

HORRY-GEORGETOWN TECHNICAL COLLEGE

PROCEDURE

Number: 3.2.3.6
Related Policy: 3.2.3
Title: Compensation Plan for Classified Employees
Responsibility: Vice President, Human Resources and Employee Relations

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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.

The purpose of this procedure is to establish guidelines for compensating classified employees at initial appointment and determining salary adjustments. All personnel actions shall be submitted utilizing the Request for Classification/Compensation Form with approval of the position supervisor, Vice President, Human Resources and Employee Relations, the appropriate Vice President with final approval by the President. In addition, all salary adjustments will be approved utilizing the Classification and Compensation Worksheet. The Vice President, Human Resources and Employee Relations shall prepare the salary analysis to include identifying comparable salaries within the College and their total years of work experience, the South Carolina Technical College System (SCTCS) average salary, and/or external labor market information (if applicable) and a justification for the salary adjustment. The appropriate Vice President shall approve the salary increase, with final approval of the President.

The South Carolina Department of Administration's Division of State Human Resources (DSHR) delegates authority for pay actions to the System/College Presidents upon written agreement. All proposed pay actions shall be reviewed by the System Office/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 the DSHR. The DSHR reserves the right to withdraw delegation authority 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 the DSHR for consideration. The System Office shall serve as the College's liaison/facilitator for non-delegated pay actions with the DSHR.

All salary actions are subject to available funds. The South Carolina constitution restricts any retroactive payment of salary increases. Therefore, approval of requested pay actions must be accomplished prior to the desired effective date of the action.

I. EMPLOYMENT RATES

A. Hiring at the Minimum

Any employee who is given an original appointment and who meets the minimum training and experience requirements for the class to which appointed shall be paid at least the minimum rate for that class.

B. Hiring Above the Minimum

1. Exceptional qualifications: An individual not currently employed in a FTE position within State government who has training and/or experience which substantially exceeds SCTCS minimum training and experience requirements for a given level within the DSHR class may be hired at a starting salary above the minimum of the pay band. To hire a new employee at a salary above the minimum, the following information must be completed:
 - a) Upon recommendation of the candidate, the Vice President, Human Resources and Employee Relations will conduct a salary analysis of the initial appointment and develop a written justification for hiring above the minimum with approval of the appropriate Vice President and final approval by the President.
 - b) The written justification must contain the following:
 - (1) Requested salary
 - (2) Detailed rationale for salary
 - (3) Source of funding
 - (4) Current salaries and years of related experience of similarly situated employees within the College and Technical College System and/or Statewide
 - (5) External salary data (if applicable)
 - c) The method for establishing a starting salary above the minimum is to evaluate the individual's qualifications and determine those that are directly related to the requirements of the position within the College, and the Technical College System and the external job market or other appropriate sources. To calculate

the initial salary, the College may apply up to five (5) percent for each year the individual exceeds this amount.

- d) When determining the appropriateness of awarding a salary above the minimum, the new employee's salary must be compared to current employees in the same internal level who possess comparable qualifications in order not to create an internal equity. Factors such as past recruiting difficulties and identified market conditions may be considered as exceptional circumstances and may warrant deviation. Request to establish a starting salary in excess of the midpoint of the respective pay band be submitted to DSHR for consideration.

- 2. Special Hire Rates: Based on written justification submitted by the college, the DSHR may approve a special hire rate when experience has shown that recruitment of qualified applicants for selected positions in a class has not been possible at the minimum of the pay band.

C. Return from Leave Without Pay

An employee who has returned from an authorized leave of absence without pay shall be paid at the same rate being paid at the time leave was granted, except the employee shall be granted any legislative general increases and salary increases resulting from adjustments made in the pay range during the employee's leave of absence. In determining the amount of adjustment, the employee shall be granted the same implementation instructions that applied to all employees in that class.

