



PIEDMONT TECHNICAL COLLEGE

PROCEDURE

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TITLE: Compensation Plan for Classified Personnel

RELATED POLICY AND PROCEDURES: 8-2-1100 Classification and Compensation Plan for Classified Positions/Personnel

DIVISION OF RESPONSIBILITY: Business and Finance

July 15, 2013

Date Approved by President

Date of Last Review

Date of Last Revision

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 PIEDMONT TECHNICAL COLLEGE.

Administrative Responsibilities

It is the responsibility of the Director of Human Resources to review and revise this procedure.

Procedure

This procedure establishes guidelines for the administration of the uniform Pay Plan applicable to all classified personnel in the South Carolina Technical College System (SCTCS).



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A. Procedural Responsibilities

1. It is the responsibility of the President and Human Resources staff to ensure that requested pay actions are sufficiently justified, documented, and in compliance with all applicable procedures. The President has delegation authority for pay actions.
2. All proposed pay actions are reviewed by Human Resources staff and/or the System Office 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 System Office and/or the State Office of Human Resources.
3. All classification actions require the completion of the Piedmont Technical College Electronic Personnel Action Form (EPAF) Justification/Documentation process for Salary Actions initiated by Human Resources.

B. 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, is 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 Office of Human Resources (OHR) class may be hired at a starting salary above the minimum of the pay band.
 - b. To qualify for an increase above the minimum, the requesting supervisor submits 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.



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- 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 condition may be considered as exceptional circumstances and may warrant deviation.
 - e. When the requested salary exceeds the midpoint of the band, approval must be obtained from SCTCS and the OHR.
 - f. Human Resources review the justification and apply the appropriate formula to ensure that the requested hire above the minimum meets the guidelines established by the SCTCS.

C. New Position Request

Request to establish a new position is accomplished by completing the Recruitment Workflow Process. A position description describing the proposed job duties and responsibilities is completed in the workflow. The request is processed and approved by the appropriate Institutional Officer. Approval is also contingent upon available FTE.

D. Return from Leave Without Pay

1. An employee who has returned from an authorized leave of absence without pay is paid at the same rate being paid at the time leave was granted, except that the employee is granted any legislative general increases and salary increases



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resulting from adjustments made in the pay range during the employee's leave of absence.

2. In determining the amount of adjustment that the employee is granted, the same implementation instruction that applied to all employees in that class is followed.

E. Salary Increases

1. In-band Salary Increases

Written justification for awarding in-band salary increases is maintained by the 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 are provided to all eligible employees.
- b. Performance Increase.
 - 1) The President 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:
 - a) Establish internal procedures for the administration of a performance increase program.
 - b) Identify specific exceptional performance rationale.
 - c) Determine the amount of increase to be awarded.
 - d) Designate resources within their existing budget to adequately fund the awarding of performance increases.
 - 2) 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
 - 1) The President 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



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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.

- 2) The College and the SCTCS develop guidelines that stipulate required knowledge and skills associated with appropriate pay increases.
- 3) 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.
- 4) The College develops 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.
- 5) 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

- 1) The President 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.
- 2) 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.
- 3) Requests to award increases in excess of 15% must be in writing and submitted to OHR for consideration.
- 4) 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



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reduced up to the amount of the additional job duties and/or responsibilities increased.

e. **Transfer Increase**

The President 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.**

The President wishing to retain the services of 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 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. 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 exists. Requests to award increases in excess of 15 must be in writing and submitted to OHR for consideration. An employee receives 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 is increased at least to the minimum rate of the pay band to which promoted.
- 2) Upon promotion, an employee's salary is 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 should 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.



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- 3) Upon promotion, an employee's performance review date is reestablished 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 is increased to at least the minimum rate of the pay band of the class to which reclassified.
 - 2) Upon reclassification, an employee's salary is 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 is reestablished 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 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 are based upon the employee's base salary prior to the upward reallocation.
 - 3) A reallocation increase do 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



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is as follows:

- 1) Legislated Performance Pay Increase. When prescribed by the annual Appropriations Act and the State Employee Pay Plan, legislated performance pay increases are 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 are effective no earlier than the date the action is approved: performance increases, 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 is effective no earlier than the date the promotion or reclassification is approved.
- 4) Reallocation Increase. A reallocation increase is 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 is 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 is effected prior to any other salary increases.
- 6) In the case of budgetary limitations, OHR may approve exceptions regarding the effective date of salary increases based on written justification.

F. Salary Decreases

Written justification for affecting any salary decrease is maintained by the College and/or Human Resource Services. An employee who is presently receiving longevity pay and who experiences a salary decrease continues 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:



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- a. Performance Decrease. The College President may decrease individual salaries based upon performance in accordance with Section 8-1-160 of the South Carolina Code of Laws. Such decreases are determined at the College/System Office. Performance decreases may not place an employee's salary below the minimum of the pay band. Performance decreases are 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
 - 1) 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 College President, be paid at any rate within the pay band provided the rate equal to or below the current salary and provided the employee signs a written statement indicating agreement to the 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.
 - 2) 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 College President may reduce the employee's salary by up to



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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 is 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
- 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.

2. 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 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 College President, the



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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.
 - 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



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and performance review date is established in accordance with State Human Resources Regulation.

- b. Downward Band Reallocation-When a class is reallocated to a lower pay band, the pay of an employee is not be changed as a result of this action. If the employee's salary exceeds the maximum of the new pay band, the salary remains unchanged and the employee is not be eligible for pay increases of any type unless one of the following situations applies:
- 1) Subsequent pay adjustments establish the maximum of the pay band above the employee's rate of pay.
 - 2) The employee is subsequently promoted and the rate of pay is below the maximum for the class to which promoted.

G. One-time Lump Sum Bonus

The 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.
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.

H. 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



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substantial salary inequity among similarly situated employees, and other salary increases not otherwise covered in this procedure. Comparisons are 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.

I. Temporary Salary Adjustments

1. The President 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 is 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 effected employee is informed in writing that this situation is temporary in nature, that the temporary salary adjustment is not be added to their base salary, and that the temporary salary adjustment will be discontinued once the temporary situation is no longer effective.
2. 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.

J. Secondary State Employment (Dual Employment) and Secondary Employment

1. 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.
2. In matters of conflict of interest, SBTCE Policy #8-0-105, Ethics Requirements for Employees, provides appropriate guidelines. actions not delegated to the SCTCS, the State Budget and Control Board's Director of the Office



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I. 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 State Office of Human Resources may require submission of appropriate documentation attesting to the availability of funding.