

STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION

PROCEDURE

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TITLE: COMPENSATION PLAN FOR UNCLASSIFIED
VICE PRESIDENT POSITIONS

**POLICY
REFERENCE NUMBER:** 8-2-102

**DIVISION OF
RESPONSIBILITY:** Human Resources Services

DATE OF LAST REVISION: June 12, 2012

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 SC STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION / THE SC TECHNICAL COLLEGE SYSTEM. THE STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION/THE SC TECHNICAL COLLEGE SYSTEM RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

Each college may adopt the usage of any or all of the four levels of the available four Vice President level positions. The functional groupings, levels, and number of Vice President positions may vary according to the size and organizational complexity of the College. The availability of four Vice President levels is designed to provide maximum flexibility in classification options to meet organizational needs and in no way implies necessary utilization or progression. All such positions will have primary management responsibility for one or more of the major functional areas of the College.

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I. POSITION ESTABLISHMENT

A. Senior Vice President and Vice President level positions.

With the approval of the College's Area Commission and concurrence of the System Office, Senior Vice President and Vice President position(s) may be established in any college. The request to establish such a position will specify the title, area of overall functional responsibility, and the rationale for the establishment of the position. In addition to the previously stated documentation, a completed State of S.C. Position Description is required. The request should demonstrate that the position has authority to make decisions necessary to fulfill the assigned responsibilities, and is, in fact, the chief officer for the major functional area(s) to be administered.

B. Associate Vice President and Assistant Vice President level positions.

The State Board's System President delegates authority for the classification actions for this level of vice president to the College Presidents. All delegated classification actions are subject to audit by the System Office. The System President reserves the right to withdraw delegation authority from an individual college based upon non-compliance with the State Board for Technical and Comprehensive Education (SBTCE) system procedures. Classification actions shall be accomplished through the use of a State of S. C. Position Description form. All proposed classification actions shall be reviewed by college human resources staff to ensure that classification actions are sufficiently justified, documented, and in compliance with all applicable procedures. An updated organizational chart illustrating the position's reporting relationships within the institution shall be prepared and maintained.

II. DEFINITION OF VICE PRESIDENT POSITIONS

Senior Vice President:

Positions assigned to this classification will report directly to the President and will have unique functionality to any other Vice President position. Positions assigned to this class are primarily responsible for the overall daily operations of the college and may supervise other Vice President positions. A college may have no more than one Senior Vice President position.

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Vice President:

Position reports directly to the President or Senior Vice President. Position can serve as Chief Operational Officer for single or multi-campus/locations.

Associate Vice President:

Position reports directly to the President or other Institutional Officer Position. Position may serve as Chief Operational Officer for a branch campus. Position supervises and directs Professional level staff.

Assistant Vice President:

Position reports directly to the President or other Institutional Officer Position. Position may serve as Chief Operational Officer for a branch campus. Position supervises professional level staff.

III. MINIMUM REQUIREMENTS

Individuals appointed to a vice president's position in the South Carolina Technical Colleges System (SCTCS) shall possess at least the minimum qualifications indicated in the Vice President Classification Specification.

IV. CONDITIONS OF EMPLOYMENT

All positions covered by this procedure are considered to have permanent status in the position to which appointed upon successful completion of the twelve (12) months probationary period or six (6) months trial period in the case of a covered state employee.

Holidays, annual, sick, and other leave for all positions covered by this procedure will be administered in accordance with the procedures set forth in SBTCE leave policies for classified employees.

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V. ANNUAL SALARY RANGES

Senior Vice President: The salary range shall be indexed at ninety (90%) of the respective presidential salary range.

Vice President: The salary ranges shall be indexed at eighty-five (85%) of the respective presidential salary range.

Associate Vice President: The salary range shall be indexed at eighty-five (85%) of the vice presidential salary range.

Assistant Vice President: The salary range shall be indexed at eighty-five (85%) of the associate vice presidential salary range.

These ranges are normally updated annually and distributed with the SBTCE's Fiscal Year Salary Increase Guidelines.

VI. SALARY ACTIONS

The State Board's System President delegates authority for pay actions on all positions covered by this procedure to the college presidents. All proposed pay actions shall be reviewed by college 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 Budget and Control Board's Human Resources Division (B&CB's HRD). The System President reserves the right to withdraw delegation authority from an individual college based upon non-compliance with SBTCE system procedures.

Exceptional pay actions (in excess of 15%) must be submitted through the college's human resources office to the System Office for review and evaluation prior to submission to the B&CB's HRD for consideration. The System Office shall serve as the college's liaison/facilitator for non-delegated pay actions with the B&CB's HRD.

The South Carolina Constitution restricts any retroactive payment of salary increases. Therefore, approval of requested pay actions must be obtained prior to the desired effective date of the action.

It is expected that each college will develop internal policies, procedures, or guidelines stating how the college's pay plan will be administered in keeping with the procedure.

