

2-6 Salary Determination (23 NCAC 02C.0210)

Salary determination information is dependent upon actions by the North Carolina General Assembly, the State Board of Community Colleges, and College of The Albemarle Board of Trustees. College of The Albemarle is a member of the North Carolina Community College System, which does not have a system-wide salary scale.

College of The Albemarle has a structured, formal pay plan for the college's staff and faculty, as well as a full classification system which supports the pay plans. The compensation plans, along with the college's classification system, supports nearly every component of the personnel function including recruitment and selection, training, human resource allocation, and performance evaluation. The goals of the compensation plan are to ensure that

- The college has the ability to attract and retain well-qualified personnel for all job classes;
- The college's compensation practices are competitive with those of comparable employers;
- The college's resources allocated to compensation are effectively and efficiently managed;
- Each classification is paid fairly in comparison with other college classifications based on job duties and responsibilities assumed; and
- The college has an appropriate and effective linkage between individual employee performance and compensation.

The Board of Trustees in accordance with provisions of the State Board of Community Colleges determines the President's salary.

1. Staff Salary Plan

A. General Guidelines

The Salary Plan was developed and implemented to determine the relative value of one job to another within College of The Albemarle (internal equity) as well as establish external "market" equity with other comparable jobs in the recruiting area outside the College. The Plan, as adopted by the Board of Trustees on July 1, 2011, includes both levels and ranges for all established staff positions as well as a method for computation of actual salary. Copies of the plan are available to all employees through the Office of Human Resources.

In an effort to maintain the integrity of the Staff Pay Plan and to ensure that the pay ranges in each level remain competitive with the "market", the college will

periodically undertake a review of its pay levels. As a general rule, this review should take place at every three to five years. The College reserves the right to utilize an independent consultant to conduct the review.

If a position incurs significant change in the duties/responsibilities, a Request for Position Re-Leveling must be completed and submitted to the appropriate Vice President/Senior Administrator. The request will be forwarded to the Director, Human Resources who will make a recommendation to the President. The President will either approve or disapprove the request. Requests for re-leveling will normally be considered once each year and must be submitted to the Director, Human Resources prior to the annual budget process. Exceptions must be approved by the college President. The College may approve the use of an outside consultant to conduct all existing position requests for re-leveling.

Requests for re-leveling need not always result in an assignment to a new pay level. If the re-evaluation results in the position being placed in a lower level, the employee's pay will not be reduced but will remain at the same rate as before the re-leveling. If the re-evaluation results in the position moved to a higher level than previously assigned, an increase will be considered. Any increase awarded will be at least at the minimum of the new level.

It is understood that, under certain circumstances, an employee's salary may be more than the maximum of the range for that level. For future salary increases, employees whose pay is in excess of the level maximum shall not be eligible for future increases except those mandated by the North Carolina General Assembly.

A. New Staff

There are a total of 20 position levels in the plan. Each position at the College is assigned to one of those levels. The level of a new position will be determined using the same criteria for evaluation of all staff positions. The Staff Salary Computation Worksheet is used to compute the annual salary of a new staff member. For new staff members being hired, credit for previous experience will be weighted. The maximum salary offer should not be beyond the mid-point of the level. However, in the event there is a shortage of qualified candidates available for the position or it is determined to be in the best interest of the college to employ an individual with a particular set of skills relevant to the position, a "Demand Factor" may be applied regardless of whether the salary computation is below or above the mid point. Any requests for a demand factor must be approved by the college President.

Individuals hired for temporary assignments may not be hired at a rate greater than the minimum for the position level without the approval of the appropriate Vice President of the College.

B. Staff Transferring to Another Position

Employees may be selected for a position in a higher level than their current assignment. If the assignment is to the next higher pay level, the employee will receive a 9% increase (i.e. remain at the same point within the pay range). If the reassignment is to a position at least two (2) levels higher, the employee's salary in the new position will be the greater of an increase equal to the 9% percent differential between the position levels or the salary as computed on the *Staff Salary Computation Worksheet*. If the salary assignment is determined by the *Staff Salary Computation Worksheet*, the maximum salary allowed shall not exceed the mid-point of the new position level range. Any exception to this must be approved by the college President.

If the new assignment is to a level lower than the current level, the employee's new rate of pay will be determined as follows:

1. If the assignment to the lower level is required by the college, the employee's current rate of pay will not exceed the maximum of the new level. The final rate of pay will be determined and approved by the President with consideration of reason for the assignment, performance, and duties and responsibilities of the new assignment.
2. If the assignment to the lower level is the result of a request from the employee, the new rate of pay will be at the same point within the new range as the employee's previous rate of pay in the previous range, or the employee's salary as computed on the *Staff Salary Computation Worksheet*, whichever is greater. Final rate of pay must be approved by the President.

C. Temporary Assignments

Occasionally, employees may be asked to temporarily assume some or all of the duties of a vacant position in a higher level than their regular job. When this occurs, the employee will continue to receive their current rate of pay. However, if the assignment continues for more than 30 calendar days, the employee may be eligible for additional retroactive compensation paid at a fixed rate per month. The rate will be recommended by the appropriate Vice President/Senior Administrator and must be approved by the President.

