

## INSTITUTIONAL DIRECTIVE 6-13

March 20, 2006

**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 COLLEGE.**

**Title: Classified Employees Compensation**

**I. Purpose**

To establish guidelines for compensating classified employees at initial appointment and determining salary adjustments.

**II. Policy**

It is the policy of Piedmont Technical College to employ persons who fully meet the skill requirements for the job, at a rate of pay equivalent with assigned responsibilities. College officials will work to insure compliance with state and federal policies and guidelines.

**III. Procedures**

All classification actions will require the completion of the Piedmont Technical College form Justification/Documentation for Salary Actions (Attachment 1).

**A. Initial Employment**

**1. Hiring at the Minimum**

An 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.

**2. Hiring Above Minimum.**

**a. Exceptional qualifications.**

An individual not currently employed in a permanent capacity within state government who has training and/or experience which substantially exceeds the South Carolina Technical College System (SCTCS) minimum training and experience requirements for a given level within the OHR class may be hired at a starting salary above the minimum of the pay band.

**Office of Responsibility: President**

- b. To qualify for an increase above the minimum, the requesting supervisor must submit a written justification, approved and signed by the appropriate Director/Institutional Officer, to the Human Resources Office that includes:
  - (1) Requested salary and the requested percentage above the minimum.
  - (2) Detailed rationale for salary (i.e. unique/specific skills possessed by applicant).
  - (3) Statement certifying funds are available to support the salary requested.
- 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. Consideration of increments up to 5% for each year the individual exceeds the minimum requirements may be used when determining an appropriate salary.
- d. When determining the appropriateness of awarding a salary above the minimum, internal equity must be taken into consideration to ensure that new employees are not hired at salaries greater than those earned by current employees in the same internal level who possess comparable qualifications. Factors such as past recruiting difficulties and identified market conditions may be considered as exceptional circumstances and may warrant deviation.
- e. When the requested salary exceeds the mid point of the band, approval must be obtained from SCTCS and the Office of Human Resources (OHR).
- f. Human Resources will review the justification and apply the appropriate formula to ensure that the requested hire above the minimum meets the guidelines established by the SCTCS.

3. New Position Request

Request to establish a new position is accomplished by completing the Request To Fill Position Form (Attachment 3). A position description describing the proposed job duties and responsibilities should be attached. The request will be processed only if it has been approved by the appropriate Institutional Officer and the President. Approval is also contingent upon available FTE.

B. 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 that 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 that the employee shall be granted, the same implementation instruction that applied to all employees in that class shall be followed.

C. Salary Increases

1. In-band Salary Increases.

Written justification (Attachment 2) for awarding in-band salary increases shall be maintained by the individual technical college, and when applicable, by Human Resource Services or OHR. An employee's salary may be increased within his/her current pay band for the following reasons:

- a. Legislated Performance Pay Increase. When prescribed within the annual Appropriations Act, legislated performance pay increases shall be provided to all eligible employees.

- b. Performance Increase. Technical college presidents may increase an employee's salary based upon performance in accordance with 8-1-160 of the South Carolina Code of Laws. Each entity of the SCTCS 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.
- While an official performance appraisal is not required, the granting of a performance increase must be based upon performance related criteria. A performance increase shall not place an employee's salary above the maximum of the pay band.
- c. Additional Skills/Knowledge Increase. Technical college presidents may recognize employees who gain additional skills and/or knowledge that relate directly to factors such as their specific job functions, enhance job proficiency, and contribute to the overall mission of the college and/or the SCTCS. Increases of up to 15% may be granted for the purpose of addressing such situations in keeping with a plan that assures that all similarly situated employees are treated consistently and equitably. The increase may not place the employee's base salary above the maximum rate of the pay band. Individual technical colleges and the SCTCS must develop guidelines that stipulate required knowledge and skills associated with appropriate pay increases. **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.** Individual technical colleges must develop internal procedures to ensure that additional skills/knowledge increases are awarded consistently and equitably among all eligible employees. A clear description of the specific skills and/or knowledge being recognized should accompany approval documentation, as well as a detailed explanation of the way in which the additional skills and/or knowledge are applicable to the factors referenced above. Requests to award increases in excess of 15% must be in writing and submitted to OHR for consideration.
- d. Additional Job Duties and/or Responsibilities Increase. Technical college presidents may grant an in-band increase when an employee is assigned significant and/or substantial additional job duties and/or broader responsibilities, either within his/her current position or another position in the same pay band within the SCTCS. An employee's salary may be increased by up to 15% for the recognition of the additional job duties and/or responsibilities, provided such increase does not place the employee's base salary above the maximum rate of the pay band. Requests to award increases in excess of 15% must be in writing and submitted to OHR for consideration. Should the additional job duties and/or responsibilities be taken away from the employee within six (6) 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 increased.

e. Transfer Increase.

