



Georgia College & State University

SALARY ADMINISTRATION GUIDELINES

Updated as of December 14, 2020

Introduction

Georgia College (“GC” or “University”) seeks in attracting, retaining, and rewarding employees that believe and support the institution’s mission and objectives. A market-based compensation structure helps facilitate recruitment and retention of these employees and promotes opportunities for career progression and recognition of employee contributions to their jobs and to the University.

The following salary guidelines are intended to describe the administration of the compensation structure at Georgia College. Understanding and incorporating these guidelines in your work will help ensure that the structure is administered and managed consistently throughout the institution and in accordance with its design.

These guidelines have been prepared to serve as a practical resource for compensation administration. Exceptional circumstances may, from time to time, cause variations in the practice of these guidelines. This document does not constitute and should not be read to create any promise by the institution that the guidelines set forth will be followed in every case.

We encourage all employees to become familiar with these guidelines and to reach out to your manager or to a member of the HR staff with any questions or concerns.

Salary Administration Guidelines

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Total Rewards Philosophy

Vision for the Staff Compensation Program¹

Georgia College seeks to attract, retain, and reward highly qualified, diverse, and talented administrators and staff by providing a competitive total compensation package with consideration for external market conditions, skills, knowledge, and expertise. The compensation program is intended to:

- Recognize employee performance through the contributions and value they add to the University
- Manage pay through a flexible, market competitive system as a base to be applied utilizing performance factors
- Provide internal equity and consistent administration throughout the University utilizing performance metrics in application
- Georgia College is on the “Path to Preeminence” and total rewards programs are designed to align and support that effort.

How the Vision will be Realized

Role of Total Compensation

- The University is committed to maintaining a collaborative and inclusive environment that attracts, retains, and engages employees.
- Base salary and benefits are the primary compensation elements at the University. The base salary reflects the value of an employee’s role both externally and internally, as well as the capabilities and contributions of the individual. The University offers a variety of benefit programs including health & welfare, retirement, and other perquisites to reflect the needs of its employees and encourage health and wellness (Tuition Assistance Program (TAP), Employee Assistance Program (EAP), Montessori Academy, professional development etc.).
- The total compensation program and offerings are subject to the University’s financial situation and available resources.

Internal/External Valuation

- GC’s total compensation program has an appropriate balance between external market competitiveness and internal institutional needs.

¹Pay components of the total rewards philosophy are contingent upon the financial resources of the institution.

- The salary structure and associated pay ranges are intended to balance external market and internal equity considerations.
- Job assignments to the structure reflect a combination of market information and internal pay factors to be driven by performance. These factors will reflect the individual's skills, knowledge, expertise, and how the role fits into Georgia College's strategic priorities and mission.
- The total compensation package will consider local and regional market influences on salary and industry standards for benefits.

Total Compensation Positioning

- The University intends to maintain competitive total compensation levels to ensure it has the talent it needs to meet its strategic objectives and goals, including the "Path to Preeminence."
- GC aims to target compensation levels near the market median when appropriate. Certain jobs and/or individuals may be positioned above or below this range based on the value of the job to the University and the unique incumbent qualifications, time in position, and performance against agreed upon role expectations. Ongoing changes to salaries will take this into consideration.
- As standard practice, compensation for newly hired staff should be at the beginning of the pay range of the position's assigned pay grade. The Chief Human Resource Officer will use discretion to approve a higher salary level with appropriate review and justification.

Comparison Markets

- GC compares administrator and staff salaries to the appropriate, relevant geographic area (national, regional, local) and industry (higher education, general industry, non-profit), depending upon the functional nature of the job and level of responsibilities.
- The comparison markets will be reviewed as needed, to ensure continued appropriateness for compensation comparisons.
- The table below details the comparison markets against which GC benchmarks salaries. The comparison markets have been developed using characteristics that most commonly influence the salary levels of staff (e.g., Carnegie classification, institution size, geography).

