POLICY:

Budget permitting, Georgia Perimeter College will provide and maintain an internally equitable and externally competitive compensation program that attracts and retains a high quality and diverse workforce.

PROCEDURE:

The implementation of policies and procedures pertaining to payment of salaries is contingent upon funds being available.

Job Classification

The University System of Georgia (USG) B-CAT job classification system is used to classify jobs and assign them a title. The Compensation and Classification Department in human resources will develop and maintain the classification plan and will work with managers in establishing official job codes and job titles that must be used on all human resources, payroll, or budget documents. Questions regarding rates of pay for those few job titles that have not been assigned a pay grade should be directed to the executive director for human resources.

Business titles may be used to facilitate communication with external customers but should not be used on official records and documentation unless the official title is also used. Business title assignments should be forwarded to the Human Resources Department for approval.

Pay Structure

The critical points within the pay ranges are as follows:

- **Minimum:** The minimum of the pay grade represents the lowest salary Georgia Perimeter College (GPC) would expect to pay to have the job performed. The area between the minimum and midpoint includes the salaries normally paid to individuals who are hired or promoted into a position and who are learning the job and to employees who are moving towards midpoint based on length of service and job performance.
• **Midpoint:** The midpoint of the pay grade represents the salary level paid for a competent employee with considerable experience who performs all duties of the job at a satisfactory level. This level of pay is considered the "going rate" in the marketplace for trained individuals with considerable experience. The midpoint is the salary level used for comparison when a competitive analysis of GPC’s pay levels is performed.

• **Maximum:** The maximum of the pay grade represents the highest amount GPC generally will pay to have the job performed. The area between the midpoint and the maximum includes salaries paid to employees within a position level whose demonstrated performance is above average or at a consistently superior level. Generally employees whose salaries are at the maximum of the pay grade’s range will not be eligible for increases based on meritorious job performance. Any exceptions, including lump sum payments, must be approved by the executive vice president for financial and administrative affairs.

All employees should be at or above the minimum salary for the job’s pay grade unless the employee has been placed on a performance improvement plan as outlined under Policy 402 Classified Employee Disciplinary Policy.

If the minimum of the salary range is adjusted, all full-time and part-time employees whose salaries are below the minimum will be adjusted to the new minimum.

**Position Evaluation Process**

Occupied position evaluations that may potentially have an impact on the current employee’s job and/or pay status are normally scheduled to coincide with the college’s budget planning cycle. Positions that are currently filled may be reviewed off-cycle as approved by the executive director for human resources.

To initiate the evaluation process, the manager or supervisor must complete a Position Classification Request and document job information by responding to questions in the Job Analysis Questionnaire. The request is then forwarded to the Compensation and Classification Department for review. If employees believe their positions should be evaluated, they should discuss the possibility with their immediate supervisors. Employees may be asked or may offer to help describe the duties they perform. The primary reasons for requesting a position evaluation include the following:

- To classify a new position;
- To determine changes in duties for a vacated position;
- To re-classify a position based upon significant changes in a job or responsibilities;
- To determine the impact on a position’s classification when major organizational changes occur;
- To facilitate market analysis and studies that might impact the classification of a position;
- To review a position for FLSA status.
The Compensation and Classification Department in human resources will review the information provided and make any recommendations to the executive director for human resources.

Pay Practices

Starting Pay

Starting pay rates for new hires are established to reflect the individual’s education, skills, and directly related experience. The hiring of highly qualified candidates at a rate higher than the midpoint established hiring rate may be permitted with the approval of the executive director for human resources and the executive vice president for financial and administrative affairs or their designee(s). A new hire’s starting pay generally will not exceed the midpoint of the pay range. The approval process for starting pay rates generally includes the following steps:

- The hiring manager/supervisor may present in writing a recommendation to Human Resources for a starting pay rate which describes what combination of position related experience, knowledge, skills, competencies, or other factors, including internal equity, support the recommended starting pay. Recommendations for starting pay rates above the midpoint of the pay range may only be approved on an exception basis.
- Human resources will review the recommendation and consider the impact of the request on internal equity.
- Human resources will make the final determination of salary in consultation with executive leadership as needed.
- The hiring department should collaborate with human resources and the budget office to ensure the availability of budgeted funds prior to extending offers of employment.

Official, written offers of employment including starting pay rates are extended by human resources. Although managers/supervisors may recommend starting salaries to executive leadership and human resources, under no circumstances should they commit such offers until approved by human resources.