II. PREMIUM PAY

- A. Shift Differential – The Division of State Human Resources may approve the payment of a shift differential for classifications of employees assigned to an evening, night, weekend, rotating or split shift, provided that the majority of hours assigned during the shift are other than 8:00 a.m. to 5:00 p.m., Monday through Friday. When an employee is assigned to a shift for which a differential has been approved, the DSHR regulations must be applied.
- B. On-Call Pay - On-call pay is pay by the employing agency for an employee to remain available to return to work within a specified period of time. The DSHR must approve "on call" pay status for employees.
- C. Call Back Pay - Call back pay is pay by the employing agency for an employee to report to work either before or after normal duty hours to perform emergency services. The college president shall determine which groups of employees shall be subject to "call back." Non- exempt employees shall be compensated for hours worked as a result of a "call back" at their regular hourly rate plus any shift premium to which they might be eligible and such time shall be counted in computing any overtime that may be due. In the event it becomes necessary for an employee to be called back for emergency

services and the services rendered require less than two (2) hours on the job, or in the event no work is available when he/she reports, a minimum of two (2) hours work time shall be credited. An employee shall not be credited with nor paid for "call back" time if:

1. The recall to work "call back" has been canceled and the employee received notice in advance not to report to work, or;
2. The employee refuses alternate work that is offered upon reporting to work

D. Special Assignment Pay – The Division of State Human Resources may approve additional compensation to an employee for periods of time when he/she is on special assignment if circumstances warrant such approval based on guidelines established by the Division of State Human Resources.

E. Market or Geographic Differential Pay – The Division of State Human Resources may approve market or geographical differential pay for an employee for periods of time when circumstances warrant such approval.

F. Bonuses – The General Assembly has authorized various programs through which agencies may award bonuses to employees. Agencies shall comply with guidelines established by the Division of State Human Resources in the administration of bonus programs.

III. SALARY INCREASES

A. In-Band Salary Increases: In-Band salary increase requests must be submitted/requested utilizing the Request for classification/Compensation Form. The salary adjustment must be approved utilizing the Horry-Georgetown Technical College Classification and Compensation Worksheet. An employee's salary may be increased within his/her current band for the following reasons:

1. Legislated Increase:

General and Merit Increases shall be provided to employees in accordance with the provisions of the annual Appropriations Act.

2. Performance Increases:

The College, based on funding availability, may authorize performance increases for its employees and provide guidelines/procedures in the College's Pay Plan for administering such increases based upon performance in accordance with 8-1-160 of the South Carolina Code of Laws. Performance increases shall not place an employee's base salary above the maximum rate of the pay band.

To award performance increases, the college shall:

3. Establish internal procedures for the administration of a performance increase program
4. Identify specific exceptional performance rationale;
5. Determine the amount of increase to be awarded; and
6. Designate resources within the existing budget to adequately fund the awarding of performance increases.

While an official performance appraisal is not required, the granting of a performance increase may be based upon performance related criteria.

B. Additional Job Duties and/or Responsibilities Increases:

The College may grant an in-band increase when an employee is assigned significant and/or substantial additional duties and/or responsibilities and/or broader responsibilities either within the current position or another position in the same pay band.

1. Upon approval of the salary action utilizing the Request for Classification/Compensation Form, a position description must be completed by the supervisor outlining new duties and responsibilities and forwarded to the DSHR.
2. An employee's salary may be increased up to 15 percent of the current salary and cannot exceed the maximum of the pay band. An increase of more than 15% may be submitted to DSHR for consideration. NO increase can be awarded which will cause an employee's salary to exceed the maximum salary for their respective salary range.
3. Should the additional duties/and or responsibilities be taken away from the employee within six (6) months of the date of the salary increase was awarded, the salary may be reduced by the amount of the additional job duties and/or responsibilities increase.

C. Additional Skills/Knowledge Increases: The College may recognize employees who gain additional skills and/or knowledge that relate directly to their job. The increase may not place the employee's base salary above the maximum rate of the pay band. Additional technical skills to keep up with current technology or knowledge required to maintain current job responsibilities are not to be considered in this plan.

A written request from the employee must be approved by the position supervisor, Vice President, Human Resources and Employee Relations, and appropriate Vice President

with final approval of the President before the employee begins the process of acquiring the additional skills/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 knowledge/skills enhance the position
6. How the new knowledge/skills contribute(s) to the overall mission of the College; and
7. Any efficiencies gained increased productivity increased work quality, cost savings or other quantitative measures.

The employee must provide evidence for obtaining additional skills/knowledge upon completion. These requests may be awarded based on the following schedule:
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 for this position.

Certifications:

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

Level 1 – 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 taking the requisite number of required courses.

