

**BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
BOARD OF GOVERNORS**

POLICY B-22

SALARY ADMINISTRATION POLICY

Section 1. General

1.1 Scope — This rule delineates the procedures to be followed by the BridgeValley Community and Technical College (BridgeValley) Board of Governors in determining annual salary increases for its employees including faculty, classified employees, and non-classified employees.

1.2 Authority — W. Va. Code § 18B-8-2 and 18B-7-15.

Effective Date — July 1, 2023

Section 2. Background

2.1 BridgeValley Community and Technical College seeks to design and administer a compensation program that attracts and retains a high performing, qualified and diverse workforce. The goal is to implement a flexible compensation program for its employees that allows the College to recognize and reward the valuable contributions of employees by paying market competitive salaries in a fiscally responsible manner.

Section 3. Fundamentals of Compensation Adjustments

3.1 An employee's compensation may be modified or adjusted for one of the following reasons upon approval by the President or the President's designee and subject to available resources.

3.1.1 **Annual Salary Increase:** A salary increase intended to achieve minimum salary schedule funding or the College's targeted compensation market position and may be given annually (i.e., cost of living increase, across the board award, etc.)

3.1.2 **Merit Pay/Performance Adjustments:** A program aligning with the College's goals and objectives, designed to encourage and reward outstanding job performance from employees through the clear setting of expectations, the identification and prioritization of resources important to the employees' duties, and the offering of prompt, thorough, fair, and clear feedback, and recognition. These adjustments are tied to an employee's annual performance evaluations.

3.1.3 **Off-Cycle/Other Salary Increases:** A discretionary increase that can occur any time during the year outside the normal increase cycle. Supervisors who wish to give their employees a raise shall consult with the Human Resources department in order to determine if the increase is justified, internally equitable, compatible with the market, and consistent with the salary administration guidelines. If the determination substantiates the request for a salary increase, such salary increase must be approved by the appropriate dean and the President or President's designee in order to be implemented.

- 3.1.3.1 Market Adjustment: A pay adjustment made to recognize compensation changes in the labor market for a specific job or jobs.
- 3.1.3.2 Critical Retention Adjustment: A salary adjustment intended to retain an employee that occupies an essential or critical position and may be subject to an offer by another organization.
- 3.1.3.3 Internal Equity/ Benchmarking Adjustment: A compensation adjustment made to make an employee's pay equitable when compared with that of other employees who have comparable education and comparable work experience, and who hold similar positions in the same job classification.
- 3.1.3.4 Recognition Pay: Recognition pay may be provided when the college wishes to reward an employee for enhancing job-related skills and competencies, after demonstrating those enhanced skills through accomplishments and performance.
- 3.1.3.5 Counteroffer: A Counteroffer is typically made to retain essential employees who receive offers for employment from another employer.
- 3.2 In all cases, an individual with a comp-ratio that exceeds the maximum of the range is red circled and may not be granted an increase that would cause the base salary to exceed the maximum of the range for that position A red circle rate is a pay rate that is above the maximum range assigned to the job grade. Employees who are red circled are usually not eligible for additional pay increases until the range maximums are increased above the individual pay rate or the employee transfers to a job with a higher pay range.

Section 4. Merit Increase Adjustments

- 4.1 Merit increases must be based on the employee's documented performance within the parameters of the performance raise pool. The pool of allocated funds used for merit increases will vary from year to year and is dependent in part upon the College's budget for each fiscal year. The Salary Schedule established by the Higher Education Policy Commission and Council for Community and Technical College Education will be used to establish assigned pay grades for employees.
- 4.2 The Merit Increase will be centered on position pay that aligns with performance based on performance evaluations completed by the employee's supervisor/manager. The goal is to reward employees based on their performance while taking into consideration external market value for similar positions and how employees are paid in comparison with like and similar duties. The merit increase will be determined by current pay compared to desired pay given market and performance.
- 4.3 To be eligible for a merit increase, an employee must be employed with at least six months of continuous service. Employees that have at least six months, but less than 12 months of continuous service will receive a pro-rated merit increase. An employee whose pay is at the maximum of the salary range may not be granted an increase that would cause the base salary to exceed the maximum of the range for that position. Merit Pay is used to reward successful performance. Increases will not be granted to employees whose performance has been rated as unsatisfactory.
- 4.4 Employee merit increases will be based on a calculation using the employee's compa-

ratio. A compa-ratio, or comparative ratio, is a ratio that compares the salary of an employee with a specific comparative pay target within their pay grade. A compa-ratio divides an individual's pay rate by the midpoint of a predetermined salary range. A compa-ratio of 1.0 means that the employee is paid at the exact midpoint of the range, whereas values higher or lower than 1.0 indicate how they are paid relative to the midpoint. An individual with a compa-ratio less than 1.0 may receive a higher merit increase for the same performance rating in comparison to those whose compa-ratio is 1.0 or greater. An individual with a compa-ratio that exceeds the maximum of the range is considered to be red circled and may not be granted an increase that would cause the base salary to exceed the maximum of the range for that position. A red circle rate is a pay rate that is above the maximum range assigned to the job grade. Employees who are red circled are usually not eligible for additional pay increases until the range maximums are increased above the individual pay rate or the employee transfers to a job with a higher pay range.