Role	Market Characteristics	
	For Positions Unique to Higher Education	For Positions Found Outside of Higher Education
Administrators (including exempt staff such as Directors, Managers and Professional Individual Contributors)	<ul style="list-style-type: none"> Public and private, not-for-profit, Master's Colleges & Universities: Larger Programs and Doctoral Universities: Moderate Research colleges with similar operating budget, student enrollment, faculty size, as well as similarities on a secondary list of criteria 	<ul style="list-style-type: none"> National general industry and non-profit employers
Staff (including non-exempt staff)	<ul style="list-style-type: none"> Public and private, not-for-profit, Master's Colleges & Universities and Doctoral Universities in the Southeast with similar operating budget and student enrollment as well as Department of Labor data, where appropriate. 	<ul style="list-style-type: none"> National general industry and non-profit employers with geographic differential as well as Department of Labor data, where appropriate.

Pay for Performance

- The structure will help support and facilitate a linkage between compensation, career development, and performance management.
- The University intends to support a culture of performance and reward individuals accordingly.
 - Individual base salaries will be managed within the salary range for the job and will consider the skills, knowledge, experience, and performance of the incumbent.
 - Salary increases should be determined by the degree to which each individual contributes to the University, department, or area goals depending on the job, and demonstrates excellence in handling job responsibilities, as documented in the performance evaluation process.
 - Salary increases and opportunities for advancement will not be an entitlement and will be subject to the institution's fiscal conditions.
 - Position and job descriptions will be reviewed and updated as necessary to ensure a clear, mutual understanding of responsibilities and performance standards.
- The performance review process requires regular feedback and development conversations between supervisors and their direct report(s) to discuss progress against job expectations, development opportunities, job challenges, and/or performance issues.

Communication & Transparency

- The University will ensure understanding of the compensation program through open, clear, and accessible communication to staff.

- The link between job performance, goal achievement, and salary increases will be clearly communicated to all employees.
- Managers will be trained and held accountable for effective planning, management, coaching, and evaluating the performance of their staff, as well as creating a positive work environment that supports growth and staff development.
- Any information regarding the compensation program will be shared with all employees through internal platforms, allowing employees to provide feedback and voice any concerns.

Program Administration/Governance

- GC Leadership, Human Resources, managers and supervisors, and employees play a vital role in the administration of an effective and consistent compensation program.
- This program will be maintained through regular monitoring of the market, updates to the salary structure reflecting market influences, and reviews of salaries utilizing performance metrics to ensure internal equity.

Employee	<ul style="list-style-type: none"> • Understand job responsibilities, requirements, and expectations. • Work with a manager or supervisor to ensure job description is current and accurate. • Active participant in educating self on the specifics of the total compensation program (attending trainings, becoming familiar with the tools and other resources). • Proactive communication with supervisors to obtain feedback on performance. • Communicate openly and regularly with supervisors to address any issues and concerns. • Seek opportunities for development and advancement through outreach to supervisor, functional leader, and/or HR.
Manager/ Supervisor	<ul style="list-style-type: none"> • Understand job responsibilities and requirements of jobs in the area of responsibility. • Maintain accurate and current job descriptions. • Foster open and trusting relationships with staff in the area of responsibility, and with colleagues across the University. • Recommend and implement performance expectations, provide clear and helpful feedback, and evaluate performance. • Communicate openly with staff about total compensation topics. • Provide guidance for employee development and progression, including clear indication of the available career paths for direct reports.

	<ul style="list-style-type: none"> • Become familiar with the principles of compensation and salary administration guidelines. • Lead by example.
Human Resources	<ul style="list-style-type: none"> • Develop, revise, and maintain the compensation program, including any administration guidelines, and ensure consistency of application. • Collaborate with key stakeholders to set appropriate hiring salaries and other salary adjustments. • Collect market information and assess market pay competitiveness. • Work with supervisors to ensure job descriptions are current and accurate. • Provide Cabinet, managers, and supervisors with tools and resources needed to make compensation decisions for their staff (market data, hiring ranges, federal/state laws, etc.). • Ensure understanding by staff and administrators of total compensation program through training, meetings, tools, and other resources. • Regularly monitor the effectiveness of the compensation program and practices and its continued competitiveness.
Senior Leadership	<ul style="list-style-type: none"> • Communicate openly, regularly, and clearly with the University community on all total compensation related matters. • Endorse, promote, and approve total compensation programs in consultation with other stakeholders at the University for staff and administrators. • Set and communicate institutional strategy, objectives, and operational goals to the University. • Set the standard for performance planning, coaching and feedback, and hold direct/indirect reports accountable for the same. • Work with the President, Provost or Vice President to determine and understand own role expectations, organizational & individual objectives, and key milestones to meet those objectives.

