

# Policy Manual



<b>Title: Total Rewards Program Pay Adjustments for Professional Technical Staff and Administrators</b>	<b>Number:</b> 6Hx2-3.46
<b>Legal Authority:</b> Fla. Stat. § 1012.855; Fla. Admin. Code R. 6A-14.0247(6)(a), 6A-14.0262(7)(b)	<b>Page:</b> 1 of 4

## GENERAL STATEMENT

### Total Rewards Strategy Program

The College's Total Rewards Strategy program is a comprehensive total compensation program that includes both financial and non-financial components and is designed to recognize, reward and compensate its employees. As a part of the Total Rewards Program, the College will annually evaluate its total compensation programs for professional technical staff (PTS) and administrators during the compensation planning cycle. The President may annually recommend to the Board of Trustees annual base or non-base pay adjustments based on the College's available and allocated funding for such adjustments and in accordance to the Annual Adoption of Salary Schedule Policy 6Hx2-3.27.

All requests to hire above the minimum salary or for pay adjustments for professional technical staff or administrators are evaluated and reviewed by the Department of Human Resources. The Executive Director of Talent and Culture reviews all compensation recommendations prior to their finalization to ensure that the College is in compliance with federal and state law, the College's Affirmative Action plan and goals, and the goals established in the Five-Year Equity Plan in accordance with the Policy on Diversity and Inclusive Excellence 6Hx2-3.44. The Executive Director of Talent and Culture in collaboration with the District Director, Employee Relations shall review and approve all recommendations for hire for compliance with affirmative action and equity goals prior to the extension of a hiring offer by hiring managers.

The Executive Director of Talent and Culture is charged with regularly reviewing compensation recommendations that could have adverse impact with respect to any protected category such as gender, race, ethnicity, age, disability, service in the uniformed services, or any other classification protected by federal, state or local law. In addition, the Executive Director of Talent and Culture shall annually perform an analysis to evaluate progress in organizational units to comply with Executive Order 11246 and Title 41, Chapter 60 of the Office of Federal Contract Compliance Programs.

### THE POLICY and THE STUDENT

The core values of Broward College reflect the importance of achieving student success and academic excellence and creating an educational environment based upon mutual respect, integrity, communication and engagement. As such, the College seeks to provide a twenty-first century approach to its Total Rewards offerings to attract and retain diverse and talented professional technical staff and administrators in support of vision, mission, and core values.

<b>History:</b> Revised December 1, 2009; revised February 26, 2013, revised August 13, 2019, revised October 22, 2019			
<b>Approved by the Board of Trustees</b>	<b>Date:</b> 10/22/19	<b>President's Signature</b> 	<b>Date:</b> 10/22/19

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## THE POLICY AND STAFF

### New Hires

Through the Total Rewards Program, the College has established broad salary ranges to foster internal growth within the range and to be able to attract high quality professional technical staff and administrators. Prior to extending an offer of a position to a new hire, the hire must be authorized by the Executive Director of Talent and Culture in collaboration with the District Director, Employee Relations in compliance with the College's equity and affirmative action goals. All hires at the level of administrator or above must be authorized by the President. The Executive Director of Talent and Culture will review salary offers before finalization for approval.

### Interim Appointments

When employees assume an interim role during the recruitment process of a critical vacancy within the College, the temporary appointments must be made in accordance with the Recruitment, Selection, and Assignment of Personnel Policy 6H3x-3.02 and may not extend beyond 24 months.

When interim appointments are banded higher than the incumbent's current position, the incumbent must meet all the requirements of the higher level position. Formal requests to initiate an interim appointment are made by the appropriate Senior Leadership to the Department of Human Resources and must be accompanied by a summary of the credentials of the employee recommended for interim assignment, a current resume, and indication of the time period for the initiation of a search for the regular position. Interim assignments are authorized by the College President and approved by the Board of Trustees. The incumbent must perform all duties necessary to fulfill the requirements of the position.