Pay Upon Promotion

Upon promotion, the employee’s new salary may be established at the rate of 5% per higher level pay grade up to 15% above the current salary or the pay grade minimum of the new position if it is greater. The promotional salary may also include an equity adjustment where warranted. Higher pay rates may be approved by executive leadership. Internal pay relationships with other similarly situated employees will also be considered in establishing competitive promotional salaries in an effort to maintain internal equity. Recommendations and offers for promotions shall follow the same steps outlined in the starting pay process. Under no circumstances should the salary exceed the maximum of the new classification’s pay range.
In-Range Adjustments

An in-range adjustment may be made to an employee’s base salary without a change in classification. Conditions which result in an in-range adjustment are as follows:

- Changes are made in the position’s duties and responsibilities that do not impact the pay grade of the position but are expected to be continuous. Resulting salary adjustments will generally be five percent of the employee’s current base salary but may be higher with written approval from the executive vice president for financial and administrative affairs.
- Market equity adjustments may be made in response to salary market changes or labor market fluctuations.
- Internal equity adjustments may be made to align internal salaries in response to salary compression or other internal inequities.

Managers/supervisors may request consideration for in-range adjustments by submitting documentation supporting the request. Human resources may also identify the need for in-range adjustments based on market or internal salary studies.

Pending reviews for market or internal equity adjustments should not be communicated with the employee until the request has been approved. Human resources will provide official notification to the manager or supervisor and employee upon the completion and approval of in-range reviews.

Under no circumstances should the salary exceed the maximum of the classification’s pay range.

Merit Increases

Relative merit pay should be reflective of many factors including performance, compa-ratio or position within the range, and relationships with others. Merit increases are not awarded as cost-of-living increases and generally will not allow an employee’s salary to exceed the maximum of his/her current range. Current full-time employees and new employees hired before December 31 will qualify for consideration of a merit increase based upon a percentage associated with the average merit increase awarded for the next fiscal year. Employees hired between January 1 and March 31 will qualify for consideration of a merit increase based upon a percentage associated with up to one-half of the merit increase awarded for the next fiscal year. Employees hired April 1 or later will not qualify for a merit increase for the next fiscal year. Salary merit increases generally coincide with the University System of Georgia fiscal year (July 1 through June 30). The effective date of the pay increase is determined by the University System and stated in the salary administration statement each fiscal year that merit is awarded. Instructions for annual merit pay increases will be distributed each year merit is awarded and will be based on Board of Regents and GPC guidelines.

Pay Upon Demotion
If the employee is demoted for performance-related reasons, his/her salary may be decreased 5% per grade to a maximum of 10% or to the maximum of the new range if that is more than 10% lower. The salary will not be decreased below the minimum of the new range.

If the employee’s grade is lowered due to position elimination or position reclassification to a lower grade and his/her salary is above the maximum of the new range, his/her salary will be frozen until the maximum of the ranges surpasses his/her salary. If his/her salary is within the new range, it will not be adjusted. Future merit increases may be impacted based upon salary relationships with others in the same or similar roles.

If an employee voluntarily accepts a position after being selected through the open recruitment process, his/her salary will be re-evaluated based upon the employee’s credentials to determine an appropriate level that is within the pay range of the new position. Internal equity relationships with other employees in the same or similar positions will be considered in determining salary placement for the employee. The salary will not be decreased below the minimum of the new range.

**Lateral Transfer**

An employee shall be laterally transferred under the following circumstances:

- The employee is moved to a position with the same classification or to a position with another classification having the same pay range;
- The employee's position is reclassified to a different classification having the same pay range.

An employee shall not be eligible for a salary increase at the time of a lateral transfer.

**Extra Pay for Acting or Interim Assignment**

When an employee is requested by the president or his designee to serve in an acting or interim role for a period estimated at more than six weeks, a supplement may be paid with the written approvals of the area vice president and the executive vice president for financial and administrative affairs or his/her designee.

**Pay for Part-Time and Temporary Employment**

Part-time employees are generally paid at the hourly pay grade minimum. Pay for full-time temporary employment in a position shall be equivalent to the rate of pay for full-time employment in similar positions. Under extenuating circumstances, a part-time or temporary employee may be paid at a different rate with written approval of the executive director for human resources.
Shift Differential

A shift differential of $.50 per hour above the base rate will be paid for working the night (third) shift for non-exempt (bi-weekly) positions. At any point in time in which a regular reassignment to the day or evening shift occurs, the hourly rate will return to the base amount.

Approved by PPAB 3/6/12