

HAYWOOD COMMUNITY COLLEGE	HUMAN RESOURCES SALARY PLAN - PROCEDURES	Procedure 3.1.7.1
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I. SALARY PLAN – NON-CURRICULUM PERSONNEL

A. Overview

1. The salary plan is applicable to all non-curriculum personnel. The plan provides for salaries which will attract and retain qualified individuals. The goal is to provide salaries on the basis of the external market, internal equity, and individual performance.
2. The plan establishes the following: a) an appropriate classification system for College positions; and b) a salary range for each position which will result in equitable treatment of employees within the College and assist in attracting and retaining qualified personnel.
3. The plan is based on the following: a) a job description for each position defining the major responsibilities and the minimum requirements; b) establishment of a salary range for each grade; c) analysis of the positions and assignment to pay grades and respective salary ranges in accordance with internal equity and how the market values the jobs; and defined administrative responsibilities for implementing the pay guidelines.

B. Salary Plan Administration

1. The President has ultimate authority and responsibility for the salary plan including distribution of salary adjustments and salary administration changes. Any exceptions to, or major revisions in, the plan must be approved by the President or the President’s designee.
2. To provide the opportunity for proper objectivity, coordination and control of classification and salary matters, the Director of Human Resources will have ongoing responsibility for the direction and administration of the salary plan and will: a) be responsible for maintaining and updating the plan; b) evaluate all positions for appropriate placement in the salary structure; and c) ensure the College has job descriptions for all noncurriculum positions.
3. All management personnel have responsibility for being fully educated on the salary plan so as to interpret policy fairly for their employees. Managers

should: a) communicate with employees regarding the salary plan and work with the Director of Human Resources on program guidelines and individual pay issues; b) evaluate their employees with regard to their performance; and c) work with the Human Resources department to update position duties when changes have occurred and address any potential impact on compensation.

C. Annual Salary Schedule Review and Individual Salary Increases

1. Each year the President will recommend whether or not the salary structure will be revised and, if so, the amount based on market and budgetary factors.
2. As part of this process, data will be reviewed relative to market trends and the College will strive to revise the salary ranges annually to keep pace with market conditions. If the structure is adjusted, the range minimums and maximums will increase by the same amount. Range adjustments are normally effective on July 1 of each year.
3. The College will decide how much to budget for employee salary increases each year based on the amount appropriated by the state legislature and the College's budget.
4. If budgeted for, employees who fulfill the requirements of the job will be eligible to receive a salary increase. Employees subject to an individual performance development plan will not be eligible to receive increases until performance objectives have been met (*see* Performance Management Guidelines for additional information).
5. Employees having questions or concerns about their individual salary, including the increase, should speak with their immediate supervisor. If there are further concerns, the matter should be discussed with the department head prior to discussion with the Director of Human Resources.

D. Salary Determination or Adjustments

1. New Appointment
 - a. New employees will be placed between the minimum and first quartile of their respective salary range. Appointments above the first quartile may be recommended by the Director of Human Resources with Presidential review and approval.

- b. Exceptions for salaries above the first quartile of the salary range must be documented. The request shall provide appropriate documentation indicating the rationale for hiring above the first quartile. Consideration for such a request shall be based upon factors such as the qualifications of the candidate, number of qualified applicants identified, length of time in recruiting for the position, the difficulty in filling the position and/or other market issues. When determining the starting salary for a new hire, consideration will also be given to the current salaries of other employees in the same or comparable jobs who possess similar qualifications.
2. Promotion. The salary of an employee promoted to a position in a higher grade will be adjusted by a fixed percentage of up to 8% for a one grade move and up to 12% for moves of two or more grades, or the minimum of the new grade, whichever is greater, to achieve internal equity in the salary grade.

In instances where an employee's job duties may significantly expand or increase to the point that the position is reassigned to a higher pay grade, the amount of the increase will be the same as that for a promotion – 8% for one grade and 12% for two or more grades – subject to the range minimum.

