



**WYTHEVILLE**

---

**COMMUNITY COLLEGE**

**SALARY ADMINISTRATION PLAN**  
**WYTHEVILLE COMMUNITY COLLEGE**

Last revision 7/1/2023

**Salary Administration Plan  
Wytheville Community College  
Date of Current Revision: July 2023**

- I. Purpose
- II. Compensation Plan Philosophy
- III. Effective Date
- IV. College Salary Administration Philosophy and Policies
- V. Responsibilities
- VI. Pay Practices
- VII. Reassignment Within the Pay Band
- VIII. Recruitment and Selection Process
- IX. Performance Management
- X. Appeals
- XI. Awards and Recognition
- XII. Program Evaluation
- XIII. Appeal Process
- XIV. EEO Statement
- XV. Communications Plan
- XVI. Interpretation and Authority

## **I. Purpose**

In accordance with the Department of Human Resource Management (DHRM), Wytheville Community College (WCC) adopts the following Salary Administration Plan (SAP). This plan specifies how the college will implement the job evaluation, compensation and performance management components of the commonwealth's Compensation Management System. It is intended that the SAP serve as the foundation for ensuring consistent application of pay administration decisions and help avoid employee disputes.

*Except where noted, this plan applies only to full-time, classified employees. These exceptions can include specific requirements for Administrative & Professional Faculty.*

## **II. Compensation Plan Philosophy**

WCC values our employees and the contributions each one make to the enrichment of our student body. We believe that to achieve the strategic goals set forth by the college our compensation plan should demonstrate that our employees are our most valuable contributors. Compensation is a key element in retaining, motivating, and rewarding qualified employees. WCC provides professional development opportunities to encourage advancement of employees. WCC's compensation is dependent upon a strong enrollment, employee performance, external labor markets, and internal equity of similar positions, the college's financial position, and other pay factors.

## **III. Effective Date**

WCC's Salary Administration Plan is effective on July 1<sup>st</sup> of every year after careful review and approval by the President's Cabinet.

## **IV. Philosophy and Policies**

WCC's compensation philosophy is to pay employees in a sufficient manner to recruit and retain a high performing workforce that provides quality service to our students we serve in a financially responsible manner to the community and the citizens of the Commonwealth of Virginia.

- To complete salary studies to establish base pay that is competitive with the labor market.
- To provide internal alignments and promotions to employees who obtain a higher degree or take on additional duties.
- To recognize high performing employees through promotions and encourage professional development opportunities.
- To emphasize the total compensation package of salary as well as non-salary benefits such as healthcare, retirement, life insurance, annual and sick leave, tuition waivers, educational assistance, and gym membership.
- To look at data for salaries for employees in similar roles to maintain equity across all EEO categories prior to making offers of hire.

WCC will administer its compensation program in a fair and equitable manner that aligns with the college's mission, goals, and business objectives.

- Be transparent and communicate with employees concerning promotion or professional development opportunities.
- Assure that comparable jobs are valued with the same methodology and assigned to the same role.
- Encourage employees to focus on the mission and outcomes of their department as well as the entire college.
- Encourage recruitment and retention of qualified employees.
- Be fiscally responsive to the changing market.
- Motivate employees by offering rewards and recognition.

## **V. Responsibilities**

The following is an outline of the level of responsibilities to implement the Salary Administration Plan at WCC.

### **Human Resource (HR)**

The Director of Human Resources and Payroll Services shall assist administration and employees in implementing the college's SAP and the commonwealth of Virginia Compensation Management System.

- Consult with managers on pay actions by providing review of all offers of hire.
- Facilitate interview committees.
- Provide yearly updates to the SAP and communicate the plan out to employees and administration.
- Provide training to managers and employees on the SAP.
- Create reports documenting pay decisions.
- Comply with rules and policies of the Commonwealth's classified compensation program.
- Assess potential EEO impact of pay decisions, role allocations, and other decisions impacting pay or potential pay.
- Ensure the SAP is posted on the WCC main website for ease of use.