Technical college presidents may grant an increase when an employee from another state agency (not within the SCTCS), accepts a position 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.

f. Retention Increase.

Technical college presidents wishing to retain the services of a an employee in their current position 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 bonafide job offer, verified and documented by the college, must come from another employer, either within (not within the SCTCS) or outside of state government. Increases in excess of 15% may be considered in cases where an attempt to counter a bonafide job offer from an employer outside of state government exists.

Requests to award increases in excess of 15% must be in writing and submitted to OHR for consideration. An employee shall receive no more than one (1) retention increase in a twelve (12) month period. Individual technical colleges may adopt a policy that would address a time period in excess of twelve (12) months.

2. Salary Increases Resulting from Upward Band Changes.

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

a. Promotional Increase

(1) Upon promotion, the employee's salary shall be increased at least to the minimum rate of the pay band to which promoted.

(2) Upon promotion, an employee's salary may be increased by up to 15% of his/her base salary prior to promotion, or up to the midpoint of the new pay band, whichever is greater. Such increases shall not place the employee's base salary above the maximum rate of the new pay band. Exceptions must be in writing and submitted to OHR for consideration.

(3) Upon promotion, an employee's performance review date shall be re-established in accordance with State Human Resources Regulation.

b. Reclassification Increase

(1) 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.

(2) Upon reclassification, an employee's salary may be increased by up to 15% of his/her base salary prior to reclassification, provided such increase does not place the employee's salary above the maximum rate of the new pay band. Requests to award increases in excess of 15% must be in writing and submitted to OHR for consideration.

- (3) Upon reclassification, an employee's performance review date shall be re-established in accordance with State Human Resources Regulation.
- c. Reallocation Increase.  
When OHR reallocates a class to a higher pay band, the following procedures for granting pay adjustments shall apply:
  - (1) Employees in classes that receive band reallocations shall receive salary increases resulting from such reallocations in order to bring the base salary of employees at least to the new minimum salary for the class.
  - (2) Employees in classes that receive band reallocations may receive up to 15% salary adjustments provided such increases do not place an employees' salary above the maximum rate of the new pay band. Salary adjustments shall be based upon the employee's base salary prior to the upward reallocation.
  - (3) A reallocation increase shall not affect an employee's performance review date.
- d. Employees are not eligible to receive salary increases upon downward reclassification or upon appointment to a position in a lower pay band.
- e. Effective Dates of Salary Increases. The effective date of all salary changes provided for in this procedure shall be as follows:
  - (1) Legislated Performance Pay Increase. When prescribed by the annual Appropriations Act and the State Employee Pay Plan, legislated performance pay increases shall be effective on the beginning of the pay period coincident with or immediately following the performance review date.
  - (2) In-Band Increase. The following in-band increases shall be effective no earlier than the date the action is approved: performance increase, additional skills/knowledge increase, additional job duties and/or responsibilities increase, transfer increase, and retention increase.
  - (3) Promotional and Reclassification Increase. A promotional increase or a reclassification increase shall be effective no earlier than the date the promotion or reclassification is approved.
  - (4) Reallocation Increase. A reallocation increase shall be effective no earlier than the date the reallocation action is approved by the Office of Human Resources.
  - (5) Concurrent Increases.
    - (a) 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.
    - (b) 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.
    - (c) In the case of budgetary limitations, OHR may approve exceptions regarding the effective date of salary increases based on written justification.

#### E. Salary Decreases

Written justification for effecting any salary decrease shall be maintained by the technical 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.

