

**Applies to:** Faculty not covered by Collective Bargaining Agreement, staff, student employees

**Responsible Office**

**Human Resources**

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## POLICY STATEMENT

The college promotes compensation strategies combined with benefits and perquisites that maximize the recruitment, performance and retention of quality staff.

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### Purpose of the Policy

To promote compensation strategies combined with benefits and perquisites that maximize the recruitment, performance and retention of quality staff.

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### Policy Details

- I. Salary administration
  - A. Compensation principles for staff
    1. The achievement of excellence within each department is the primary measure of compensation strategy success. The concept of excellence includes:
      - a. attracting and retaining quality staff;
      - b. investing in performance;
      - c. achieving an appropriate environment of equity;
      - d. encouraging the development of both expertise in a specialized area and the ability to utilize a broad set of knowledge and skills.
    2. The compensation rate of a position is primarily established by relevant competitive markets, the impact of the position or team on the mission of the department, and available funding. Salary patterns within a job title may vary by the credentials and performance of staff occupying individual positions. Departments should pay particular attention to equity patterns. Cash compensation is the most visible part of total compensation. However, non-cash compensation should also be considered in determining the appropriate level of compensation for an individual staff member.
    3. Salary increases are awarded based on merit, which includes performance, internal and external equity, and the impact of the position or team on the mission of the department and the college.
    4. Salary actions are initiated at the discretion of the employing department and upon the approval of the responsible senior administrator and the vice president for institutional planning and human resources.
  - B. Target hiring range for staff
    1. A target hiring range must be established prior to posting a position based upon budgeted funds for the position, identified skills, and/or experience, salaries paid within the department for similar positions, and an assessment of the relevant competitive market.
    2. The hiring range should normally have a spread of \$3,000 to \$8,000. For certain high level or highly specialized positions, a wider spread may be appropriate.
    3. The Office of Human Resources in coordination with the employing department is responsible for approving target hiring ranges.
  - C. Salary guidelines for staff

The salary for an internal promotion or hire should be determined in the same manner as that for an external hire. A demotion generally requires a reduction in salary. Salary for hiring, promotion, lateral job changes 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 department and, if applicable, across the college.

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2. Individual credentials and experience will be compared to the relevant competitive market.
  3. The individual's expected level of performance will be considered.
  4. The level of available funding within the employing department is also a factor.
- D. One-time cash payments for staff  
The use of one-time cash payments is allowed for outstanding achievements on time-bound projects and/or to supplement the salary increase process in recognizing outstanding performance. One-time cash payments should not be a substitute for annual rate with few exceptions (such as compensation based upon the attainment of productivity or quality targets as part of a bona fide variable compensation program).
- E. Part-time faculty are paid in accordance with an approved salary schedule.
- II. Classification of Positions for staff
- A. Reclassification of existing positions (with incumbent)
1. The supervisor or incumbent staff member may initiate requests for reclassification. Requests may also be made for review for appropriate classification and pay rate. Reviews should be requested no more than once per 12-month period. More frequent reviews may occur for exceptional circumstances such as departmental restructuring. The Office of Human Resources will facilitate the review of positions or may independently initiate the review of positions, when deemed necessary.
  2. Staff requests are submitted through the employing department and senior administrator prior to being forwarded to the Office of Human Resources. The employing department may recommend a classification that is submitted to the senior administrator. After approval of the senior administrator, the recommendation is submitted to the Office of Human Resources for a final determination.
- B. Classification of new positions  
An employing department may initiate the creation of a new position by creating a position description for the job and submitting it to the appropriate senior administrator for approval. The employing department may recommend a classification for the new position for approval by the Office of Human Resources. If approved by the senior administrator, the position description is submitted to the Office of Human Resources for final determination.
- C. New classifications  
New classifications are created only when it is demonstrated that a current classification does not exist to adequately capture the scope and/or emphasis of a position. The Office of Human Resources must approve the creation on any new classification.
- D. Implementation guidelines for incumbent positions
1. When a currently filled (incumbent) position is reclassified to a higher classification, the effective date is normally within four weeks of the date of the classification decision recommended by the vice president for institutional planning and human resources and approved by the president. The Office of Human Resources is responsible for ensuring that appropriate appointment changes are made within this timeframe.
  2. When a currently filled (incumbent) position is determined to be a lower classification, the effective date for the lower classification is the date of the classification decision.
- E. When a currently filled (incumbent) position is determined to be appropriately in a different classification but at the same pay, the effective date for the lower classification is the date of the determination by the Office of Human Resources.

## PROCEDURE

For information regarding procedures, contact the Office of Human Resources.

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### Responsibilities

Position or Office	Responsibilities
Employing department	<ul style="list-style-type: none"> <li>Initiate classification and reclassification requests.</li> </ul>
Senior administrator	<ul style="list-style-type: none"> <li>Review department requests for approval;</li> <li>Submit requests to the Office of Human Resources for final determination, as appropriate.</li> </ul>
Office of Human Resources	<ul style="list-style-type: none"> <li>Salary administration and classification in compliance with this policy and applicable laws;</li> <li>Consult with departments and senior administrators as needed.</li> </ul>

### Resources

- [Part-time faculty compensation schedule](#)

### Contacts

Subject	Office	Telephone	E-mail/URL
Office of Human Resources	1179 University Dr Founders Hall Ste 1014	740-366-9367	<a href="https://go.cotc.edu/hr">https://go.cotc.edu/hr</a>

### History

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