### **President/Vice Presidents**

As the college's senior administrators, persons at this level shall administer the SAP accordingly:

- Establish a plan and designate levels of approval authority.
- Hold departments and managers accountable for salary decisions and proper application of the college's SAP.

- Assess overall priority of pay issues for departments.
- Monitor compliance with rules and policies of the Commonwealth's classified compensation program.
- Review summary reports regarding pay decisions to ensure compliance with the SAP.
- Evaluate the impact to the bottom line of the budget for all compensation programs.
- Provide feedback to employees on performance.
- Encourage participation in training by managers.
- Encourage growth and professional development of employees.

### **Deans/Associate Vice Presidents/Directors**

This administrative level shall:

- Hold departments and managers accountable for salary decisions and proper application of the college's SAP.
- Assess the budget and department priorities in developing and acting on pay practices.
- Assess the potential EEO impact of pay decisions, role allocations, and other decisions impacting pay or potential pay.
- Encourage participation in training by managers.
- Encourage growth and professional development of employees.
- Provide feedback to employees on performance.
- Comply with rules and policies of the Commonwealth's classified compensation program.
- Prior to negotiating salaries, make sure the salary can be supported by adequate funding.
- Review reports regarding pay decisions.

### **Department Heads/Managers/First-Line Supervisors**

This administrative level shall:

- Encourage growth and professional development of employees.
- Provide feedback to employees on performance.
- Comply with rules and policies of the Commonwealth's classified compensation program.
- Review staff salaries and position descriptions regularly for accuracy and classification.
- Recommend pay actions to upper management.
- Review reports regarding pay decisions.
- Assist employees with organizational change.

## **Employees**

WCC Employees shall:

- Manage career development by application of new skills and self-development.
- Stay informed about the college's SAP.
- Attend applicable training and professional development opportunities.
- Adhere to policies and guidelines regarding WCC's SAP.

## **VI. Pay Practices**

In determining salaries, administration shall consider the following pay determination factors as defined in DHRM Policy 3.05-Compensation:

- Agency Business Need;
- Duties and Responsibilities;
- Performance;
- Work Experience and Education;
- Knowledge, Skills, and Abilities;
- Training, Certification, License, and Degree;
- Internal Salary Alignment;
- Market Availability;
- Total Compensation;
- Budget Implications;
- The Delegated Authority Agreement between the President and Chancellor; and
- Current Salary.

These pay practices apply to full-time classified employees and non-student wage (part-time) employees except where noted and with the attendant qualifications. For each salary action, departments must initiate and submit the appropriate paperwork, as described in the following sections.

### **A. Pay Practices**

An employee's salary may not fall below the minimum or rise above the maximum of the pay band as a result of a requested pay practice. (The only exception to this is the six-month period of time in which a person who has undergone a voluntary demotion may be paid above the maximum of the pay band.) In addition, when filling positions through such pay practices as Starting Pay, Promotion, Lateral Transfer, etc., the employee may not be paid more than the amount budgeted without written authorization from the President. Pay practices that relate to non-student wage and classified employees moving from one position to another (Promotion, Voluntary Transfer, Demotion, etc.) include classified employees who are hired into a WCC classified position directly from another classified position at any other state agency.

## **1. Starting Pay**

Starting pay is the starting salary for an individual not currently employed by the college or other state agency. The hiring department has the flexibility to offer a starting salary from the minimum of the assigned pay band or hiring range up to the amount budgeted for the position. Starting salaries must not exceed the advertised salary range. A starting salary must be reviewed by HR and must be approved by the President.

Departments hiring part-time wage employees into full-time classified positions will follow the same starting pay guidelines described above.

The hiring manager must work with HR to determine the appropriate starting pay in accordance with the college's SAP. Once a starting salary is determined, the hiring supervisor must obtain the appropriate approvals BEFORE making an offer or communicating potential salary figures to the job candidate.

## **2. Promotion**

Promotion is the movement of an employee to a different position in a higher pay band. This movement is the result of the employee applying for and being awarded the position through a competitive recruitment and selection process.