D. Transfer Increase

The College may award an in-band salary when an employee accepts a position within another state agency (not within the SCTCS), in a comparable salary range as his/her current position. An employee's salary may be increased by up to 15% for the recognition of

a transfer, provided such increase does not place the employee's base salary above the maximum of the pay band. Prior to awarding a transfer increase, verification that the employee is employed at another State agency will be required. In addition, the DSHR will make a comparison of salaries of similarly situated employees to ensure the requested salary does not create a salary inequity amount current employees in the same or equivalent jobs unless a substantial exception is warranted.

E. Retention Increase

The College may grant an in-band increase of up to 15% for the purpose of retention, provided such increase does not place the employee's base salary above the maximum rate of the pay band. A bona fide job offer verified and documented (by the College), must come from another employer, either within (not within the SCTCS system) or outside of state government.

Increases in excess of 15% may be considered in cases where an attempt to counter a bona fide job offer from an employer outside of state government exist. Request to award increases in excess of 15% must be in writing and submitted to DSHR for consideration. An employee shall receive no more than one retention increase in a 12 month period. The retention increase shall be reviewed by the Vice President, Human Resources and Employee Relations, with approval of the appropriate Vice President, , and with final approval of the President.

A written justification must contain the following:

1. A verified job offer
2. An explanation of why retaining the employee is critical to the mission of the department and the College.

UPWARD BAND SALARY CHANGES

A request for Classification/Compensation form must be completed and approved prior to the promotion. An employee's salary may be increased as a result of movement to a higher pay band for the following reasons:

1. Promotional Increase
 - a) Upon promotion, the employee's salary shall be increased at least to the minimum rate of the pay band to which promoted.
 - b) Upon promotion, an employee's salary may be increased up to the maximum of the new pay band. A college employee's salary may be increased by up to 15% or up to the midpoint of the new pay band, whichever is greater and shall not place the

employee's base salary above the maximum rate of the new pay band. Pay increases exceeding 15% must be submitted to DSHR for consideration.

- c) Upon promotion, an employee's performance review date shall be re-established in accordance with DSHR regulations.

2. Reclassification Increase

When an occupied position is reclassified to a class having a higher minimum and maximum salary, the employee's salary shall be increased to at least the minimum rate

of the pay band of the class to which reclassified. The Request for Classification/Compensation Form must be submitted and approved by the position Supervisor, Vice President, Human Resources and Employee Relations and appropriate Vice President. Upon approval, the supervisor will submit a new position description to Human Resources for processing.

- a) An employee's salary may be increased by up to 15 percent of the salary prior to reclassification, provided such increase does not place the employee's salary above the maximum rate of the new pay band. The Human Resources Department shall complete the Classification/Compensation Worksheet and all signatures and approvals obtained. Increases in excess of 15% must be submitted to DSHR for consideration.
- b) An employee's performance review date shall be re-established upon reclassification.

3. Reallocation Increase

When DSHR reallocates a class to a higher pay band or when the minimum and maximum rates for a class have been increased, the following shall apply:

- a) Employees in classes that receive band reallocations shall receive salary increases resulting from such reallocations in order to bring the salary of employees at least to the new minimum salary for the class.
- b) Employees in classes that receive band reallocations may receive up to 15% percent salary adjustments provided such increases do not place employee salaries above the maximum rate of the new pay range. An increase of more than 15 percent must be submitted to DSHR for consideration. Salary adjustments shall be based upon the employee's salary prior to the upward reallocation.
- c) A reallocation increase shall not affect an employee's performance review date.

4. Effective Dates

Effective dates for all salary increases shall be no earlier than the date the action is approved by College personnel and/or the DSHR. In the case of budgetary limitations, the DSHR may approve exceptions regarding the effective date of salary increases based on written justification.

Concurrent Increases:

In instances where general increases and other salary increases are awarded on the same date, the general increase shall be effected prior to any other salary increases. In instances where legislated performance pay increase and salary increases other than general increases are awarded on the same date, the legislated performance pay increase shall be effected prior to any other salary increases.

IV. SALARY DECREASES

Written justification for affecting any salary decreases shall be maintained by the College and/or Human Resource Services. An employee who is presently receiving longevity pay and who experiences a salary decrease shall continue to receive any longevity amounts previously granted.