Salary Structure

A substantial portion of GC's jobs have been benchmarked to reliable market data sources, and the market consensus from these sources has informed the development of the salary structure. The structure is designed to allow the institution to attract and retain employees. If institutional needs or specific jobs/job families require greater competitiveness, the pay position for select jobs and/or job families may be modified.

The salary structure is made up of several components:

- **Grade** is the label used for a single salary range. The structure has 11 grades with control points (minimums, midpoints, maximums). **Executive pay is determined outside of this structure and is decided by senior administration.**
- The **minimum** is the lowest point at which an employee whose job is within a specific grade will be paid.
- The **midpoint** is the average of the minimum and the maximum. It is literally the “middle” of the grade. Pay for employees who are fully competent in their role should cluster around this point once the structure and any related adjustments are fully implemented.
- The **maximum** is the highest point at which an employee whose job is within the grade will be paid.

2021 GEORGIA COLLEGE SALARY STRUCTURE

Grade	Minimum	Midpoint	Maximum
Executive	Gauged by market data		
13	\$95,296	\$131,074	\$166,740
12	\$76,282	\$104,859	\$133,437
11	\$68,519	\$87,420	\$106,209
10	\$60,868	\$76,057	\$91,358
9	\$52,880	\$66,156	\$79,320
8	\$47,476	\$57,493	\$69,081
7	\$40,729	\$49,954	\$59,068
6	\$35,441	\$43,429	\$51,417
5	\$30,828	\$37,803	\$44,666
4	\$26,777	\$32,853	\$38,816
3	\$23,290	\$28,578	\$33,753
*Executives = Provost, Vice Presidents, Associate Provosts and Academic Deans			

Periodically, depending on trends in the market, the institution will complete a comprehensive market study to assess the structure’s competitiveness and alignment with GC’s strategic objectives. A revised salary structure will be developed and implemented whenever appropriate and authorized by the President in association with the Cabinet.

Assigning Jobs to Grades

The grade to which jobs were assigned was determined as follows:

- **Benchmark jobs** (those for which market data was collected and analyzed) were initially assigned to grades based on the market consensus (i.e., market value) of the job relative to

the grade midpoint. In select cases, job assignments shifted slightly based on either the placement of other highly similar jobs or the strategic value of the job to GC.

- **Non-Benchmark jobs** (those not included in the market competitive assessment) were assigned to grades based on the degree to which they are similar to benchmark jobs already assigned to grades within the structure. Factors for this comparison include the impact of accountability, skills and knowledge level, and scope of responsibility.

For both types of jobs, career progression from one level to the next and the reporting relationships were considered when assigning a job to a grade.

Managing Pay Within the Structure

The compensation program's salary grades are wide enough to accommodate a variety of experience and performance levels. Each employee can expect to be paid within the range associated with their job's salary grade. Base salaries within the range will be determined by considering each individual's skills, knowledge, experience, and performance.

Creating a New Job

From time to time, it may become necessary to create a new job to allow the University to achieve its strategic goals. HR will complete a market assessment on new positions on an as needed basis in a collaborative effort along with the institution's strategic needs and subject to the Budget Proposal Process. When this becomes necessary, the manager, appropriate Vice President, and HR will follow the steps below:

Step 1: Develop a Job Description for the Job

The manager, working with the appropriate Vice President (as needed), develops a job description to account for the key duties of the job. Managers should submit an updated job profile to OneUSG Careers.

Step 2: Assess to Determine if Job Classification Currently Exists at the University

HR completes a review of the job description to determine whether it fits into a current job classification that already exists at GC. If it does, the job will retain the same title as the existing job and pay will be based on the grade for the job title. If not, proceed to Step 3.

Step 3: Review the Description and Determine its Grade Assignment

Either through a quantitative market analysis (for benchmark jobs) or a qualitative comparison against jobs already assigned to grades in the salary structure (non-benchmark jobs), HR will determine the grade in which the job will be placed.

Once this process has been completed and the job is filled (either internally or externally), the starting salary will be set using the process detailed below.

Setting the Initial Salary for the Individual

Setting a starting salary involves a review, by Human Resources, of a job's responsibilities and requirements as well as the skills and experience of the candidate, using the salary range associated with the job's grade as the guideline.