When an employee receives a promotion, the salary increase is negotiable from the pay band minimum up to the pay band maximum or between the advertised hiring range minimum and maximum. Any salary increase must be supported by the pay factors listed above.

The hiring supervisor must work with HR to determine the appropriate promotional increase (if any) in accordance with the university's SAP before the offer is made or potential pay is discussed with the candidate. Once an increase has been determined, the hiring supervisor must obtain the appropriate approvals.

## **3. Voluntary Transfers**

A voluntary transfer is employee-initiated lateral movement to another position in the same or different role and in the same pay band. The employee may seek the transfer through the recruitment and selection process or through a non-competitive process.

If a voluntary transfer is in the same or equivalent role (same pay band) the employee will usually receive no increase in base pay. However, since positions vary in terms of complexity, accountability, and responsibility a change in compensation may be justified. Any increase in salary must be supported by the 12 Pay Factors.

The negotiated salary may be less than the employee's current salary for both competitive and non-competitive transfers. Salary reductions can be made with prior approval of the President.

#### **Voluntary Lateral Transfer (Competitive Process)**

An employee's salary is negotiable from the minimum of the assigned pay band, must fall within the amount budgeted for the position, shall not exceed the advertised salary range, and shall not exceed the pay band maximum.

#### **Voluntary Lateral Transfer (Non-competitive Process)**

On rare occurrences, employees may be transferred to a similar or different position in the same pay band through a non-competitive process. When an employee is transferred to a different position in the same or different role in the same pay band, the employee's salary is negotiable between the minimum of the assigned pay band up to the budgeted amount for the position. In some situations, the negotiated salary may be less than the employee's current salary.

Hiring departments will work with HR to determine the appropriate salary in accordance with the SAP. Once a salary has been determined, the hiring supervisor must obtain the appropriate approval.

It is the role of HR to determine if the differences in complexity, accountability and responsibility between the previous position and the new position are significant enough to justify a change in the employee's salary. Salary changes, if any, are dependent upon HR findings and evaluations in accordance with the appropriate WCC and state compensation policies and procedures that include the pay factors listed above.

The hiring supervisor must submit to HR an updated position description and any other relevant information for HR to evaluate and determine position or pay practices.

#### **4. Voluntary Demotions**

A voluntary demotion occurs when an employee voluntarily moves to a different role in a lower pay band through the recruitment and selection process or through non-competitive means.

The employee's salary is negotiable from the minimum of the lower pay band up to the employee's current salary, not to exceed the maximum of the assigned salary range. If the employee's current salary exceeds the maximum of the lower assigned salary range, WCC has the option of freezing the salary for up to six months. After six months the salary must be reduced to the maximum of the assigned salary range. Pay increases are



not permitted with demotions. Also see Section 8. Disciplinary or Performance Related Salary Action

## 5. Temporary Pay

Temporary pay can be provided to an employee who experiences a substantive change in job duties and responsibilities for a specified period (i.e., assignment to a special project, reassignment during organizational changes, supervisory responsibilities, etc.) Temporary pay is not intended to cover brief recruitment periods. Temporary pay must be approved by the President in advance.

For questions regarding other additional duties and responsibilities, contact HR for appropriate pay strategies. Supervisors will work with HR to determine the appropriate amount of temporary pay in accordance with the SAP. Once the amount has been determined, the supervisor is responsible for obtaining appropriate approvals. After approvals have been received, the supervisor may then discuss pay with the employee.

Temporary pay may continue for up to six months. For periods beyond six months, the President may approve an additional six-month extension.

## 6. Role Change

A role change occurs when an employee remains in his/her current position but the scope, duties and responsibilities have changed enough to warrant a role change. The change can be upward, downward or lateral.

**Upward Role Change:** A position changes to a different role in a higher pay band.

- The salary must be increased to at least the minimum of the higher pay band and may not exceed the maximum of the new pay band.
- Any change to salary must take into consideration the pay factors listed above.

