

College Operating Procedures (COP)



Procedure Title: Salary Administration
Procedure Number: 05-0401
Originating Department: Office of Human Resources

Specific Authority:

Board Policy 6Hx6:5.02
Florida Statute 1012.855-875
Florida Administrative Code

Procedure Actions: Adopted: 11/21/96; 7/1/00; 11/3/04; 12/2/08; 1/15/10; 7/15/10; 11/01/10

Purpose Statement: In support of the District Board of Trustees established Compensation Philosophy, procedure implements the administration of salary to College employees.

Guidelines:

The College promotes compensation practices that are nondiscriminatory and consistent with the District Board of Trustees Compensation Philosophy adopted on April 22, 2008. All policy decisions regarding compensation will take into consideration the College's overall economic condition and competitive position. The College will pay employees on a regular basis and in a manner so that the amount, method, and timing of such payments comply with applicable laws or regulations. The President or designee may waive any provisions within this procedure.

Compensation Principles

Florida SouthWestern State College's primary compensation goal is to foster an environment which encourages individual and group performance to achieve College objectives. The College's pay practices are designed to be externally competitive, internally equitable, and fiscally responsible.

It is the College's practice to:

1. Compensate executives and faculty at the top tier level, and staff at a level that is competitive and equitable in relation to the work performed;
2. Provide fair and consistent administration of wages and salaries;
3. Determine and maintain rates of pay that are competitive with the market;
4. Evaluate and determine levels for positions relative to comparable internal positions and external market information; and
5. Establish guidelines for budget planning.

Executive positions are compensated commensurate with the responsibilities of the position, qualifications of the incumbent in relation to market compensation levels for similar positions.

Administrative and staff positions must be paid at least the published minimum salary for job classification and/or the pay grade. Faculty compensation is determined by the provisions of the Collective Negotiations Agreement.

Salary for hiring, promotion, or demotion will be established consistent with the following factors.

1. Individual credentials and experience will be compared to those in similar positions in the College and relevant competitive market.
2. The individual's expected level of performance.
3. The available budget of the employing department.

Compensation Schedule

As part of the annual budget approval process, the College President will recommend the compensation schedule for all employees to the District Board of Trustees. The schedule, as approved by the Board, will be used in determining the annual, monthly, weekly, daily, or hourly compensation of College employees. The schedule also includes the College's compensation philosophy set forth and approved by the Board.

Additional full-time and part-time job classifications and pay rates not listed on the annual schedule may be developed as needed upon recommendation of the Office of Human Resources and the approval of the President or designee.

The compensation schedule will be reviewed annually based on the Consumer Price Index *South Urban All Items percentage*. The Vice President, Human Resources will recommend adjustments to the salary schedule to the Senior Vice President if appropriate.

Compensation Guidelines

1. **New Employees** – Generally, new employees are hired at the minimum salary established for the position's pay grade. If an applicant possesses training and/or experience substantially above that required for the position, or where unusual employment conditions make it extremely difficult to hire for a position, an applicant may be offered a salary above the pay grade minimum in accordance with the following: The hiring official must document in writing the request and the supporting reasons for the request through their appropriate chain of command. The hiring official must have funding available and a written confirmation by the budget office must be attached to the request.
2. For any request above the minimum salary of the pay grade, the Office of Human Resources will provide internal equity data to the appropriate executive and the Senior Vice President.
3. The Campus President or appropriate Vice President shall seek approval of the Senior Vice President for an appointment above the minimum salary of the pay grade.

4. The District President (or designee) must approve salary actions of \$5,000 or more above the minimum salary of the range for new hires, and increases of \$5,000 or more for current employees receiving a promotion, transfer, reclassification or other personnel action resulting in an increase in pay. For part time employees, the District President (or designee) must approve the pro-rated salary or hourly increase that would be equivalent to a \$5,000 salary increase if full time.

Qualification Exception: In cases where no qualified candidates have been identified, a position may be filled on a temporary basis with an individual who does not meet the minimum qualifications. If an applicant does not meet the minimum training, experience and testing requirements for the position, employment at up to 10% below the minimum salary may be approved for a period not to exceed six (6) months.

At any time following such employment, but no later than six (6) months after such employment, the employee should be determined qualified and raised to the minimum salary, determined unqualified and removed from the position, or the appointment continued as an exception with approval by the Senior Vice President.

The date on which such an employee is approved as qualified at the minimum level for this position becomes the date the six-month initial probationary period begins.