1. 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:
  - a. Performance Decrease. Technical colleges presidents, may decrease individual salaries based upon performance in accordance with Section 8-1-160 of the South Carolina Code of Laws. Such decreases shall be determined at the College/ System Office. 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 and as referenced in SBTCE Procedure #8-6-100.1.
  - b. 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 an 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.
  - c. Assignment of Lower Level Responsibilities
2. Voluntary Reasons - An employee who is voluntarily assigned lower level responsibilities or moved to a position in the his/her current pay band with lower level responsibilities than his/her current position, may, at the discretion of the technical college president, 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, must be maintained on file at the College and/System Office Human Resource Services.
3. Involuntary Reasons - An employee who is involuntarily assigned lower level responsibilities or moved to a position in his/her current pay band with lower level responsibilities than 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 State Budget and Control Board. Upon the expiration of the one (1) year period, the technical college president 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. 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 current rate of pay is below the maximum for the class to which promoted or reclassified.
4. 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:
- a. 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 or is voluntarily demoted to a position in a lower pay band, may, at the discretion of the technical college president, 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 /System Office Human Resource Services.
    - (2) Disciplinary Reasons - An employee who, 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 technical college president, 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 an employee with permanent status 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) years from the date of the demotion or downward reclassification unless an exception is approved by the State Budget and Control Board. Upon the expiration of the one (1) year period, the technical college president, the employee's salary may be reduced by 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 review date established in accordance with State Human Resources Regulations.
  - (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 State Human Resources Regulation.
5. Downward Band Reallocation. When a class is reallocated to a lower pay band, the pay of an employee shall not be changed as a result of this action. If the employee's salary exceeds the maximum of the new pay band, the salary shall remain unchanged and the employee shall not be eligible for pay increases of any type unless one of 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.

F. One-time Lump Sum Bonus

Technical college presidents may award covered and probationary classified employees in full-time equivalent positions a bonus not to exceed the amount specified in the current year General Appropriations Act. No employee may receive more than one bonus in a fiscal year. 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 as listed below:

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.

Each college awarding bonuses must develop a plan outlining the criteria, maintain the plan on file and make available to employees, and electronically report the awarding of bonuses to the System Office's Human Resource Services.



G. Special Salary Adjustments

The SCTCS may request the State Budget and Control Board's Director of the State Office of Human Resources to consider awarding an increase for documented cases of substantial salary inequity among similarly situated employees, and other salary increases not otherwise covered in this procedure. Comparisons shall be made with those internal and/or external positions/employees having similar functional responsibilities, authority, and accountability. Requests for awarding a special salary adjustment must include a written justification and a comparable analysis demonstrating the existence of a substantial salary inequity.

H. Temporary Salary Adjustments

Technical college presidents may award a temporary salary adjustment for employees in covered FTE positions for situations such as assuming additional job duties and/or responsibilities not performed in their primary position. Such requests may not exceed 15% of the employee's annualized salary. Normally, the specified period of time will not exceed one (1) year. Requests for awarding a temporary salary adjustment in excess of 15% must be in writing and submitted to OHR for approval prior to the requested effective date. 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 their respective salary range during the specified period of time approved by the College/System/OHR. Requests to extend a temporary salary adjustment must be approved by OHR on or before the expiration of the previously approved time period.

I. Secondary State Employment (Dual Employment) and Secondary Employment Outside Technical Education System

The SCTCS adheres to SBTCE Policy #8-2-100 and Procedure #8-2-100.1, Secondary State Employment, and SBTCE Policy #8-7-101 and Procedure #8-7-101.1, Secondary Employment Outside Technical Education System, in all matters relating to dual employment and employment outside of state government. In matters of conflict of interest, SBTCE Policy #8-0-105, Ethics Requirements for Employees, provides appropriate guidelines.

J. Budgetary Certification

All requests to increase the salary for position(s) or employee(s) within the SCTCS shall be considered only when sufficient funds are available to meet the request. When reviewing pay actions not delegated to the SCTCS, the State Budget and Control Board's Director of the Office of Human Resources may require submission of appropriate documentation attesting to the availability of funding.

Original on File 3/20/06  
**Approved for Publication      Date**

**PIEDMONT TECHNICAL COLLEGE** **Attachment 1**  
**JUSTIFICATION/DOCUMENTATION FOR SALARY ACTIONS**

**SECTION I: SALARY ACTIONS (Check One)**

Additional Job Duties and/or Responsibilities \_\_\_\_\_ Additional Skills/Knowledge \_\_\_\_\_  
 Hire Above the Minimum \_\_\_\_\_ Promotion \_\_\_\_\_ Reclassification \_\_\_\_\_ Retention \_\_\_\_\_  
 Special Salary Adjustment \_\_\_\_\_ Temporary Salary Adjustment \_\_\_\_\_ Transfer \_\_\_\_\_

**SECTION II: GENERAL DATA**

Name \_\_\_\_\_ SSN: \_\_\_\_\_ Dept./Div. \_\_\_\_\_  
 Class Title: \_\_\_\_\_ Class Code: \_\_\_\_\_  
 Slot #: \_\_\_\_\_ Position #: \_\_\_\_\_ Band: \_\_\_\_\_ Salary Schedule: \_\_\_\_\_ Current Salary: \$ \_\_\_\_\_  
 Range Min. \$ \_\_\_\_\_ Mid. \$ \_\_\_\_\_ Max. \$ \_\_\_\_\_  
 Requested Salary: \$ \_\_\_\_\_ % Above Minimum: \_\_\_\_\_ % Above Current Salary \_\_\_\_\_  
 State Service Date \_\_\_\_\_ Agency Hire Date: \_\_\_\_\_ Effective Date \_\_\_\_\_  
 Attachments: Application/Resume \_\_\_\_\_ PD/Addendum \_\_\_\_\_ Job Offer (If Available) \_\_\_\_\_  
 Justification (must include signature of requesting official) \_\_\_\_\_ Other \_\_\_\_\_