3. Demotion. When an employee moves, either voluntarily or because of a performance related reason, from a higher graded position to one assigned to a lower pay grade, the salary will normally be decreased. The College will evaluate each situation on a case by case basis and strive to maintain salary at an equitable level. Decreases in salary will be determined on a case-by-case basis based on the specific circumstances and budget limitations. However, in no case shall the salary be above the maximum of the pay range for the new grade.

In instances where a demotion is involuntary and non-performance related, the employee's salary shall be maintained at its current level so long as it is not above the maximum of the pay range for the new grade.

4. Transfer. When an employee makes a lateral move from one position to another within the same pay grade, the current salary shall remain unchanged.
5. Pay Below Range Minimum. No employee shall be paid lower than the minimum of a pay range.

6. Pay Above Range Minimum. If any employee's salary is equal to or exceeds the maximum of the range to which their job is assigned, future pay increases shall be limited to the amount that the salary ranges are adjusted; these will be determined on a case by case basis.

E. Evaluation of Positions

The College's evaluation system is based on achieving market equity and internal equity. Where available, market data will serve as a gauge to placing jobs within the grade that best captures each job's market rate as defined by the College. Where market data is unavailable, internal equity factors will determine where a position is graded. Internal equity will ensure that positions possessing comparable skills and responsibilities are evaluated equally while market equity will ensure that the salary ranges of all positions are set competitively with the College's defined markets.

When position responsibilities change significantly or new positions are created, a position review will be conducted. The review may be initiated by the supervisor, department head, or Human Resources to ensure that current duties and responsibilities are being appropriately reflected in the position's evaluation and pay grade assignment.

The following guidelines should be followed:

1. Request for review of an existing position.
 - a. The employee and the supervisor will complete a job description. The job description must be approved by the department head before it is submitted for review.
 - b. The Director of Human Resources will review and confirm the accuracy of the description with the supervisor and employee.
2. Evaluation procedures.
 - c. Following review and follow up with the requesting department, Human Resources will evaluate the new or changed position based on the job description and, if needed, information gathered from discussions with the parties involved.
 - d. Human Resources will provide to the appropriate department official a grade and salary range for the position.

- e. The employee, supervisor, and department head will be notified of the decision.

When a new position is created, the supervisor shall complete a job description and the same procedure will be followed as described above. Human Resources will evaluate the position and determine the grade assignment.

F. Application of Fair Labor Standards Act

The Director of Human Resources has the responsibility to carry out the provisions of the Fair Labor Standards Act in determining the exempt and non-exempt status of employees.

1. Exempt employees are personnel who, by virtue of their duties, can satisfy certain qualifications fixed by legal regulations and may, therefore, be determined exempt from coverage under the act. Exempt employees are defined as executive, administrative, professional and other.
2. Such exemptions are based on the specific position descriptions and duties of the employees involved.
3. The Director of Human Resources may consult with the College's legal counsel or other appropriate consultants for guidance on the appropriate classification of employees under the Fair Labor Standards Act.

II. SALARY PLAN – FULL-TIME CURRICULUM PERSONNEL

A. Overview

The salary plan is applicable to all full-time curriculum employees. The plan provides for salaries which will attract and retain qualified individuals. The goal is to provide salaries based on external market and internal equity factors.

The plan establishes a salary range for each employee based on the educational degree which will result in equitable treatment within the College and assist in attracting and retaining qualified personnel.

The plan is based on the following: 1) assignment to a salary range in accordance with the faculty member's educational credentials; and 2) placement within the salary range in accordance with the faculty member's relevant experience.

B. Salary Plan Administration

To provide the opportunity for proper objectivity, coordination and control of salary matters, the Director of Human Resources will have responsibility for direction and administration of the plan and will: 1) ensure that all employees are appropriately and equitably recognized for their educational credentials and relevant experience; and 2) monitor market conditions to ensure the salary schedule remains competitive with the higher education market.

