

SALARY ADMINISTRATION

Scope: This policy applies to all regularly benefited administrative and staff positions.

Policy

The Board of Trustees adopted a compensation philosophy:

The College of Southern Maryland strives to provide a competitive compensation package with a salary that aligns with the market and a benefits package that is better than industry average.

The College's compensation package is designed to attract and retain high performing and skilled employees. The total compensation philosophy considers both internal and external market factors in determining pay. The external market consists of both academic institutions and other comparable institutions with whom the college competes for employees. This policy is intended to promote equity and clarity in how compensation at the College of Southern Maryland is determined and administered.

Definitions

Promotion: A promotion occurs when an employee is selected to fill a vacant position in a grade higher than the employee's current position, or an employee receives a career ladder promotion.

Career Ladder Promotion: A career ladder promotion is a promotion to the next higher grade within the employee's classification to which an employee advances without competition, up to the maximum grade level for the position. A career ladder is a process designed to acknowledge formal progress within the employee's current position. A career ladder promotion applies only to designate positions and is based on a formal process at the recommendation of the supervisor.

Transfer: A transfer occurs when a current employee is approved to voluntarily fill a vacant position that is the same grade as the employee's current position.

Reclassification: A reclassification is the change of classification and grade based on a position analysis review conducted by the Human Resources Office. A position may be reclassified for the following reasons:

- Significant permanent changes in the assigned responsibilities
- Changes in the level of complexity
- Changes in the nature of contacts with others

- Changes due to College reorganization
- Changes in the level of supervision received and/or exercised
- Demonstrable changes in the knowledge, skills, and abilities required to successfully perform in the position

Performance Award: A performance award is a lump sum payment reward for high performing employees who have demonstrated superior performance or completed a significant project based on a strategic division or college-wide goal. Performance award programs are only available in years when budget allows.

Salary Schedule Structure

Salary schedules for all staff shall be structured to provide differentials between successive grade levels and range lengths. The grades recognize differences in the scope and complexity of the work performed; the range lengths recognize the development of knowledge, skills, and experience within the grade assignment as well as the length of service of the employee.

Initial Salary Placement at Appointment

- A. The initial salary placement of the employee shall be determined by the Associate Vice President of Human Resources/ Payroll (or designee) based on various qualifying factors, such as degree earned, years of relevant experience, certifications, relevant job market, and internal equity among other similarly situated employee salaries.
- B. The Associate Vice President of Human Resources (or designee) will determine the initial salary placement as follows:
 - a. If the new hire meets the minimum requirements of the position with respect to: years of relevant experience, education and certifications, as determined by the relevant classification and pay range, he or she will be placed at the minimum of the pay range.
 - b. If the new hire exceeds the minimum requirements of the position, with respect to years of relevant experience, education, and certifications, he or she may be placed above the minimum, up to the midpoint of the applicable salary grade

Initial placement considers both experience and levels of education. Starting salaries are generally between the minimum and the second quartile of the range. All placements above the minimum require written justification, and shall be based upon how the candidate exceeds the minimum qualifications for the position in terms of knowledge, skills, abilities, experience, certifications, and education. Human Resources and the hiring manager will use the CSM hiring grid (**See Table A**) in helping to determine the appropriate hiring salary.

No employee will be offered a salary above the midpoint unless compelling evidence is presented that it is in the best interest of CSM and is approved by the Associate Vice President of Human Resources and the President. Starting salaries above the midpoint require justifiable rationale and must be approved by the appropriate Vice President and the President. These hires should be rare.

C. Employees Potentially Affected by New Hires

In the event the Human Resources Department intends to offer a new hire a salary placement above the minimum of the grade, HR will first compare the new hire's years of relevant experience, education, and certifications, as determined by the relevant class specification, to incumbent employees in the same class specification to ensure that a new hire's salary should not exceed an existing similarly situated employee's salary. In regard to single incumbent classes, such comparison will be made with similarly situated positions in the same salary grade.

In such cases where an inequity may result, prior to the offer of the salary, the Associate Vice President of Human Resources may recommend to the President an equity adjustment for impacted current employees. The President will determine whether the initial salary may be offered and, if offered and accepted, will authorize an equity adjustment for similarly situated employee(s) by increasing the salary of the incumbent(s) to (\$500 more?) than the salary of the new hire. Any increases that result from such reviews will be prospective and effective the date the new hire begins work.

Promotions

- An employee who is promoted to a higher-level position will be started at the bottom of the range of the new grade. If the employee's current salary is higher than the minimum, that employee will receive a 5% increase up to the midpoint. Any placement above the midpoint requires approval of the Associate Vice President of Human Resources and the President.

In all promotions, the employee who is fully qualified will be paid a salary no less than the minimum salary of the pay range of the classification to which that employee has been promoted.