D. Faculty Transferring to Staff Position

Faculty who transfer to a “staff” position will have their beginning staff pay calculated as follows:

- Once the level of the position has been determined, the salary will be computed using the *Staff Salary Computation Worksheet*. For purposes of this computation, years of service at any community college or other institution of higher learning in a teaching position will be given an experience quotient of 75%. Teaching years of service at any other educational institution will be given an experience quotient of 50%. All other experience will be determined in accordance with the Staff Salary Computation Worksheet.
- The maximum salary for which faculty will be eligible shall be the mid-point of the position level salary range to which they are being assigned.

The maximum rate for which a faculty member will be eligible shall be the mid-point of the pay range of the level of the position to which the faculty member is being assigned. Any pay assignment greater than the mid-point of the pay grade range must be approved by the college President.

2. Faculty Salary Plan

A. General Guidelines

The Faculty Salary Plan is a compensation plan that addresses both internal and external equity of faculty salaries as well as to address the compression issues that currently exist. The objective of the Faculty Salary Plan is to have the salary of each full time faculty member, including Curriculum, Basic Skills and Continuing Education, depending on their years of service and academic degree, at or above the respective level shown on the Faculty Salary Scale. The scale was developed based on a faculty member’s salary after thirty years being fifty percent higher than the State mandated beginning minimum salary for that degree. The fifty percent difference is broken into thirty equal steps. It is not the purpose of this scale to establish a salary range for a position but only to ensure that faculty members are being equitably compensated for their years of service by establishing a minimum salary that must be met or exceeded. If the State changes the minimum required salary levels, the scales will be revised by increasing each step of the scale by the amount of the increase in the minimum salaries.

Each year, after the State has determined the amount of any State-funded increases, the college will review faculty salaries to determine if any faculty

member is below their appropriate position on the scale. If so, and subject to the availability of funds, an adjustment will be made in the respective faculty member's salary to bring them up to the appropriate point on the scale. An adjustment could be necessary if the State raised the minimum salary more than the general salary increase. If, after this adjustment is made, there are any discretionary funds available for Faculty increases, these increases will be distributed based on an across the board percentage applied to the salaries in effect as of the preceding June 30th.

Exceptions to any policies or procedures contained in the Faculty Salary Plan can occur upon the discretion of and approval by the President. Such exceptions will occur when the President deems it in the best interest of the college to do so and will be documented appropriately.

B. Faculty Salary Computation

The Faculty Salary Computation Worksheet is used to compute the annual salaries of new faculty members. The explanations below will assist in the completion of the form.

- Years of experience at COA in a related field – Someone with a CPA degree working in the finance department may desire to teach Accounting.
- Years of experience at COA in an unrelated field – Someone with an accounting degree working in the finance department may desire to teach History.
- Post secondary experience is considered to be experience at an accredited institution of higher learning.
- Secondary experience is experience at the high school level or lower.
- Years of other documented experience relative to COA assignment – This is experience that will assist in the performance of the faculty position, but is not specific to the assignment. For example, someone who had some experience as a librarian may be a candidate for an English instructor position.
- Years of documented experience in specific field of instruction – This is experience directly related to the teaching position and would normally be in the area of continuing education. An example would be someone who has been driving a tractor trailer being hired to teach in the truck driving training program.
- Years of documented experience at proprietary institution – These are private non-accredited institutions such as a business college or a school of cosmetology. The percentage used here will vary based on individual circumstances.

- Number of months taught – This would include the number of months in the primary contract plus the number of months in any supplemental contracts.
- Total Annual Salary – This amount must agree with the total salary shown on the Personnel Action Form.

This form must be signed by the Vice President of Learning and kept in the employee's personnel file.

C. Staff Transferring to Faculty Position

College staff transferring to a faculty position will have their beginning faculty rate of pay calculated in accordance with the *Faculty Salary Computation Worksheet*.

D. Additional Responsibilities

1. Division Chairs

Division Chairs carry additional responsibilities above those of department chairs and program coordinators. In recognition of those additional responsibilities, they will be paid a supplement of \$500 per month effective immediately upon being named to that position. This position is a twelve month position. Therefore, a nine-month Employment Contract plus a three-month supplemental contract will be written. The monetary supplement will apply for all months. The Division Chair will also receive up to a two-course release. When the College relieves faculty of Division Chair responsibilities, the faculty member will forfeit the related salary supplement and release time. However, there will be no loss of years of service or any other benefits available to faculty.

2. Department Chairs

Department Chairs carry additional responsibilities above those of program coordinators and faculty. In recognition of those additional responsibilities, they will be paid a supplement of \$250 per month effective immediately upon being named to that position. This position is a twelve-month position. Therefore, a nine-month Employment Contract plus a three-month supplemental contract will be written. The monetary supplement will apply for all months. The Department Chair will also receive up to a two-course release. When the College relieves faculty of Department Chair responsibilities, the faculty member will forfeit the related salary supplement and release time. However, there will be no loss of years of service or any other benefits available to faculty.