**Downward Role Change:** A position changes to a different role in a lower pay band.

- The employee's salary remains unchanged unless it exceeds the maximum of the lower assigned salary range.
- If the employee's salary exceeds the lower salary range maximum, the salary is maintained for a six-month period, and then must be reduced to the maximum of the assigned salary range.

**Lateral Role Change:** A position changes to a different role in the same pay band.

- This pertains to lateral role changes that are not part of a competitive recruitment process.
- The salary increase may not exceed the maximum of the assigned salary range or pay band.
- A lateral role change will not result in a salary increase if the new role is in a position where fundamental duties and responsibilities are essentially equivalent to the previous role.
- Any change to salary must take into consideration the pay factors listed above.

HR is responsible for ensuring that positions are classified appropriately according to the commonwealth's guidelines and will conduct studies and make recommendations regarding individual role changes and college-wide position studies when the need arises. When an upward role change is approved, any funds for providing an accompanying pay increase will come from the college's current budget. For upward role changes above a Pay Band 5, the Delegated Authority Agreement specifies that requests must be approved by the President and then be submitted to the Chancellor of the VCCS for approval.

In making decisions regarding the allocation of funding, the following priority structure will be used:

1. Employees who would be paid below the minimum of their pay band without salary relief
2. Role changes
3. In-band Adjustments

Supervisors may submit requests for role changes to HR at any time.

## **7. In-Band Adjustments (IBAs)**

An IBA is an adjustment to an employee's base salary due to:

- A change in job duties and responsibilities.
- Professional/skill development from job-related training, education, certification and/or licensure.
- Retention (i.e., responding to salary market changes, labor market fluctuations, etc.)
- Internal alignment, salary compression and other internal inequities.

IBAs are for full-time, classified employees and non-student wage employees and will be conducted in accordance with a schedule to be determined by administration contingent on available centralized funding. HR will evaluate each request based on the pay factors and make final recommendations to the President. The final decision for implementation of recommended changes is the responsibility of the President. A memo requesting an IBA should be sent to the Director of Human Resources with applicable justification and documentation.

HR will work closely with each manager when determining IBAs. Increases provided as the result of an IBA will be determined based on available funding through the annual budget process. IBAs occurring during the fiscal year are contingent upon the availability of funding.

Although supervisors may apply for IBAs throughout the year, funding for approved IBA requests will typically follow a schedule set forth by administration.

In making decisions regarding the allocation of funding, the following priority structure will be used:

1. Employees who would be paid below the minimum of their pay band without salary relief
2. Unfunded IBA requests carried over from the previous cycle(s)
3. Role Changes
4. Other IBA requests

Supervisors must NOT communicate to the employee that an IBA request has been submitted to HR until that request has been approved by the President with appropriate funding identified.

## **8. Disciplinary or Performance Related Salary Action**

An employee's job duties and responsibilities may be reduced because of inappropriate conduct and/or poor performance. This reduction in job duties may result in the employee moving within the same pay band, to a lower pay band or to the same or different position. In any case, the employee's job duties must be redefined to reflect a decrease in complexity of responsibilities and his or her salary must be reduced a minimum of 5%. If transition is within the same pay band, the employee's salary cannot be reduced below the band minimum. If transition is to a lower pay band, the employee's reduced salary cannot exceed the maximum of the lower band. Supervisors must work with HR to determine the appropriate salary reduction in accordance with the SAP.

Salary reductions greater than 5% are permitted and require prior approval of the President and Director of HR.

## **9. Competitive Salary Offer**

Competitive salary offers MUST be in writing. If received electronically, forward the email to HR. This pay practice may not be used when a WCC classified employee is made an offer to accept another position at WCC or at another state agency.

To retain mission-critical employees, WCC may choose to make a competitive salary offer from a Non-State Agency. Whether or not an employee is critical to the unit's mission is based on management's evaluation of the following: (a) the specific knowledge, skills and abilities the employee brings to the job; (b) specialized training and/or licensure which the employee has obtained and is critical to the work tasks and duties; (c) the unavailability of specialized skills in the current labor market; (d) excessive turnover in the position; or, (e) other factors as identified by the department.