- A. In-Band salary decreases – An employee’s performance review date does not change as a result of an in-band decrease. An employee’s salary may be decreased within his/her current pay band for the following reasons:
 1. Performance decreases. The College may decrease individual salaries based upon performance. Such decreases shall be determined at the College and must be approved by the position supervisor, Vice President, Human Resources and Employee Relations, Vice President with final approval of the President. Performance decreases may not place an employee’s salary below the minimum of the pay band. Performance decreases shall be based on the results of an EPMS evaluation. Such decreases in salary are grievable and appealable as provided by the State Employee Grievance Procedure Act.
 2. Removal of additional job duties and/or responsibilities. Should the additional job duties and/or responsibilities which justified an additional duties and/or responsibilities increase be taken away from the employee within six (6) months of the date that the salary increase was awarded, the salary may be reduced by up to the amount of additional job duties and/or responsibilities increase. Salary decreases based on removal of additional job duties and/or responsibilities are not grievable or appealable.

3. Assignment of lower level responsibilities:

- a) Voluntary Reasons. An employee who is voluntarily assigned lower level responsibilities or moved to a position in his/her current pay band with lower level responsibilities than his/her current position, may, at the discretion of the College president, with recommendation from other appropriate personnel, be paid at any rate within the pay band provided the rate is equal to or below the current salary and provided the employee signs a written statement indicating agreement to the salary decrease. Salary decrease documentation, to include the employee's signed statement, shall be maintained on file at the College.
- b) Involuntary Reasons. An employee who is involuntarily assigned lower level responsibilities or moved to a position in his/her current position, shall not have his/her salary reduced for a period of one (1) year from the date of the action unless an exception is approved by the DSHR. Upon the expiration of the one (1) year period, the College may reduce the employee's salary by up to 15% or to the midpoint of the pay band or any point in between, whichever is lower. An employee exempt from the State Employee Grievance Procedure Act, who is involuntarily assigned lower level responsibilities, may have his/her salary reduced no more than 15% or to the midpoint of the pay band, whichever is lower, immediately following the assignment of lower level responsibilities. If the employee's salary is allowed to remain above the maximum rate of the lower, the employee shall not be eligible for pay increases unless:
 - (1) subsequent pay adjustments establish the maximum of the pay range above the employee's rate of pay; or
 - (2) the employee is subsequently promoted or reclassified and his/her current rate of pay is below the maximum for the class to which promoted or reclassified.

B. Salary Decreases Resulting from Downward Band Changes

An employee's salary may be decreased as a result of movement to a lower pay band for the following reasons:

Demotion and Downward Reclassification Decreases

1. Voluntary Reasons – An employee who voluntarily has his/her position reclassified to a class with a lower pay band, may at the discretion of the President, with recommendation of appropriate College personnel, be paid at a rate equal to or below the current salary. However, the rate must be within the lower pay band and the employee must sign a written statement indicating agreement to the salary decrease. Salary decrease documentation, to include the employee's signed statement, must be maintained on file at the College.

2. Disciplinary Reasons – An employee, as the result of a disciplinary action, has his/her position reclassified to a class with a lower pay band or is demoted to a position in a lower pay band, may, at the discretion of the President, with recommendation of College personnel, be paid at a rate equal to or below the current salary. However, the rate must be within the lower pay band.
3. Involuntary or Non-disciplinary Reasons – When a covered employee is demoted due to involuntary or non-disciplinary reasons or when an occupied position is reclassified to a class having a lower minimum and maximum salary for these reasons, the employee's salary shall not be reduced for a period of one (1) year from the date of the demotion or downward reclassification, unless an exception is approved by DSHR.

Upon the expiration of the one (1) year period, the President, with recommendation of College personnel, may reduce the employee's salary up to 15% or to the midpoint of the pay band for the lower class or any point in between, whichever is lower. If the employee's salary is allowed to remain above the maximum rate of the lower class, the employee shall not be eligible for pay increases unless:

- a) Subsequent pay adjustments establish the maximum of the pay range above the employee's rate of pay; or
 - b) The employee is subsequently promoted or reclassified and his/her rate of pay is below the maximum for the class to which promoted or reclassified.
4. When the salary of an employee is not reduced and the employee is subsequently promoted or reclassified upward within six (6) months from the date of demotion or downward reclassification, the employee shall not be eligible for a promotion or reclassification increase unless the salary at the time of promotion or reclassification upward is below the minimum rate of pay for the class to which promoted or reclassified.
 5. An employee who is promoted or reclassified upward and subsequently demoted or reclassified downward prior to attaining permanent status in a higher class shall have a reduction in pay as follows:
 - a) When an employee is demoted or his/her position is reclassified to the same class or to a class with the same pay band held prior to promotion or reclassification, or to a class with a lower pay band, the employee's salary will be reduced by the amount previously received upon promotion or upward reclassification provided the salary will not exceed the maximum of the pay range for the class to which demoted or downwardly reclassified. The employee shall have a new performance date established.

