

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

POLICY B-22

SALARY ADMINISTRATION POLICY

Section 1. General

- 1.1. Purpose — 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.
- 1.2. 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.
- 1.3. Authority — W. Va. Code § 18B-4-2a; 18B-7; 18B-8; 18B-9A; 18B-9B; West Virginia Council for Community and Technical College Education Procedural Rule Series 55 Human Resources Administration.
- 1.4. Effective Date — April 11, 2022

Section 2. Background

In its Strategic Plan,¹ BridgeValley states its commitment to attract and retain quality faculty, staff, and administrators so as to accomplish the institutional goals. The realization of this plan is based upon available revenues generated by state resources, student tuition/fees and/or other sources. Per BOG B-13 Salary Policy the Board of Governors shall determine on an annual basis whether a salary pool may be created from available revenues. A portion of these funds may be set aside by the Board to address equity issues. Of the remaining funds, a pool will be dedicated to performance-based increases.

Section 3. Fundamentals of Compensation Adjustments

A current employee's compensation for one of the following reasons may be modified or adjusted by Human Resources dependent upon appropriate authorized approval and subject to available resources. An individual with a compa-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.

- **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.)
 - 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.
- **Off-Cycle/Other Salary Increases:** A discretionary increase that can occur any time during the year outside the normal increase cycle. The Human Resources department must be consulted in order to determine if the increase is justified, internally equitable, compatible with the market, and consistent with the salary administration guidelines.
 - Market Adjustment: A pay adjustment made to recognize compensation changes in the labor market for a specific job or jobs.
 - 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.
 - 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 classification.
 - 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.
 - Counteroffer: A Counteroffer is typically made to retain essential employees who receive offers for employment from another employer.

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 are dependent in part upon the College's budget condition 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

The Faculty Salary Schedule adopted by the Board of Governors (September 16, 2014) 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 every 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	\$66,250	\$67,500	\$68,750	\$70,000
Associate Professor	13 B	\$55,000	\$56,250	\$57,500	\$58,750	\$60,000
Assistant Professor	13 C	\$45,000	\$46,250	\$47,500	\$48,750	\$50,000
Instructor	13 D	\$36,000	\$37,250	\$37,500	\$38,750	\$40,000

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

RANK	Grade	Minimum	25% Quartile	Midpoint	75% Quartile	Maximum
Professor	14 A	\$70,000	\$71,250	\$72,500	\$73,750	\$75,000
Associate Professor	14 B	\$60,000	\$61,250	\$62,500	\$63,750	\$65,000
Assistant Professor	14 C	\$50,000	\$51,250	\$52,500	\$53,750	\$55,000
Instructor	14 D	\$40,000	\$41,250	\$42,500	\$43,750	\$45,000

Section 5. Definitions

- ✓ **Base Salary:** The amount or a 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.
- ✓ **Benchmark Job:** A job that is commonly found and defined, used to make pay comparisons to comparable jobs outside the organization.

- ✓ **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, divide the base salary by the midpoint of the assigned salary range (pay grade range). See also “salary range penetration”.
- ✓ **Compensation Philosophy:** The guiding principles that ensure that a compensation program supports an organization’s culture.
- ✓ **Compression** is most commonly thought of as when a new person enters into the organization at or above the pay of someone who is currently in the same role in the organization. It can also exist when you have two jobs in the same job family with someone in the “lower” job earning more than the person in the “higher” job. There are some families in which this may make sense such as software development where a senior developer may appropriately earn more in base than a manager of the function.
- ✓ **Incumbent:** An incumbent is an individual person in a position employed at an institution
- ✓ **Internal Equity Analysis:** A comparative analysis of compensation levels within an organization to determine if a level of compensation is equitable when compared to compensation of other employees who hold similarly situation positions in the same job classification or pay grade who have the same or similar levels of knowledge, skill, experience and performance.
- ✓ **Job** – the total collection of tasks, duties and responsibilities assigned individuals holding positions whose work is of the same or similar nature and level.
- ✓ **Job Classification:** A formal process used to evaluate classified jobs, assign titles and pay grades.
- ✓ **Job Description** (used interchangeably with institution job description, position job description, incumbent job description): A summary of the essential functions of a job at a particular institution, including the general nature of the work performed, a characteristic listing of duties and responsibilities, and the knowledge, skills and abilities necessary to perform the work.
- ✓ **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.
- ✓ **Mid-Point:** See “Range Midpoint” (*Term not used in Salary Admin Guidelines*)
- ✓ **Pay Grade:** The level to which a job is assigned within a salary structure.

- ✓ **Pay Range Quartile:** The four divisions of a pay range. The point between the 2nd and third quartile is the midpoint of the pay range.
- ✓ **Pay Range:** 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 the multiplying by 100.
- ✓ **Pay Structure:** See Salary Structure
- ✓ **Position:** A set of duties and responsibilities requiring employment of a single employee at a particular organization.
- ✓ **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.
- ✓ **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.
- ✓ **Salary Structure/ Pay Structure/Salary Schedule:** A graphical structure consisting of a series of pay grades and range of pay available for each grade.