

Revision Responsibility: Director of Human Resources  
Responsible Executive Officer: Vice President for Financial and Administrative Services

Source/Reference: [TBR Policy 5:01:00:00 General Personnel Policy](#)  
[TBR Guideline P-043 Compensation](#)

## **PURPOSE**

To establish a uniform and equitable method of classifying administrative/professional positions and setting and maintaining administrative/professional salaries.

## **POLICY**

### **I. Purpose**

The goal of the administrative/professional classification compensation plan is to set and maintain administrative/professional salaries that will attract and retain qualified individuals by providing salaries responsive to internal equity, and external competitiveness.

### **II. Applicability**

The administrative/professional classification compensation plan is applicable to all staff exempt under the Fair Labor Standards Act, except for executive staff including the president, vice presidents, associate vice presidents, and executive for advancement.

### **III. Definitions**

- A. Promotion – an increase in position or rank brought about by means of assuming the duties of a vacant position of higher classification, or assuming duties which warrant a reclassification of present position to one at a higher level.
- B. Reclassification – When the duties and responsibilities of a position change to the extent that the position is moved into either a higher or lower salary grade. A reclassification may include an appropriate salary adjustment.
- C. Selected for Open Position – When a regular employee of the college assumes a new position as a result of applying for and being selected to fill a posted vacant position. Salary calculation for the new position would be covered under the new-hire calculation procedure/policy.
- D. Lateral Transfer – Assumption of duties of another position at the same level and is not eligible for a salary increase.

- E. Demotion – A decrease in position or rank brought about by means of assuming the duties of a vacant position of lower classification, the realignment of duties presently performed which warrant a reclassification of present position to one at a lower level, or the assignment of a position at a lower classification subsequent to the disciplinary procedure or disqualification from present duties as a result of mental or physical incapacity to perform the required work.

#### IV. General Structure

##### A. Classification of Positions

###### 1. New Positions

- a. Position descriptions for new positions are drafted by the supervisor of the position, and reviewed and approved by all levels of supervision, including the vice president.
- b. The Office of Human Resources will review the position description and grade the position utilizing the Job Evaluation Plan for Administrative/Professional Staff.

###### 2. Job Evaluation Factors

All positions will be analyzed and evaluated based on the following factors as specified in the Job Evaluation Plan:

- a. Knowledge, skills and experience
- b. Complexity and creativity
- c. Impact on institutional mission
- d. Customer service
- e. Leadership
- f. Physical demands and working conditions

Point values will be assigned for each category in accordance with the Job Evaluation Plan, and total points for each position will determine the salary grade.

##### B. Pay Grades

The administrative/professional compensation plan includes eight pay grades. Positions will be placed into pay grades based upon point values assigned in the job evaluation process.

C. Salary Ranges

The administrative/professional compensation plan includes salary ranges for each of the eight pay grades.

D. Salary Range Penetration

1. Experience Credit

a. New Hire

- 1) Consideration is given to applicable prior, full-time experience
- 2) Each year of directly applicable/related full-time experience will be recognized. To be considered related the experience must be in the same discipline as the job being filled. The work must be similar to, preparatory for, or within the same logical career path as the work to be performed. The work experience must be current. For work that is directly related to performing the essential functions of the position, one-for-one credit will be given for years of experience.
- 3) For indirectly related experience, 1-for-2 years of credit will be recognized.

- b. Continuing Employee: Each year of full-time experience with the College will apply toward salary range penetration.

V. Salary Plan Administration

A. Responsibility for Administration

The director of human resources is responsible for overall administration of the compensation plan, including, but not limited to:

1. Orienting and informing supervisors of the salary plan administration and its relationship to position responsibility and employment.
2. Assisting supervisors and incumbents with the development of job descriptions covering characteristic duties, responsibilities and requirements.
3. Evaluating all positions for inclusion in the plan.
4. Maintaining the master set of position analysis questionnaires.
5. Ensuring that all staff members receive appropriate and equitable recognition for their credentials.

6. Monitoring market conditions to ensure the College’s ability in attracting and retaining staff and providing competitive salaries.

All management personnel have responsibility for being sufficiently informed to provide answers to questions concerning the program. The respective vice presidents, associate vice presidents, deans and managers have ongoing responsibility for making appropriate recommendations within the parameters of the policy.

B. Final Authority

The College president has final authority within the College for all salary policies, including distribution of salary adjustments and salary administration changes, subject to Tennessee Board of Regents policy and guidelines.

**PROCEDURES**

I. Salary Determination or Adjustments

A. New Appointment or New Hire

1. Experience Credit

The appropriate supervisor will review and recommend experience to be credited in accordance with the administrative/professional compensation plan policy. The Office of Human Resources will review the recommendation and resolve any questions together with the appropriate vice president.

2. Salary Computation

a. The Office of Human Resources will compute the salary for a new administrative/professional staff member based upon the staff member’s pay grade and experience in accordance with the administrative/professional staff compensation plan formula.

b. To determine a starting salary, the following calculations will take place:

Row	Description
A	Number of years of related experience
B	Number of years of relevant, prerequisite experience that are required for the position.
C	Number of years to reach target pay is 12 years

Step	Process
1	Arrive at the total number of years of credited directly and secondarily-relevant, applicable experience that are to be considered (A).
2	Subtract the number of years that are required to be qualified (B).
3	If the result of step #2 equals or exceeds number of years expected to reach target, the hiring range is up to the midpoint of the range, or higher by presidential exception.
4	If the result of Step #2 is less than target, divide step #2 by the target to arrive at a percentage.
5	Multiple Step #4 times (midpoint – minimum).
6	Add the minimum to Step #5 to arrive at a starting salary.
7	If the candidate holds an academic degree that exceeds what is required by the position, the incumbent may receive one additional year of credit.
8	The hiring range is from the minimum to the sum of Step #6.