General Increases—General salary increases for personnel are determined annually by the District Board of Trustees and are dependent upon availability of funding. Employees will be granted a salary increase in accordance with the following unless additional guidelines are established at the time the increase is declared:

1. Faculty salary increases are governed by the Collective Negotiations Agreement and are subject to District Board of Trustee approval.
2. Executive, administrator and staff salary increases are recommended to the District Board of Trustees by the District President.
3. Generally, all full and part time regular status non-instructional staff on regular funding would be eligible for an increase, with the exceptions in the procedure noted.
4. An employee in a grant or special funded position may not receive an increase if the funding is not available through the grant, special funding source or regular funding.
5. Temporary employees such as Peak Partners, student assistants, employees hired on a per diem basis, other non-regular status appointments and employees hired into a regular position after the effective date are not eligible for the salary increase. Exceptions to this definition must be made in the guidelines approved by the District Board of Trustees or the District President for an entire classification of employee.

6. Salary increases are applied to base salary only unless otherwise defined in the approved guidelines.
7. The current salary of an employee on the effective date of the increase is the basis for the salary increase. Typically this effective date will be July 1, but may be declared by the Board of Trustees as some other date. If the approved increase is retroactive to a particular date, the salary used as a basis is the base salary on the retroactive date.
8. An employee who has an overall rating in an annual or probationary evaluation of "Needs Improvement" or lower will be ineligible for the increase until the employee receives a satisfactory evaluation. The effective date of the increase will be the first pay period following receipt of the acceptable evaluation in the Office of Human Resources.

Promotions—Promotional salary increases are awarded as the result of a bona fide job promotion. A promotion is recognized as movement from a position at a lower pay grade to a higher grade where the level of duties and responsibilities has increased in scope. An employee will be placed on six-month probation upon being promoted.

Promoted professional and career service employees will receive the new position's pay grade minimum or a 5% pay increase above their current salary, whichever is higher. The District President or designee may authorize a higher promotional increase in exceptional circumstances; the District President or designee must always authorize a salary increase of \$5,000 or more (or equivalent hourly or pro-rated amount). The promotional salary increase for professional or career service staff moving to an administrator classification, or administrators and executives who are promoted within those classifications will have their salary increase based on a variety of factors including experience, level and scope of responsibility, tenure and other relevant factors as determined by the District President or designee.

When a promotion occurs on the same date as a general increase (typically July 1), the salary shall be adjusted in accordance with the procedure for promotion first and then the general increase will be applied. If the promotion occurs after the effective date of the increase, the salary increase is applied first and then the promotion is applied. The salary increase will not be applied to the promotion amount if it occurs after the effective date of the increase.

Demotions – A demotion is an assignment from one job classification to another whose pay grade minimum is lower. A demotion, either voluntary or involuntary, may result in a reduction in salary. An employee who is demoted will be placed on six-month probation.

If a demotion takes place less than 90 days after a promotion, the employee's salary level will be reduced by the percentage granted for the promotion. In addition, if the employee is returned to his/her previous lower-level position in which he/she successfully completed the probationary period, he or she will not be required to complete another probationary period.

Transfers – An employee is considered transferred when he/she is placed, either voluntarily or involuntarily, in another position within the same pay grade. An employee will not receive

a salary increase in the case of a lateral transfer. An employee will be placed on six-month probation upon transfer.

Interim Assignments – If an employee is temporarily assigned and performing all the duties of a position with a higher minimum salary, the employee will be paid at the minimum salary of the higher classification or in accordance with the procedure outlined for promotions. In cases where an employee assumes an interim position, but is not expected to perform all the functions and responsibilities of the position, the employee may be compensated at a rate less than the pay grade minimum. A memorandum of understanding outlining the expectations and related pay for the interim position will be completed and presented to the employee in advance of the start of the assignment.

Internal Alignments and Market Study Adjustments – Periodic salary studies may be completed by the Office of Human Resources and compensation increase recommendations made to the Senior Vice President relative to the positioning of roles in relation to the internal or external market. If it is determined that a position or class of positions is out of line internally or with the existing market, impacted employee salaries may be adjusted.

Reclassifications – It is the department administrator's responsibility to properly plan for growth and development during the planning cycle. Reclassifications of positions will primarily occur during the budget and planning cycle, however exceptions may be requested by the department administrator in December for mid-year consideration.

When an employee's position is reclassified to a position with a higher or lower pay grade, the promotion or demotion procedure for determining pay will be followed.