certain information, via an electronic report, regarding the awarding of bonuses to SCTCS for use in complying with DSHR reporting requirements.

#### F. BUDGETARY CERTIFICATION

All requests to increase the salary for position(s) or employee(s) within the SCTCS System shall be considered only when sufficient funds are available to meet the request.

When reviewing pay actions not delegated to the SCTCS System, DSHR may require submission of appropriate documentation.