Career Ladder Promotions: An employee that demonstrates the ability to perform at the next higher level in the career path are eligible to be considered for a career ladder promotion i.e. Building Grounds Technician I to Building Grounds Technician II. (Some positions with designations of I and II that have significantly different scopes of responsibility are handled through the reclassification process, for example Director I and Director II.) Career Ladder promotions have budget implications and will only be

entertained during the months of November-December. The following positions have a career ladder:

- Accounting Specialist I, II, III
- Administrative Assistant I, II
- Admission's Specialist I, II
- Buildings and Grounds Technician, I, II, III
- Graphic Designer I, II
- IT Technician I, II, III
- IT/AV Technician I, II
- Lab Assistant I, II
- Library Assistant I, II
- Maintenance Specialist I, II, III, IV, V
- Program Assistant I, II
- Research Analyst I, II
- SBDC Business Consultant I, II
- Vehicle Maintenance Specialist I, II, III

Eligibility Criteria

To be eligible for a career ladder promotion an employee must meet the following criteria:

- The employee must have been employed by CSM in a regular benefited position for at least twelve continuous months prior to the promotion;
- The employee must meet the number of years of experience identified in the next level position
- The employee must possess the appropriate level of specialized experience,
- Meet the minimum education, and any additional performance requirements outlined in the position description at the next higher level
- Meet or exceed the performance standards of the current position as documented by a current performance evaluation on file with an overall rating of 2.0 (meets expectations or above).
- The employee must not have received any disciplinary actions within the past two years.

Procedures for Career Ladder Promotion:

1. Career Ladder Promotions can only be reviewed in November-December. All promotions take effect July 1, the first day of the next fiscal year.
2. The supervisor (with prior approval of the vice president) requesting a career ladder promotion provides written justification specifying how the

employee fulfills the eligibility criteria that warrants the career ladder promotion and forwards to the Human Resources Office, attention: Compensation/Benefits.

3. The Human Resources department the documentation for compliance with policy and forwards to the division vice president with a recommendation.
4. The division vice president reviews the documentation and approves or disapproves the request. Approved requests are sent to the Human Resources Office, attention: Compensation/Benefits.
5. Human Resources ensures that the request is signed by the vice president and updates the employee change record in Colleague.
6. Once the employee's status change is fully processed, the supervisor notifies the employee of the career ladder promotion. HR sends the employee a copy of the employee status change record.

An employee receives a career ladder promotion will be started at the bottom of the range of the new grade. If the employee's current salary is higher than the minimum, that employee will be moved to the second quartile or the midpoint. Any placement above the midpoint requires approval of the Associate Vice President of Human Resources and the President.

Demotions

A demotion is the movement of an employee from one position to another position at a lower grade, and may be voluntary or involuntary. Demotions resulting from disciplinary action are addressed in the policy regarding Disciplinary Actions. Reductions in grade as a result of the maintenance of the classification system are not demotions.

A voluntary demotion to a lower level position will be accompanied by a commensurate salary reduction. The employee's salary will be reduced in accordance with the amount calculated using the same formula as the promotion guidelines. However, no employee may receive a salary that is above the maximum for the employee's new grade unless special circumstances clearly indicate such reduction is not in the College's best interest.

Lateral Transfers

A lateral transfer is movement to a job in the same pay grade. A lateral transfer generally does not warrant an increase in salary, but if a salary increase is proposed, it must be accompanied by a written rationale and must be approved by Human Resources and the appropriate Vice President.

Performance Award

At times, the college may offer a performance award program. This program is dependent on circumstances. When circumstances allow for a performance bonus, the college will share the structure and criteria widely with employees to ensure parity of application.

All pay increases are contingent upon available funding.

Across-the Board (market adjustment) Increases

Employees may be eligible to earn pay increases as a percentage increase to base pay until reaching the maximum salary for the grade for the position. When the employee's salary reaches the maximum of the salary range, the portion of across-the-board pay that exceeds the maximum of the salary range will be paid as a lump sum. The base salary will remain at the maximum.

Salary Upon Reclassification

Salary adjustments through job classifications or reclassifications can be found in the HR: 4140a Classification and Position Description Policy.

Within-Grade Pay Adjustments

A supervisor, with the approval of a member of the President's Cabinet, may request a salary review of an administrator or staff employee to maintain equity or resolve a pay inequity. With the approval of the Associate Vice President of Human Resources, the Human Resources/Payroll Department may conduct an equity review by examining the employee's salary history, relevant experience, education, job performance, length of service, and certifications/licenses compared to other employees in the same occupational class.

The Human Resources department may also conduct an internal equity review using the above factors.

In the event an employee is earning a salary lower than an employee within the same class with less cumulative experience, education, and certifications, that employee's salary will be increased to the level of the employee with whom the inequity exists. Equity reviews may only be initiated during January and February in any given year. If an inequity is found to exist, any increase will be prospective only.

Procedures:

1. In cases where the internal equity salary reviews are not initiated by the Human Resources department, the supervisor, with approval of a member of the President's Cabinet, completes a memo of justification specifying the rationale including the factors listed above, and forwards the request to the Associate VP of Human Resources for review.
2. The Associate VP of Human Resources reviews the equity adjustment request and either approves or disapproves the request along with an explanation.

3. Equity adjustments approved by the Associate Vice President of Human Resources are routed to the President and Vice President for Human Resources and Organizational Development for review and final approval/disapproval. Approved requests are sent to the human resources office attention: Compensation and Benefits.
4. Human Resources updates the employee change record in Colleague by the deadline established by the payroll officer.
5. Once the process is completed, the supervisor notifies the employee of the equity adjustment.

For more information contact: Associate VP of Human Resources

Effective Date: December 2021

Initial Salary Placement Grid

Hiring Zone	Education	Years Direct Experience	Placement
1	Meets minimum	0-less than 3	Minimum of range
2	Meets minimum	3-less than 5	10% above minimum
	Additional degrees and/certifications	0-less than 3	
3	Meets minimum	5-less than 7	Up to 25% above minimum
	Additional degrees and/certifications	3-less than 5	
4	Meets minimum	7-less than 10	Up to midpoint
	Additional degrees and/certifications	5-less than 7	

Any placement above midpoint requires written justification and president approval.