### In-Range Adjustments

The College's salary ranges are broad, provide flexibility and facilitate employee movement within the range. The Department of Human Resources will review and evaluate all requests for in-range adjustments. Analysis and review of a requested in-range adjustment is subject to the following criteria:

- Internal equity
- Pay compression
- Significant additional duties within an existing band
- Consistency and comparability among similar positions within the College

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Senior Leadership may request in writing an in-range adjustment for positions that meet the criteria above and document how the position meets the existing criteria. The Executive Director of Talent and Culture will review and evaluate the request for approval. In-range increases are subject to the availability of funds. Any in-range increase that exceeds more than ten (10%) percent of the existing pay rate must be authorized by the President and subject to the approval of the Board of Trustees.

**Lead Worker** – When an employee’s position is changed to include leading full-time employees without assuming the full range of supervisory responsibilities, an amount of up to 5% may be added to an employee’s salary. The assigned lead responsibilities may be temporary or become a regular part of the job’s responsibility. If temporary, the amount is removed when the employee is no longer performing the responsibilities of the lead. Lead responsibility is limited to leading the work of two or more full-time employees in the same job family or related job family. Written justification documenting the number of employees being lead and their classifications is required as well as the recommendation of the appropriate Senior Leadership member. The Department of Human Resources will review all requests for Lead Worker responsibility for approval. Credit shall not be given for responsibilities for leading or supervision of part-time or student employees.

**Permanent Assignment of Additional Duties** – When an employee is assigned significant duties that do not qualify for movement to a new band, a request may be made by the appropriate Senior Leadership member for an in-range adjustment. The Senior Leadership member shall submit a new position description that delineates the specific duties added to the position as well as a letter documenting the changes to the position. Additional responsibilities must have a significant and measurable impact on the area’s objectives. Pay adjustments will be determined by the complexity of the new function, magnitude of change as a result of the additional responsibilities, comparability of positions with similar responsibilities, internal equity, and level of experience/expertise compared with similar positions.

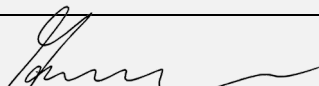
In-range salary adjustments must be authorized by the Executive Director of Talent and Culture and may not be awarded to an employee more than once within a 12 month period. The Department of Human Resources will evaluate each request to promote internal equity and consistency.

## IMPLEMENTATION and OVERSIGHT

The President has the authority to issue procedures concerning this policy. The Executive Director of Talent and Culture has responsibility for the implementation of this policy.

## VIOLATION OF POLICY

Policy violations shall be investigated by the Executive Director of Talent and Culture and/or his/her designee. Policy violations will subject the employee to appropriate disciplinary action up to and including termination.

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## DEFINITIONS

**Failed search** – A failed search is an officially closed search by the Human Resources, Recruitment Office. In order to close the search, the hiring manager must notify the Recruitment Office in writing. A failed search occurs when no candidates qualify for the position; an offer is made and declined by the recommended candidate; or the pool lacks sufficient candidates (3 or more) or sufficient diversity to make a hire.

**In-Range Adjustment** – A temporary or base building salary adjustment within guidelines not to exceed the maximum of the positions salary range.

**Interim** – A current full-time regular employee appointed on a temporary basis, usually to a vacant position, in a higher job band or family for which they are qualified.

**Lead Employee** – An employee whose position includes leading full-time employees without assuming the full range of supervisory responsibilities. The lead employee may facilitate and guide the work of a minimum of two or more full-time employees performing similar functions. A lead employee does not evaluate performance, coach employees or recommend hires or separations as a part of their normal work functions.

**Quartile** – A quartile represents one quarter of the salary range. A salary range is divided into four quartiles. Minimum, first quartile, mid-point, third quartile, and maximum as defined within the College salary structure.

**Senior Leadership** – Members of Broward College’s Leadership Senior Management Team to include College Provost, Senior Vice Presidents, Vice Presidents, Vice Provosts, Campus Presidents, Chief Operating Officer, Chief Financial Officer, Chief of Staff, Executive Directors, and General Counsel.

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