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A. SETTING OF APPOINTMENT SALARY

1. New Hires

The College President is responsible and accountable for setting salaries at an appropriate and equitable level up to the maximum of the respective salary group. The establishment of an initial appointment salary shall be determined by the extent to which the individual's education and related work experience exceeds the required position qualifications, market conditions and salary equity. A salary analysis must be conducted to provide a sound basis to support the approval of the respective appointment salary. The analysis shall include the following compensable factors:

1. internal equity among similarly situated individuals within the respective classification or group;
2. documented external market conditions;
3. budgetary considerations; and
4. other relevant factors which impact the selection process.

2. Current State Employee

a. Movement

When a state employee moves from a classified position to an unclassified Vice President position, within the SCTCS, the employee's salary may be increased up to 15% or up to the midpoint of the salary range, whichever is greater. Increases in excess of 15% or the new salary range midpoint, whichever is greater, must receive approval (prior to the effective date) by the B&CB's HRD

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b. Promotional, Demotional, Reassignment or Transfer Appointments

When an employee moves from a classified position to an unclassified position or, an unclassified position from another state agency to an unclassified position at the System Office/College or, from one unclassified category (faculty, UNTP, VP) to another unclassified category (faculty, UNTP, VP), the agency shall determine whether the new position has a higher, lower, or equivalent level of job duties or responsibilities than the former position.

Based on that determination, the movement will be a promotion, demotion, reassignment, or transfer. In the case of a promotion or transfer, the employee's salary may be increased by up to 15% or up to the midpoint of the salary range, whichever is greater. Increases in excess of 15% or the new salary range midpoint, whichever is greater, must receive approval (prior to the effective date) by the B&CB's HRD.

B. SALARY INCREASES

All positions covered by this procedure are eligible to receive salary increases on an annual basis in keeping with the provisions of the State Budget and Control Board's fiscal year policies, SBTCE fiscal year salary increase guidelines and the College's Employee Salary Increase Plan and/or internal policies, procedures, or guidelines.

No increase will be allowed which will cause an employee's salary increase to exceed the legislated limit for unclassified employees, nor will an increase be allowed which will cause an employee's annual base salary to exceed the maximum of their assigned salary range.

1. Legislated Increase:

General and Merit increases shall be provided to employees in accordance with the provisions of the General Appropriations Act and the policies and guidelines set forth by the B&CB's HRD.

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2. In-Range Salary Increases:

- a. **Additional Skills/Knowledge Increase.** 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 college 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 salary range. Individual colleges 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 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 the B&CB's HRD for consideration.

- b. **Performance Increase:**

College Presidents may recognize and reward employees, in FTE positions, whose exceptional performance contributes to the achievement of the college's mission, goals, and objectives. Each college 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; and
- 4) designate resources within their existing budget to adequately fund the awarding of performance increases

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While an official performance appraisal is not required, the granting of a performance increase may be based upon performance related criteria. No increase can be awarded which will cause an employee's base salary to exceed the maximum salary for their respective position.

c. Retention Increase:

College Presidents wishing to retain the services of an employee in their current position may grant an increase of up to 15% for the purpose of retention, provided such increase does not place the employee's base salary above the maximum of the salary range. A bona fide job offer, verified and documented (by the College/System Office), 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 the B&CB's HRD for consideration. An employee shall receive no more than one (1) retention increase in a twelve (12) month period.

d. Additional Job Duties and/or Responsibilities Increase:

College Presidents may grant an 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 salary range 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 salary range. Requests to award increases in excess of 15% must be in writing and submitted to the B&CB's HRD 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 increase.

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e. Transfer Increase:

College Presidents may grant an increase when an employee, from another state agency (not within the SCTCS), accepts a position in a comparable class and/or 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 salary range.

C. SPECIAL SALARY ADJUSTMENTS

The SCTCS may request the Budget and Control Board's State Human Resource Director to consider awarding an increase for documented cases of substantial salary inequity among similarly situated employees. 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.

D. TEMPORARY SALARY ADJUSTMENTS

College Presidents may awarding a temporary salary adjustment for employees in FTE positions for time limited situations such as assuming additional job duties and/or responsibilities not performed in his/her primary position. Normally, the specified period of time will not exceed one (1) year. Such requests may not exceed 15% of the employee's annualized salary. Requests for awarding a temporary salary adjustment in excess of 15% must be in writing and submitted to the B&CB's HRD 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 B&CB's HRD. Requests to extend a temporary salary adjustment must be approved by the B&CB's HRD on or before the expiration of the previously approved time period.

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E. ONE-TIME LUMP SUM BONUS

College Presidents may award eligible employees in FTE positions a bonus not to exceed the amount specified in the current year General Appropriations Act. Bonuses may be awarded to recognize the accomplishments and contributions of individual employees. Examples of appropriate reasons for awarding bonuses are:

- 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 electing to award bonuses must develop a plan outlining the criteria, maintain such plan on file, and make the plan available to employees. Colleges must electronically report certain information regarding the awarding of bonuses to the System Office's Human Resource Services for use in complying with the B&CB's HRD's reporting requirements.

F. 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 System Office, the B&CB's HRD may require submission of appropriate documentation.