**SECTION III: REVIEW/APPROVAL**

*I certify that funds are available to provide for the annualized cost for this action.*

Supervisor	Date	Department Head/Director	Date
Concur [ ] Non-Concur [ ]		Institutional Officer (If Applicable)	Date
Concur [ ] Non-Concur [ ]		Chief Business Officer	Date

**HRO USE ONLY**

Average For SBTCE Class: TECH COLLEGE: \$ \_\_\_\_\_ SBTCE: \$ \_\_\_\_\_  
 [ ] RECOMMEND APPROVAL @ \$ \_\_\_\_\_ [ ] RECOMMEND DISAPPROVAL

COMMENTS: \_\_\_\_\_  
 \_\_\_\_\_

HR MANAGER SIGNATURE: \_\_\_\_\_ Date \_\_\_\_\_

[ ] APPROVED @ \$ \_\_\_\_\_ [ ] DISAPPROVED EFFECTIVE DATE \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
 \_\_\_\_\_

President Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FACTORS TO CONSIDER FOR IN-BAND SALARY REQUESTS**

1. College average salary for the classification or discipline within a specific pay band or level within a pay band.
2. Tech System average salary for this classification or discipline when applicable.
3. Statewide average salary for this classification or discipline when applicable.
4. The individual's training and experience as compared to the specified minimum requirements for the position.
5. The uniqueness of job in relationships to the individual's training and work experience.
6. The availability of job candidates for the position.
7. The salary requirements of the other job candidates.
8. The individual's training and experience as compared to that of other employees in the same classification.
9. The individual's employment and salary history.
10. The individual's years/months of (a) at the college, (b) on the Tech System and, (c) in the state.
11. The relationships of the requested salary to the average of others in the same classification or discipline (a) at the college, (b) in the Tech System and , (c) in the state.
12. The relationship of the requested salary to the midpoint of the pay band/salary schedule range.
13. Other employees who would qualify for an in-band salary increase based on the same criteria/justification.
14. The addition of increased duties and responsibilities to position creating a higher level of authority, autonomy and responsibility.

**PIEDMONT TECHNICAL COLLEGE  
Request To Fill Position**

Attachment 3

To: President  
Thru: Human Resource Management Office  
Subject: Request Approval To Fill The Below Described Position

Position Title: \_\_\_\_\_ FT\_\_\_ PT\_\_\_ TMP\_\_\_ PERM\_\_\_

Department: \_\_\_\_\_ Date: \_\_\_\_\_

Replacement For: \_\_\_\_\_ Class Code: \_\_\_\_\_

Job Duties: \_\_\_\_\_

Justification: \_\_\_\_\_

Minimum Education & Experience Requirements (See Classification Code)

\_\_\_\_\_

Assignment Specifications (Mandatory): Hrs./Week \_\_\_\_\_ *Proposed* Pay Rate \_\_\_\_\_ Duration \_\_\_\_\_

Proposed Announcement/Advertisement Attached: Yes \_\_\_\_\_ No \_\_\_\_\_

Newspapers To Run Ad In: \_\_\_ Index Journal \_\_\_ Greenville News \_\_\_ The State \_\_\_ Other  
(Routine Advertisements In All Of the Above)

Banner Account Number To Be Charged: \_\_\_\_\_ (Must Be Filled In)

Application Deadline: \_\_\_\_\_

Source of Funding: \_\_\_\_\_ State \_\_\_\_\_ Federal \_\_\_\_\_ Restricted \_\_\_\_\_ other

Submitted By: \_\_\_\_\_ Date: \_\_\_\_\_

Dean/Department Head Concurrence: \_\_\_\_\_ (Signature/Date)

Associate Vice-President Concurrence: \_\_\_\_\_ (Signature/Date)

Vice-President Concurrence: \_\_\_\_\_ (Signature/Date)

Comments: \_\_\_\_\_

Chief Business Officer/Budget Concurrence: \_\_\_\_\_ (Signature/Date)

Comments: \_\_\_\_\_

President Concurrence: \_\_\_\_\_ (Signature/Date)

Personnel Form 1 (Rev 3/06)