Supervisors must work with HR to determine the appropriate salary in accordance with the SAP. Once a salary has been determined, the supervisor must obtain the appropriate approvals, including that of the President, before the offer is extended. Supervisors should not discuss terms or possibilities of competitive salary offer with the affected employee until after speaking with HR.

### **Offer from Non-state Agency**

The employee's salary may be increased to match the outside offer not to exceed the maximum of the pay band. The President must approve competitive salary offers before the offer is extended.

If the college accepts an employee's request to rescind his or her resignation within 30 calendar days of separation, the employee's salary may be reinstated at an amount held at the time of separation or at the salary offered in the competitive offer process.

At the discretion of WCC, employees may return to their former position within thirty days at their former annual salary or a salary offered through the competitive offer process.

## **10. Non-Base Pay Options**

### **Retention Bonus**

Within a fiscal year, a Retention Bonus of up to \$10,000 may be offered to current, full-time classified employees in positions, roles and/or career groups where applicants are extremely difficult to recruit and employee's functions are deemed critical to the college's operation and mission. These employees must agree to work for the college for one year beyond the date of the bonus payment. The Retention Bonus may be paid as a lump sum or in scheduled payments and must be funded from the department's budget. A formal written agreement, which includes requirements for satisfactory performance and duration of employment, must be executed outlining pay back terms if the agreement is not met. Supervisors wishing to pay a Retention Bonus must contact HR.

### **Retention Bonus – Student Loan Repayment**

A one-time bonus, not to exceed \$10,000, may be made available to current employees in specific, critical positions. This bonus may be used in conjunction with other exceptional retention bonuses. Current employees who have previously received a student loan repayment bonus are ineligible for additional student loan retention bonuses. Only one student loan repayment bonus may be granted to an employee during the employee's tenure with state government.

Payment of a retention bonus must have the prior contacts and approvals BEFORE the bonus is offered to the employee:

- Consultation with HR
- Approval by President

Agreements are reviewed by senior leaders and are reviewed and approved by the Office of the Attorney General.

### **Sign-on Bonus**

A Sign-on Bonus of up to \$10,000 may be offered to new (non-WCC) employees hired into positions deemed as critical. These employees must agree to work for the college for one year beyond the date of the bonus payment. The Sign-on Bonus may be paid as a lump sum or in scheduled payments and must be paid out of the department's budget. A formal written agreement, which includes requirements for satisfactory performance and duration of employment, must be executed outlining pay back terms if the agreement is not met. Supervisors wishing to pay a Sign-on Bonus must contact HR. The President must approve all Sign-On Bonuses.

### **Sign-on Bonus – Student Loan Repayment**

A one-time bonus may be made available to new hires/re-hires to encourage individuals to accept employment in specific, critical positions, Roles, or Career Groups. The bonus may be used in conjunction with other exceptional recruitment incentives. Only one student loan repayment bonus may be granted to an employee during the employee's tenure with state government.

Newly hired employees provide proof of qualifying debt and payments are made directly to the creditor.

Payment of a sign-on bonus must have the prior contacts and approvals BEFORE the bonus is offered to the employee:

- Consultation with HR

- Approval by the President

### **Annual Leave**

The college may grant or advance up to 30 days (240 hours) of annual leave during a leave year (January 10 – January 9) to new and existing full-time classified employees as an incentive to accept employment or continue employment in a position. This policy also allows the college to pay out annual leave hours. Working with HR, the supervisor should negotiate the exact amount of annual leave that will be provided to the new employee at the start of employment. This amount will be tracked in the college's leave system.

**Granting Leave:** This may be used for employees in roles or career groups that are extremely difficult to recruit and retain and are deemed critical to the college's operation and mission. The employee must agree to work for the college for one year beyond the date the additional leave is granted.

**Advancing Leave:** The College may advance up to 30 days (240 hours) of annual leave, rather than granting an additional amount of annual leave. For example, working with HR, a hiring supervisor may advance a new employee two weeks (10 days) of annual leave at time of hire and the restitution of this leave would be outlined in the pre-employment agreement.