Step 1: Review the Skills and Experience of the Individual

Individual salaries will be set within the grade collaboratively by Human Resources and the employee's manager. This decision will be based on the candidate's skills, knowledge, and experience.

The decision will be based on the candidate's skills, knowledge, and funding availability.

Address paygrade minimum in line with BOR policy.

Step 2: Review Internal Equity

Before any salary is finalized, Human Resources will conduct a review of salaries of current employees in similar jobs to ensure internal equity.

	\$	BASIC	PROFICIENT	ADVANCED	\$\$
Factors that Impact Pay		<ul style="list-style-type: none">• New to job• More limited experience• Must learn/develop significantly	<ul style="list-style-type: none">• Will be able to step into the job and perform effectively and efficiently• Demonstrates required experience/skills• Exhibits desired competencies to perform job successfully• Seasoned and proficient professional	<ul style="list-style-type: none">• Top performer in all job criteria• Has broad, deep knowledge of own area and related areas• Depth and breadth of experience, specialized skills, perspectives add significant value to institution• Serves as expert resource to others	
Approval Requirement		<ul style="list-style-type: none">• Manager discretion to hire in this range• Consultation with HR required to identify any internal inequities and confirm appropriate salary for hire	<ul style="list-style-type: none">• Approval needed. A review of compensation by HR and sign-off by higher level manager• Consultation with HR required to identify any internal inequities and plan for resolution	<ul style="list-style-type: none">• Approval required at the VP or more senior level after HR review• Consultation with HR required to identify any internal inequities and plan for resolution	

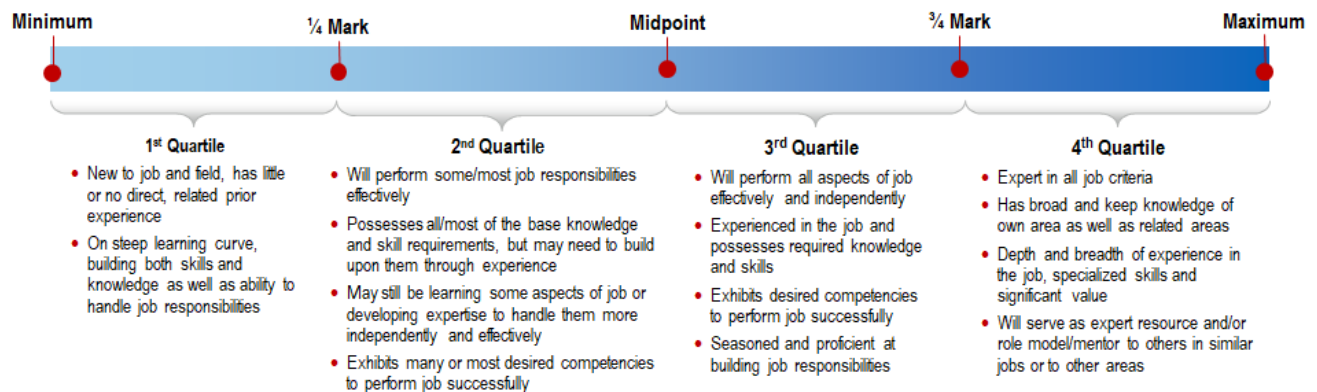
Majority of Employees Fall Here

Step 3: Final Approval of Salary Level

Final salary recommendation is submitted to the appropriate Vice President for review. Upon approval, Human Resources will submit this information for appropriate next steps.

Note that this process may vary depending on the level of the job at Georgia College as well as current University System Board of Regents policies.

Managing Salaries within a Grade



Ongoing Maintenance of the Salary Structure

Human Resources will review both higher education and general industry market trends and surveys to determine the appropriate salary structure adjustment. These resources include a review of the increase percentages by various employee levels: executive, salaried/exempt, and hourly/biweekly. The Vice President for Finance and Administration as the Chief Business/Finance Officer will make the final decision on the structure increase, given the financial resources of the institution and University System of Georgia funding.

FLSA Wage & Hour Guidelines

GC administers its compensation program so that it is in compliance with all state and federal guidelines. One key federal law that governs pay is the Federal Labor Standards Act (FLSA). It is very important that those who manage employees and approve timesheet submissions to payroll be well-versed in this law.