3. Program Coordinators

Program Coordinators carry additional responsibilities above those of faculty. In recognition of those additional responsibilities, they will be paid a supplement of \$125 per month effective immediately upon being named to that position. If this position requires more than nine months, a supplemental contract for the time over nine months will be written. The monetary supplement will apply for all months. Generally, Program Coordinators will receive no release time. If, however, special circumstances exist, the appropriate Department Chair, with the approval of the Division Chair may make a request to the Vice President for Learning for release time of up to a maximum of one course per year. At the point a faculty member no longer has the responsibility of a Program Coordinator the supplement and any release time will be forfeited, but there will be no loss of years of service or any other benefits available to faculty.

E. Faculty Employment Contracts

Per mandate from the General Assembly, all faculty Employment Contracts will be written on a nine-month basis. Supplemental contracts of one, two, or three months will be written if additional workload demands it.

F. Faculty Overload Pay

Reference is made to the Faculty Workload Policy, COA Policy and Procedures Manual, Section 3-16. If, per that policy, a faculty member is in an overload situation, he/she is to be paid for the overload incurred. The faculty member will be compensated in accordance with the Faculty Workload Policy, Section 3-16, at the appropriate faculty adjunct rate for the overload course(s). This compensation should be included in their normal check.

G. Faculty Summer Employment

Summer employment for faculty is not guaranteed. If adequate enrollment exists, and if additional faculty over and above those already scheduled to teach is needed, nine-month faculty will be given the first opportunity to teach and a supplemental contract will be written. The rate of pay for this contract will adhere to the state recommendations for adjunct instructors.

H. Adjunct Faculty

It is understood that the college needs adjunct faculty to fulfill its educational requirements. When it becomes necessary to employ adjunct faculty in the

Curriculum, Basic Skills or Continuing Education programs, their compensation will be based on the appropriate adjunct hourly rate as determined by the General Assembly. It is also understood that adjunct faculty do not receive any benefits available to full time faculty such as medical coverage or retirement.

I. Recognition of Advanced Degrees

The college encourages its employees to advance their education by pursuing and achieving advance degrees. Full-time faculty members who earn a higher academic degree shall receive a pay increase equal to the difference in the degrees for the appropriate experience level as shown on the Faculty Salary Scale as long as the following conditions are met:

- The employee must provide evidence of the coursework completion and the degree awarded.
- The degree must be conferred by an institution of higher education accredited by one of the six regional accrediting agencies recognized by the U.S. Department of Education and must be directly related to the employee's work at the college.
- During periods of limited budget availability, the President may declare a moratorium on implementing pay increases for earned higher degrees with the provision that employees who otherwise qualify would receive their increase at the beginning of the next fiscal year after which funds become available. In such cases, no retroactive increase will be provided to compensate for the moratorium period.
- Upon attaining an additional or higher degree, the salary increase will be implemented at the beginning of the next fiscal year contract period. Employees who are candidates to receive an advanced degree must notify the Director, Human Resources by May 1st to be eligible to receive the salary increase at the next effective date.

J. Tuition Reimbursement

If a faculty member is required to obtain a certification or higher degree because of the requirements of a college program, program accreditation, or regional accreditation, the tuition expense will be reimbursed by the college up to the dollar amount available for the program. Upon completion of the certification or degree, the faculty member will be required to remain employed at the college for a period of three years unless mutually agreed otherwise. If the employee leaves before the end of that period, he/she will be obligated to reimburse the college on a pro-rata basis for the tuition expense reimbursed. For example, if the employee leaves the College after one year, two-thirds of the tuition costs will have to be reimbursed.

3. Employee Salary Supplements

An employee may be asked by their immediate supervisor based on the need of the college to take on significant and/or new job responsibilities in addition to performing their current position. Supplemental pay will be determined by the supervisor with the approval of the President. The supplemental pay period and amount will be designated separately on the employment contract.

4. Part-Time Faculty and Staff

College of The Albemarle has developed part-time pay scales for instructors teaching in curriculum, continuing education, and basic skills education. The pay scales are located in the Human Resources office.

The hourly rate of pay for part-time staff is determined by reviewing the job evaluation system for full-time staff, locating the full-time position that is closely related to the part-time job, and calculating the hourly rate of pay.

5. Salary Increases

College of The Albemarle is a member of the North Carolina Community College System which does not have a system-wide salary scale. The college has a salary grid that sets the initial salary level for all employees. Most salary increases for employees of the college are state recommended and many are required across-the-board pay increases.

All full-time and regular part-time employees are eligible to receive pay raises and bonuses when authorized by the Legislature, the NCCCS or College of The Albemarle. The President also has the authority to award pay raises and bonuses to unique employee situations when they are not identified as full-time or regular part-time.

If merit monies are available, the President has the authority to award salary increases or bonuses to the employees of the college.