### **Criteria and Process**

The use of incentive options will normally be planned in advance and incorporated in an overall staffing strategy coordinated between HR and the managers of the affected organizational units.

The incentive options will not be applied to all employees in a specific role or career group, although multiple positions may be identified within or across work units, if the position(s) are determined to be critical to WCC's mission and key operations. The size of the incentive, whether provided as a bonus or leave, will be determined by the significance and critical nature of the position(s); strong consideration will also be given to internal equity and the relative value of the incentive compared to the base compensation of similarly situated employees. HR will guide managers in the equitable and effective use of incentive options.

A formal agreement must be executed, which includes requirements for satisfactory performance, duration of employment and pay back if terms are not met. Agreements will be reviewed and approved by the President.

The Pay Practice Charts can be found on the DHRM website in the following link under the DHRM Policy 3.05 -Compensation.

Base Pay: <https://www.dhrm.virginia.gov/docs/default-source/hrpolicy/policyguides/base-pay-practices-chart-pol-3-05.pdf>

Non-Base Pay: <https://www.dhrm.virginia.gov/docs/default-source/hrpolicy/policyguides/3-05-non-base-pay-options-chart-7-1-19-rev-6-30-19.pdf?sfvrsn=0>

## **VII. REASSIGNMENT WITHIN THE PAY BAND**

On occasion, WCC may require the reassignment of classified employee(s) because of reorganization or a change in business needs within a particular division, department or work unit. Reassignment within the pay band is a management-initiated action that can be used for this purpose. Under Reassignment within the Pay Band:

- Employees may be reassigned to different positions within the same assigned salary range
- The position to which an employee is reassigned may be in the same or a different role within the same salary range.
- The employee's base salary is not changed as a result of the reassignment.

To initiate a reassignment, the supervisor must:

- Consult with HR to determine classification and position changes and obtain approval from the President.
- Submit changes to the position description.

## **VIII. RECRUITMENT AND SELECTION PROCESS**

Before extending an offer of employment, the hiring supervisor must consult with HR to determine a starting salary. WCC will recruit and hire classified and non-student wage employees in accordance with federal/state laws and statutes and college policies. Our goal is to make effective use of all available resources to attract a qualified, committed and representative workforce.

- All full-time classified job opportunities (and most wage job opportunities) are posted on the HR page on the WCC website.
- Hiring officials may use state role titles, working titles or a combination of both in job announcements and media advertisements.

• Pay band information for the position is always included in the job announcement. Hiring officials will have several options for specifying salary ranges in media advertisements. Hiring officials may choose to advertise:

- A specific hiring range,
- Minimum starting salary,
- Maximum starting salary, or
- A statement such as “commensurate with experience.”
- **Advertised pay rates must be based on the appropriate pay bands and be within the budgeted amount for the position.**

In recognition of the value of college employees and as a commitment to career development, hiring officials are encouraged to consider college employees when conducting a search.

The college will use the commonwealth’s hiring policies as guidelines for conducting recruitment and selection for classified and non-student wage positions along with WCC’s Recruitment and Hiring Guide. Vacancy announcements will be posted on the statewide Virginia Jobs web site and other appropriate media as deemed necessary to obtain a qualified and representative applicant pool.

Factors to consider in determining advertising strategies include documented retention difficulties, market salary reference data, and significantly high turnover, difficulty in recruiting qualified applicants from usual advertising sources, and unique skills, competencies, certifications or licensure requirements.

Supervisors should consult with HR to determine the most appropriate recruitment strategy based on departmental needs and available funds. Hiring supervisors will be expected to complete the relevant recruitment and selection documentation, including screening criteria sheets, interview questions and responses, reference checks and salary verification if requested.

## **IX. PERFORMANCE MANAGEMENT**

The college’s Performance Management Program is an essential component of the Compensation Management System. Regular, consistent, informal and formal communication between the supervisor and the employee is a critical component of WCC’s Performance Management Program.