This legislation places all employees into one of two designations, based on the type of job responsibilities, reporting relationships, and/or qualifications of the person.

1. An **exempt** employee is one who passes all exemption tests under FLSA and cannot be paid overtime pay.
2. A **non-exempt** employee is one who does not meet criteria for exemption under FLSA and is eligible to receive overtime pay (1½ times regular hourly rate for any time worked over 40 hours per week).

Federal and state laws require that employees in non-exempt jobs be compensated for all the time they work. According to the Federal Labor Standards Act (FLSA), GC can be penalized for failure to compensate appropriately for time worked.

It is the responsibility of the manager to seek approval from the Vice President when overtime is and is not appropriate for an employee. In order to adhere to the budget, managers must inform employees in advance of restrictions on the number of overtime hours worked.

It is the responsibility of the employee to follow managerial guidance and to work overtime only when it is approved by his or her manager.

Further details on FLSA can be found on the Department of Labor's website:
<http://www.dol.gov/compliance/laws/comp-flsa.htm>

Job Evaluation Requests

Understanding Job Evaluation

During the normal course of operations, changes in primary job responsibilities may make it necessary to rewrite or update the job description. If a job changes substantially, the Supervisor reviews the current job description for changes. These changes should be noted and forwarded to the appropriate Vice President for review and approval. The Vice President should review changes to ensure the equitable distribution of departmental workloads and appropriate assignment of tasks. Once the Vice President approves these changes, the job description should be rewritten and submitted to Human Resources for review.

Jobs are evaluated only when formal reviews by Human Resources staff determine that the grade of the job should be changed.

The following are examples of situations that may warrant a job evaluation:

- Department reorganization and job restructuring
- Addition of full-time staff reporting to the job
- Addition of new area(s) of responsibility
- Major change in level of authority and accountability

Evaluation Requests

Requests for evaluation should be made by the manager to whom the position reports, and not by an individual employee. If an employee believes their job needs to be evaluated, they should discuss this with their manager, who will review the request with Human Resources to determine the appropriate course of action.

Note that only one evaluation per job is permitted in a given calendar year. It is suggested that position descriptions are reviewed during the employee performance review.

Job-Related Changes

Throughout the normal course of GC operations, it is possible that an employee's job will change for several reasons. The table below highlights several types of changes as well as their impact on the employee.

JOB CHANGES

Type of Change	Guideline
Administration of Salary Range	<ul style="list-style-type: none"> All salaries will be within the salary range associated with the grade (i.e., between the minimum and maximum). The grade minimum and maximum represent a discount and a premium against the market, respectively. Managing pay within the salary range ensures that salaries are set fairly and equitably across the institution.
Permanent Change to Job Responsibilities	<ul style="list-style-type: none"> Adding significant additional duties may warrant a salary change and should be calibrated to the magnitude of change.
Movement to a Higher Grade May be either due to the re-classification of current job or promotion to a new job	<ul style="list-style-type: none"> Employees will be compensated in accordance with the new job's grade with a position in the range determined based on the individual employee's skills and experience. The new salary will not be greater than the midpoint of the higher grade without the evaluation of the job for the new position. The salary increase should recognize additional responsibilities and ensure salary for the new job is consistent with market and internal equity. The increase will also consider the incumbent's skills, knowledge, experience, performance, as well as internal equity of employees in the same or similar jobs.
Movement within the Current Grade Lateral move to a new job in the same grade	<ul style="list-style-type: none"> The employee's compensation will be evaluated relative to the new job. Salary increase may be recommended based on the incumbent's skills, knowledge, experience, performance, and current position within the salary grade as well as the internal equity of employees in the same or similar jobs
Movement to a Lower Grade May be either through reclassification of current job, demotion to a new job, or voluntary job change	<ul style="list-style-type: none"> A demotion is a decrease in the duties and responsibilities assigned to an employee and a reassignment from one job to another job at a lower pay grade. A demotion can also be defined as a reassignment of duties to a lower level of pay or responsibility even if there is not a change in the employee's job title or position. Involuntary demotions may occur if work is eliminated, abolished, or reorganized, as a disciplinary action or if a classified employee is unable to perform the work satisfactorily.