C. Curriculum Employee Salary Determinations

1. New Curriculum Employees. New curriculum employees shall be placed in the salary range that corresponds to their educational degree. Starting salaries will normally be set near the minimum or in the lower portion of the range for employees with limited prior teaching experience and where market factors are not an issue. The President may approve a starting salary may be set higher in the range in situations where one or more of the following conditions exist:
 - a. The individual has significant prior teaching experience and/or possesses special skills beneficial to the position;
 - b. There is significant difficulty in recruiting to fill the position; and/or
 - c. The teaching discipline is in high demand and the market recognizes higher pay for the teaching field.
2. Pay Below Range Minimum. No employee shall be paid below the minimum of their salary range.
3. Pay Above Range Maximum. The goal will be to manage salaries within the ranges established for the plan. Should any employee reach the maximum of his or her salary range, future pay adjustments will continue to occur; however, the percent increase will not exceed the percent increase of the respective salary range.
4. Salary Adjustments. Each year the curriculum salary plan will be reviewed for adjustment based on the market and information received from the state. The goal will be to annually adjust the salary ranges to maintain the market competitiveness of the compensation plan while recognizing budgetary factors.

III. ADVANCED DEGREE ATTAINMENT

- A. The College encourages its employees to advance their education by pursuing and achieving advanced degrees. Prior to course or program commencement, the employee should complete the 'Advanced Degree Attainment' approval form and have the appropriate Executive Vice President or Vice President, and Director of Human Resources, sign for approval. Full-time employees (both curriculum and noncurriculum) in regularly allotted positions who earn an academic degree higher than the one held at the time of employment may be considered to receive a pay increase. Employees who are candidates to receive an advanced degree must notify their Supervisor and the Director of Human Resources by May 1st to be eligible to receive the salary increase at the next effective date.
- B. If a curriculum employee, in good standing, obtains an advanced degree and meets the following guidelines during his/her employment with the College, s/he may be considered for an increase based on the scale below or the minimum pay established by NCCCS for the respective degree:
1. If the advanced degree is in the subject area in which the employee is contracted to teach; and
 2. If the advanced degree enables the employee to teach additional courses for which they did not previously have credentials to teach.
- C. If a non-curriculum employee, in good standing, obtains an advanced degree and meets the following guidelines during his/her employment with the College, s/he may be considered for an increase based on the scale below or the minimum pay established by NCCCS for the respective degree if the advanced degree is in a field related to the employee's job responsibilities:
1. If the advanced degree is relevant to the employee's duties; and
 2. Whether the advanced degree will assist the employee in the performance of his or her duties.
- D. Salary increases will be based on the following scale:
1. Associate's Degree 3%
 2. Bachelor's Degree 4%
 3. Master's Degree 5%
 4. Doctorate Degree 6%

- E. The employee must provide evidence of coursework completion and the degree awarded. The degree must be conferred by an institution of higher education accredited by one of the six regional accrediting agencies recognized by the U.S. Department of Education and must be directly related to the employee's work at the College.

No increase shall be given for the attainment of the next higher degree to employees hired with the written understanding that they complete such a degree as a condition for continued employment.

- F. During periods of limited budget availability, the President may declare a moratorium on implementing pay increases for earned higher degrees with the provision that employees who otherwise qualify would receive their increase at the beginning of the next fiscal year after which funds become available. In such cases, no retroactive increase will be provided to compensate for the moratorium period.
- G. Upon attaining an additional or higher degree, the salary increase will be implemented at the beginning of the next fiscal year contract period. Exceptions to this effective date, while rare, may be considered with the approval of the President.
- H. The College will adhere to any State legislative action regarding salary increases.

IV. FINANCIAL EXIGENCY.

During times of financial exigency, the President temporarily may suspend all or portions of this Procedure if necessary to maintain the financial integrity of the College. Once the suspension has ended, the College will not make any retroactive payments to employees earned under this policy; however, the employee will receive prospective payments earned under this policy.

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Legal Reference: 1C SBCCC 400.3; the Fair Labor Standards Act of 1938, as amended.