The Performance Management Program has been designed to encourage career development that will enhance the college’s workforce and financially reward



employees' performance. The annual performance cycle is October 25th to October 24th of the following year. A performance evaluation is not considered complete until the end of the performance cycle, regardless of when the actual performance evaluation meeting and rating are conducted. This means that if an employee is given a particular rating, but that same employee's performance declines before the end of the cycle, the supervisor has the authority to revise the evaluation and rating prior to the deadline date. A note will be added to performance evaluation materials indicating that the current rating is contingent upon continued performance at the same level rated for the duration of the cycle. Employee performance will be a key determinant in how compensation will be administered not only in the Performance Management Program but also with the college's Pay Practices.

Key design features of the college's Performance Management Program include three performance rating levels; a 12-month probationary period for new employees; an opportunity for employee self-evaluation; interim evaluations as necessary and development opportunities for supervisors through employee feedback.

### **Performance Ratings**

It is important to emphasize that evaluation of employee's performance must be done on a continuous basis by providing verbal and/or written feedback throughout the performance cycle.

**Below Contributor:** This rating recognizes job performance that fails to meet the criteria of the job's essential functions throughout the performance cycle. To receive an overall Below Contributor rating, an employee must have received at least one documented Notice of Improvement Needed or Written Notice within the performance cycle.

**Contributor:** This rating recognizes job performance that fully meets, and occasionally exceeds, the criteria of the job's essential functions throughout the performance cycle.

**Extraordinary Contributor:** This rating recognizes exemplary job performance that consistently and considerably exceeds the criteria of the job's essential functions throughout the performance cycle. An Extraordinary Contributor is frequently observed exceeding supervisory expectations. To receive an overall Extraordinary Contributor rating, an employee must have received at least one documented Acknowledgement of Extraordinary Contribution within the performance cycle.

## **Probationary Period**

The college requires a probationary period. When hiring non-classified staff from other state agencies (such as UVA, Radford, or VT), a probationary period must be completed upon hire.

## **Probationary Progress Reviews/Documentation**

Within the first 30 days of employment, the supervisor must establish or review the updated Position Description with the employee, with special emphasis on core responsibilities, measures and individual independent professional plans. Supervisors should use this as an opportunity to discuss the position's responsibilities, expected job performance, and clarify any aspects of the job. This initial communication between supervisor and employee is a critical element of the performance management system.

The supervisor must evaluate and provide constructive feedback periodically to the new employee during the Probationary Period. An interim Probationary Progress Review form should be completed at 3 and 9 months of the probationary period and must be completed at 6 months. Supervisors will need to keep reminders of probationary employees as these reviews become due. In addition, at any time during the probationary period, the Probationary Progress Review form may be used to document the employee's progress and to provide feedback to the employee about her/his performance.

The final probationary review should occur approximately three weeks before the completion of the probationary period. Then, the supervisor should notify the employee in writing when the 12-month probationary period has been satisfactorily completed. A copy of the Probationary Progress Review form will serve as written notification. If the 12-month probationary period occurs during the annual evaluation period (July-September), the supervisor can choose to use a regular performance evaluation. The Probationary Progress Review form should accompany the evaluation indicating completion of the probationary period. **If a probationary employee is not notified of satisfactory completion or extension of the probationary period at the end of 12 months, it is understood that the employee successfully completed the probationary period requirement.**

## **Extension of Probationary Period**

The normal probationary period is 12 months from the date of hire. The probationary period may be extended for up to six additional months beyond the initial 12 months for performance reasons or due to periods of leave with or without pay. However, the

total probationary period may not exceed 18 months, excluding periods of leave with or without pay.

Employees must be notified in writing of an extension and prior to the expiration of the normal probationary period using the Probationary Progress Review form with the reviewer's approval and signature. A copy of the completed Probationary Progress Review form must be given to the employee, and the original sent to HR.

Probationary periods must be extended when probationary employees are on any leave with or without pay for more than 14 consecutive calendar days.