Type of Change	Guideline
	<ul style="list-style-type: none"> Supervisors who are considering a suspension, demotion or dismissal of an employee must contact Human Resources to ensure that all appropriate laws, regulations and policies are observed. Demotions are subject to the policy and guidelines as described in the Human Resources Administrative Practice Manual for the University System of Georgia (http://www.usg.edu/hr/manual/dismissal_demotions_or_suspensions).
Transfer within Institution or from Another Institution in University System	<ul style="list-style-type: none"> Details on the associated benefits, service continuity, and leave policies remain the same as the University System guidelines. Salary change is subject to the guidelines described above based on the job at GC.
Earning a Degree or Other Professional Designation	<p>Earning a degree by itself does not typically warrant a salary increase. Any associated compensation change will be assessed by HR and the appropriate manager on a case-by-case basis. The manager will initiate the evaluation process stated above.</p>
Interim Assignment, Acting Assignment, and Additional Responsibilities	<p>Definition of the terms:</p> <ul style="list-style-type: none"> <u>Acting assignments</u>: Assignments of administrator authority due to administrator absence or reassignment for a short period of time. Employees will have authority in the office, but the absent administrator retains responsibility for his/her job, for a period of less than three months. <u>Interim assignments</u>: Assignments of administrator responsibilities due to resignation of administrator or administrator absence for a long period of time. The employee will have authority and responsibility in the office, for a period greater than three months. <u>Additional duties</u>: Assignment of additional duties, but not full responsibility or authority of a job, for a period of less than 1 year. <p>Guideline:</p> <ul style="list-style-type: none"> The nature of these assignments and associated compensation will be assessed by HR and the appropriate manager on a case-by-case basis.

Criterion	Assessment of Staff Member		
Degree of increase in responsibilities and complexity			
	Moderate		Significant
Performance compared to expectations ²			
	Effective		Exceptional
Current salary in relation to the new band			
	High		Low
Current salary relative to others in similar jobs in new band (with similar skills, knowledge, competencies, and experience)			
	High		Low
Depth and breadth of skills and knowledge demonstrated			
	Moderate		High
	Modest Increase (e.g., 3-5%)	Moderate Increase (e.g., 5-8%)	Significant Increase (e.g., 8-10%)

Salary Adjustments

Merit Increases

The University System of Georgia (USG) Board of Regents will determine the percentage of the merit increase pool and communicate the amount to the institution during the original budget allocation process. These funds must be provided to USG employees for salary increases based on merit. It is expected that individual merit salary increases will be reasonably distributed among employees. While it is the intent of GC to provide merit increases when finances permit, the institution cannot guarantee that such increases will occur every year.

Equity and Market-Based Adjustments

Human Resources will review market data and internal salaries regularly. From time to time, it may be necessary and appropriate to adjust salaries to establish/maintain internal equity or to recognize significant market changes. If an adjustment is warranted, it will be communicated separately from, but delivered at the same time as the general salary increase.

- **Equity Adjustment:** An adjustment that is made to ensure that an individual employee's salary appropriately reflects his or her skills, knowledge, experience, and performance in comparison with requisite skills, knowledge, experience, performance for the job as well as pay level in commensurate positions.
- **Market Adjustment:** An adjustment that is made to recognize changes in the competitive market salary for a job. Market adjustments are unlikely to occur often

because the salary structure is based on market analysis and is updated regularly to ensure continued competitiveness. Occasionally, however, unusual market circumstances may warrant an adjustment.

Human Resources will approve all adjustments prior to implementation.

Off-Cycle Increases

There may be exceptional circumstances that warrant a pay increase independent of any general salary increases. If this is the case, they will be communicated separately from other increases. Off-cycle increases are limited to once per year, if provided.

Pay Outside Base Salary

Paying outside of base salary for the employment situations listed below is subject to the policy and guidelines as described in the Human Resources Administrative Practice Manual for the University System of Georgia:

- Extra Compensation
- Dual Appointment
- Emergency Call Back Pay and Variant Pay
- Relocation Expense Reimbursement

Future Linkages to the Salary Structure

A market-based compensation structure helps facilitate the recruitment and retention of employees, and sets the foundation for the following programs that the institution will explore in the future:

- Performance management: Structure sets the stage for differentiating pay based on performance by position within the salary range, and can be used to support additional components of the performance management program
- Career development: Structure provides a way for employees to examine jobs they would be interested in for the future and begin thinking of how they can prepare themselves for those roles by working on their own professional development