



Policy Number: CU-HR-033

UNIVERSITY STAFF COMPENSATION

GENERAL

The 2017 West Virginia legislature enacted, and the Governor signed, HB 2542, which modified the classification and compensation requirements for classified staff in institutions of higher education, and rendered the previous pay policy inoperative. The code charges the Higher Education Policy Commission (HEPC) and council with the design, development, implementation and administration of a classification and compensation system for higher education. The law also charges higher education institutions with developing policy to implement the rules as promulgated.

Concord University has embraced the spirit and intent of the legislation set forth for classified staff and has determined the classification and compensation system set forth by the HEPC merits adoption for all staff (whether classified or non-classified).

PURPOSE

This University Staff Compensation (salary and wages) policy has been enacted to establish and communicate administrative rules regarding compensation matters involving both classified and non-classified staff members. The intent of this policy statement is to provide a salary and wage plan that will attract, reward, and retain competent and committed staff to achieve the institutions strategic goals and objectives to further its mission.

SCOPE

This policy is applicable to: all classified staff, including temporary and probationary, as well as all non-classified staff members, herein referred to as "staff", with exclusions noted below.

The policy is not applicable to: employees of the Concord University Foundation or Concord University Research and Development Corporation, nor contract workers, casual employees, President's Cabinet members, faculty, and student employees regardless of funding source.

POLICY

It is the policy of Concord University to make all decisions concerning compensation for employees in accordance with provisions of WV Code Chapter 18B, Article 9A Classification and Compensation System, and applicable HEPC Rules when adopted, and the standards set forth herein by the Board of Governors to extend the compensation provisions to all staff members.

IMPLEMENTATION

Salary Schedule

The HEPC has developed and will maintain a salary schedule for use with all staff positions. The developed schedule enables evaluation of employees' compensation in relation to the external market and internal job worth hierarchy and helps facilitate achievement of internal equity. The schedule sets forth 12 grades, each of which includes a minimum, midpoint, and maximum for the range. All classified jobs have been assigned to the newly developed grades as of July 1, 2017. Non-classified jobs will be phased into the system as current competitive market compensation rates are determined for positions.

The current Salary Schedule for staff jobs may be found at:

<http://www.concord.edu/hr/sites/www.concord.edu.hr/files/files/Salary%20Range.pdf>.

Job Classification System

Pursuant to WV Code, the HEPC developed, and Concord University has adopted, a *Job Classification Plan* to guide for assigning all staff jobs or positions into the appropriate job grade (classification). The plan detailing the process for making such determinations and assignments may be modified from time to time, with the most current edition to replace all prior editions.

The Job Classification Plan may be viewed at:

<http://www.concord.edu/hr/sites/www.concord.edu.hr/files/files/Job%20Classification%20Plan-%20July%201%202017%20DF.pdf>.

Compensation Philosophy

The HEPC developed a general *Higher Education Compensation Philosophy* for affiliated colleges and universities to pay competitive salaries (and wages) by using systems that are clearly communicated to employees and readily administered by managers.

To view the *Higher Education Compensation Philosophy* click on the following link:

<http://www.concord.edu/hr/sites/www.concord.edu.hr/files/files/West%20Virginia%20Higher%20Education%20Compensation%20Philosophy%20DF%205.9.17.pdf>.

Roll Out of Compensation Plan

Concord University has adapted its compensation planning to support CU's strategic goals and objectives for creating sustainable competitive advantage. CU has adopted a methodology for calculating salaries and placing employees in the salary range that will address external competitiveness, internal equity, and employee performance.

The university's ability to pay. CU's desires to neither lead or lag the salary market. Rather, CU seeks set salary and wages that contribute to sustaining both competitive advantage and continuing organizational vitality and sustainability.

The CU methodology addresses the following attributes of a competitive pay philosophy:

1. Achieving and maintaining appropriate external competitiveness. CU seeks to compensate employees at levels that are competitive with similar positions in appropriate external markets. To be considered “fair” compensation, an employee’s salary needs to be brought into the established salary range, i.e. not less than the minimum of the range.
 - [Phase One of CU’s compensation plan is to bring all staff salaries to the minimum of the established salary range in FY 2018.]
2. Achieve and maintain appropriate internal equity. CU seeks to compensate employees fairly in relation to other employees in the organization for similar jobs and performance levels, commensurate with education, experience, and credentials.

A salary that falls within 10% above or below the market is considered competitive for experienced staff members who have the required knowledge, skills and expertise, handle the job responsibilities capably, and maintain a consistently effective performance level.

- [Phase Two of CU’s compensation plan, will also bring employee’s salaries into internal alignment in relation to others with similar experience with a target rate of 90% of the Midpoint.]
 - [Phase Three of CU’s compensation plan is to bring all staff with the requisite education, experience, and credentials up to 110% of the midpoint or a calculated rate, whichever is lower.]
3. Provide appropriate outcomes-based incentive awards commensurate with contributions to organizational goal achievement. Once employees’ salaries are fair and equitable, as defined above, and as funds become available, superior performance will be rewarded through merit increases as described in the Salary Administration Guide.

Salary and Wage Administration Guidelines

The HEPC has developed and Concord University has adopted *Salary (and Wage) Administration Guidelines* (SWAG) for implementation and maintenance of the salary and wage system for the university. The SWAG addresses roles and responsibilities for implementation, provides a review of the compensation program, and outlines the mechanics for administration of the cash compensation program. Together with the *Job Classification System* and *Compensation Philosophy* statements, the SWAG documents the operation of a contemporary market-based salary and wage compensation program. The current *Salary (and Wage) Administration Guide* may be accessed at the following URL:

<http://www.concord.edu/hr/sites/www.concord.edu.hr/files/files/Salary%20Admin%20Guidelines-DF%205.9.17.pdf>.

Salaries are weekly pay rates annualized for exempt staff. **Wages** are hourly rates of pay annualized for non-exempt staff (hourly rate times planned annual hours). The

term "Salary" is utilized in WV Higher Education to represent the **annualized salary equivalent** for an individual, whether exempt or non-exempt.

RESPONSIBILITY FOR IMPLEMENTATION

It is the responsibility of: the Chief Human Resources Officer and designee(s) to implement the University Staff Compensation policy on behalf of the President.

AUTHORITY FOR INTERPRETATION

The final authority for interpretation of this policy rests with: the Chief Human Resources Officer as delegated by the President.

REFERENCE / AUTHORITY

WV Code Chapter 18B, specifically Articles §18B- 7, §18B-9A, §18B-9A-6, §18B-9A-7, and §9B-1

APPROVAL

Intent to Revise approved by the Board of Governors: June 06, 2017

Emergency Revision approved by Concord University Board of Governors: June 06, 2017

Policy Approved by the Concord University Board of Governors: September 12, 2017

Effective Date: September 12, 2017