- b) When an employee is demoted or his/her position is reclassified downward to a class having a higher pay band than the original position, the employee's salary will be reduced by the amount previously received upon promotion or reclassification and his/her new salary and performance review date will be established in accordance with the Division of State Human Resources regulations.
6. Downward Band Reallocation. When a class is reallocated to a lower pay band, the pay of the employee shall not be changed as a result of this action for a period of one year from the date of the action unless an exception is approved by the Division of State Human Resources. If after the expiration of the one-year period, with the approval of the College President, the employee's salary may be reduced no more than 15% or to the midpoint of the pay band, whichever is lower. If the employee's salary exceeds the maximum of the new pay band, the employee shall not be eligible for pay increases of any type unless the following situations applies:
- a) Subsequent pay adjustments establish the maximum of the pay band above the employee's rate of pay, or
 - b) The employee is subsequently promoted and the rate of pay is below the maximum for the class to which promoted.

V. ONE TIME LUMP SUM BONUSES

The College may award eligible classified employee in full-time equivalent positions a bonus not to exceed the amount specified in the current year General Appropriations Act. Bonuses may be paid through the use of state, federal, or other funds. Bonuses may be awarded to recognize the accomplishments and contributions of individual employees. Examples of appropriate reasons for awarding bonuses are:

- A. Contributions to increased organizational productivity;
- B. Development and/or implementation of improved work processes;
- C. Exceptional customer service;
- D. Realized cost savings; or
- E. 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 via an electronic report regarding the awarding of bonuses to the SCTCS for use in complying with DSHR's reporting requirements.

VI. SPECIAL SALARY ADJUSTMENTS

The College may award an increase for documented cases of 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; have similar functional responsibilities, authority and accountability. Upon the approval of the President, the Associate Vice President for Human Resources and Employee Relations shall prepare a written justification demonstrating, based upon the analysis, the existence of a substantial salary inequity and process the necessary paperwork for awarding the pay adjustment.

VII. TEMPORARY SALARY ADJUSTMENTS

A Temporary Salary Adjustment may be awarded to an employee in a full-time equivalent position if circumstances warrant such approval to their supervisor and/or appropriate Vice President, forwarded to Human Resources for review with final College approval by the President. The System Office requests for awarding a temporary salary adjustment in excess of

15%, that the request be submitted to DSHR for approval prior to the requested effective date. Request for awarding the salary adjustment must be removed when the circumstances that warranted such an increase are no longer present.

Employee's receiving a temporary salary adjustment 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 their respective salary range during the specified period of time approved by the College.

A Temporary Salary Adjustment shall be awarded to a full time employee who assumes substantial duties on a temporary basis in addition to their normal duties and/or responsibilities. Typically, the adjustment shall be made as a result of the employee assuming higher and/or more complex duties and/or responsibilities. The Temporary Salary Adjustment request must include a detailed justification describing the specific duties and/or responsibilities being reassigned and the anticipated period of time the circumstances will be in effect. A temporary salary adjustment will not be awarded for short-term reassignments of less than thirty (30) days in duration. If anticipated that an employee will assume substantial additional duties and/or responsibilities for more than thirty (30) days, the employee may be eligible to receive a temporary salary adjustment. Typically, approval of a temporary salary adjustment will not exceed one year. However, consideration will be given, on a case-by-case basis, when circumstances exist which warrant approval beyond one year.

Request to extend a temporary salary adjustment must be approved by SBTCE and the State DSHR on or before the expiration of the previously approved time period.

VIII. BUDGETARY CERTIFICATION

All requests to increase the salary for position(s) or employee(s) within the College shall be considered only when sufficient funds are available to meet the request. When reviewing pay actions not delegated to the College, the State DSHR may require submission of appropriate documentation attesting to the availability of funding.