- 4.5 The Salary Schedule established by the Higher Education Policy Commission and Council for Community and Technical College Education will be used to establish assigned pay grades for non-classified and classified employees. The Salary Schedule will be updated subsequent to any changes made by the Higher Education Policy Commission and Council for Community and Technical College Education. The schedule will be used in determining the compa-ratio for staff based on the mid-point of their assigned pay grade.

The schedule is as follows:

Effective Date September 1, 2017					
West Virginia Higher Education Salary Schedule					
Grade	Minimum	25% Quartile	Midpoint	75% Quartile	Maximum
1	\$19,200	\$22,050	\$24,900	\$27,750	\$30,600
2	\$22,200	\$25,500	\$28,800	\$32,100	\$35,400
3	\$25,600	\$29,450	\$33,300	\$37,150	\$41,000
4	\$29,500	\$33,950	\$38,400	\$42,850	\$47,300
5	\$34,200	\$39,300	\$44,400	\$49,500	\$54,600
6	\$39,500	\$45,450	\$51,400	\$57,350	\$63,300
7	\$45,700	\$52,550	\$59,400	\$66,250	\$73,100
8	\$52,800	\$60,700	\$68,600	\$76,500	\$84,400
9	\$61,000	\$70,150	\$79,300	\$88,450	\$97,600
10	\$70,500	\$81,100	\$91,700	\$102,300	\$112,900
11	\$81,500	\$93,750	\$106,000	\$118,250	\$130,500
12	\$94,300	\$108,450	\$122,600	\$136,750	\$150,900

- 4.6 The Faculty Salary Schedule adopted by the Board of Governors, July 1, 2023, will be used to establish assigned pay grades for faculty based on rank for a 9-month appointment. The Salary Schedule for faculty will be reviewed as needed by no longer than 5 years. Proposals for any changes to the pay grades must be adopted by the Board of Governors. The schedule will be used in determining the compa-ratio for everyone based on the mid-point of their assigned pay grade. The schedule is as follows:

General, Business, and other disciplines

RANK	Grade	Minimum	25% Quartile	Midpoint	75% Quartile	Maximum
Professor	13 A	\$65,000	\$69,063	\$73,125	\$77,188	\$81,250
Associate Professor	13 B	\$55,000	\$58,438	\$61,875	\$65,313	\$68,750
Assistant Professor	13 C	\$45,000	\$47,813	\$50,625	\$53,348	\$56,250
Instructor	13 D	\$36,000	\$38,250	\$40,500	\$42,750	\$45,000

HIGH DEMAND (Engineering Technology, Diesel Technology, Health, Information Technology)

RANK	Grade	Minimum	25% Quartile	Midpoint	75% Quartile	Maximum
Professor	14 A	\$70,000	\$74,375	\$78,750	\$83,125	\$87,500
Associate Professor	14 B	\$60,000	\$63,750	\$67,500	\$71,250	\$75,000
Assistant Professor	14 C	\$50,000	\$53,125	\$56,250	\$59,375	\$62,500
Instructor	14 D	\$40,000	\$42,504	\$45,000	\$47,500	\$50,000

Section 6. Definitions

6.1 Base Salary: The amount or rate of compensation for a specified position of employment or activity excluding annual experience increment and any other payments or allowances for work or activity unrelated to that specified position of employment.

6.2 Compa-Ratio: A measure to assess competitiveness of current salary level to the market (midpoint of the salary structure). Compa-ratio is the short form for Comparative ratio. It measures the ratio of an employee's actual salary (the numerator) to the midpoint of the applicable (the denominator) salary range. To calculate an individual's compa-ratio, divided the base salary by the midpoint of the assigned salary range (pay grade range). See also "salary range penetration".

6.3 Job Classification: A formal process used to evaluate classified jobs, assign titles and pay grades.

6.4 Labor market: The labor market for compensation is the geographic area, industry, organization size, or organization type from which an organization attracts employees. Market Value refers to how much a particular job would be worth for a specific talent market (industry, size, location, organization type) at a specific or target percentile.

6.5 Mid-Point: See "Range Midpoint" (*Term not used in Salary Admin Guidelines*)

6.6 Pay Grade: Pay range is an expression of the pay for a position assigned to a pay grade in a salary structure that provides the minimum, midpoint and maximum levels of compensation. The range from minimum to maximum, expressed as a percentage, is the pay range spread. The range spread percentage is calculated by subtracting the minimum from the maximum and dividing by the minimum then multiplying by 100.

6.7 Position: A set of duties and responsibilities requiring employment of a single employee at a particular organization.

6.8 Range Penetration/Position in Range: An important compensation metric to look at in conjunction with a compa-ratio. Rather than just being a comparison to one piece of data (the

midpoint), range penetration looks at a salary in relation to the whole pay range. Range Penetration is how far an employee has progressed through the pay range. Once organizations decide how they value their jobs, based on the market data inputs, individuals are appropriately differentiated along the range by skills, education, performance, etc.

6.9 Range Penetration = $(\text{Salary} - \text{Range Minimum}) \div (\text{Range Maximum} - \text{Range Minimum})$ Range penetration is useful in talking with employees about where they stand in their range and how much more room there is for the employee to move up in pay.

6.10 Salary Structure/Pay Structure/Salary Schedule: A graphical structure consisting of a series of pay grades and range of pay available for each grade.