### 3. Exceptions

- a. Upon recommendation from the appropriate vice president and/or director of human resources, the president may approve an adjustment to the calculated starting salary.

- b. Up to Range Midpoint

Vice presidents, with approval by the president, may approve exceptions to the range penetration formula, up to the range midpoint, based on business necessity, taking into consideration the market, the needs of the College, and the availability of fiscal resources.

- c. Above the Range Midpoint

Offers in excess of the range penetration formula, above the midpoint of the salary range, must be recommended by the appropriate vice president and/or director of human resources and approved by the president. Any such offer will be based upon business necessity reasons. The appropriate appointing official must document rationale for exceptions. Business necessity considerations include: qualifications of the candidate, number of qualified applicants identified, market considerations, the needs of the College and potential compression problems relative to other staff members within the same salary range and discipline who possess similar qualifications.

d. Promotion

The salary of an administrative/professional staff member moved to a higher salary range as a result of promotion will receive a 5% increase for each skill level or salary grade advancement, or to the minimum of the new salary range, whichever is higher.

e. Demotion

When an employee moves from a higher graded position to a lower graded position, either voluntarily or because of a performance-related reason, the salary for the new position may be computed by recalculating the salary according to paragraph IV. D. 1.b of this policy. Exceptions to this procedure may be made due to business and personnel considerations as agreed and approved by the director of human resources, the appropriate vice president, and the president.

f. Pay Above Maximum

If a staff member's salary is at or above the maximum of a pay range, base pay will be increased only for across-the-board increases given to all employees. Otherwise, the salary shall remain unchanged until such time as the range maximum exceeds the individual's current base salary.

g. Market Exceptions

When unusual market conditions cause excessive turnover, salary grade midpoints substantially below the market average, and/or failure of current pay to attract or retain qualified candidates, the entire pay range of a position may be adjusted by the difference between the documented market average pay for the position and its current midpoint value. The exception is for a specific job title, not all jobs in the pay grade.

II. Classification of Positions

Classification of new positions and reclassification of positions will be handled as described below.

A. New Positions

1. Position Analysis

The supervisor of a new position, with assistance from the Office of Human Resources, will draft a position description. All levels of supervision will review the position description, work with the appropriate personnel to make

needed changes, submit it to the vice president for approval, and submit it to the office human resources.

2. Human Resources Review

- a. The human resources analyst will analyze the position based upon the job description, and make a recommendation concerning the pay grade for the position to the director of human resources.
- b. The director of human resources will analyze the position and either:
  - 1) Approve the recommendation and forward it to the president and vice presidents for review; or
  - 2) Return the recommendation to the human resources analyst for further review.

3. President's Approval

The president and vice presidents will review the proposed pay grade for the position, and the president will approve the recommendation, indicate an alternate pay grade, deny the recommendation, or return the recommendation to the Office of Human Resources for additional review and/or clarification.

B. Changes in Existing Positions and Reclassifications

1. Position Analysis for Job Changes

When the duties and responsibilities of a position change an analysis may occur to determine if a reclassification is justified. A reclassification of a position should be made only to meet the needs of the College. A supervisor may propose a change using the following steps:

- a. Draft a revised position description, reflecting the changes in the position
- b. Review the revised position description with all levels of supervision and the appropriate vice president or the president, and obtain approval for the revisions in the position.
- c. Submit the revised position description to the Office of Human Resources for analysis and grading of the position in accordance with the Job Evaluation Plan
- d. Reclassification requests should be submitted to the Office of Human Resources either by February 15 to be considered in the original budget or August 15 to be considered in the revised budget.

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- b. The director of human resources will analyze the position and either:
  - 1) Approve the recommendation and forward it to the president and vice presidents for review; or
  - 2) Return the recommendation to the human resources analyst for further review.

3. President's Approval

The president and vice presidents will review the proposed pay grade for the position, and the president will approve the recommendation, indicate an alternate pay grade, deny the recommendation, or return the recommendation to the Office of Human Resources for additional review and/or clarification.

III. Salary Range Review

A. Revision of Salary Schedules

Salary ranges may be adjusted as identified by the college administration using the following factors, including, but not limited to:

1. Recruitment and retention
2. Structural increases by peer institutions
3. Inflation
4. Financial resources of the College

B. Effective Date of Salary Schedule Revisions

Approved range adjustments will be effective per institutional budget funding and Tennessee Board of Regents policies or guidelines.

*October 1988; Revised: September 25, 1997 (title changes only); July 10, 2002 (new policy to reflect changes resulting from the college's 1999 salary equity study); October 19, 2007 (to remove reference to human resources committee); February 6, 2012 (policy updates, new policy format and updated titles); March 31, 2014 (incorporate changes from TBR Policy 05:01:01:00 and Salary Plan of 2012, update definitions); August 25, 2014 (update procedures); February 3, 2015 (update effective date of salary range revisions)*