Leaves requiring extension of the probationary period may include:

- Family Medical Leave
- Leave without pay-layoff
- Military leave with or without pay
- VSDP (Virginia Sickness and Disability Program) short-term disability (STD) leave for more than 14 consecutive calendar days. Also included are periods of short-term disability where the employee is working in an "active employment" status with restrictions/modifications.
- Workers' Compensation

When a probationary employee moves to a different position during the first six months of the probationary period, the remainder of the 12-month requirement must be completed. (However, the probationary period also may be extended for performance or leave reasons as described above.) If an employee moves to a new position during the last six months of the probationary period, the employee's probationary period may remain as the original 12 months, or may be extended so that the new supervisor has the benefit of the full 12-month probationary period. However, the total time served in probationary status may not exceed 18 months (excluding any periods of leave that exceed 14 consecutive calendar days as described above).

### **Performance Increases for Probationary Employees**

Probationary employees are not eligible for an increase that recognizes the completion of their probationary period. However, the college may provide a pro-rated performance increase to probationary employees that are hired after the beginning of the annual performance cycle (October 25 through October 24 of the following year).

DHRM and WCC may alter the following pro-rated schedule due to budgetary actions/requests from the General Assembly or governor.

Performance increases for probationary employees will be based on the employee's hire date and overall performance rating of at least Contributor on their most recent Probationary Progress Review. Employees rated Below Contributor will not be eligible for a performance increase.

Performance increases will be based on the availability of funds and the proper approval from the Governor of Virginia.

## **PERFORMANCE MANAGEMENT PROCESS**

### **Development of Employee Performance Management Plan**

The position description is the central document to the college's performance management plan. It is each supervisor's responsibility to ensure that their employees always have an accurate, up-to-date position description.

Working in conjunction with HR, department leaders/supervisors may develop supplemental evaluation tools such as 360 evaluation or team-based objectives and measures.

### **Information Gathering for the Performance Evaluation**

In order for performance evaluations to be effective and reflect the actual performance of the employee, it is imperative to collect and document information on a continuous basis. Supervisors should use a variety of sources when gathering evaluation information.

Sources may include direct observation of employee behaviors and work products by the supervisor and information solicited from peers, customers, subordinates and other supervisors who interact and work with the employee. *Employees should be informed that potential sources might be used in the evaluation process at the beginning of the performance cycle.*

Additionally, a valuable source of information for performance evaluations can be obtained from the employees themselves. Using the employee's copy of the job description, the employee can complete a self-assessment and submit it to the supervisor. The supervisor must review and consider the self-assessment when completing the employee's performance evaluation.

### **Subordinate Feedback to the Reviewer**

Another source of information that is particularly valuable for a management development purpose is employee feedback on their supervisor's performance

commonly referred to as upward feedback. Initially, employees' feedback will be used for development purposes in assisting supervisors with improving their supervisory and leadership skills. Safeguards should be established to facilitate anonymity of the employees providing feedback.

### **Feedback throughout the Performance Evaluation Cycle**

Supervisors should mentor, coach, and reinforce progress toward expected results and outcomes and address areas of concern *as they occur*. Effective management of performance involves providing continuous formal and/or informal feedback to employees throughout the entire performance cycle. The content of the actual formal annual evaluation should never come as a surprise to the employee.

### **Interim Performance Evaluation**

An interim performance evaluation provides an opportunity to give structured feedback to employees on their progress toward meeting performance expectations as well as identify any personal developmental needs during the evaluation cycle. An interim performance evaluation may be conducted at any time during the performance cycle at the discretion of the supervisor, reviewer or division/unit head.

If the employee's supervisor leaves during the performance cycle, the supervisor should complete an Interim Evaluation form prior to their separation. This is helpful to the incoming supervisor in assisting to evaluate the employee at the end of the performance cycle. The new supervisor should review the performance expectations, make any necessary modifications and incorporate the former supervisor's assessment in the overall evaluation at the end of the performance cycle.

An interim performance evaluation should be completed if, after six months into the performance cycle, an employee transitions (transfers, promotes or demotes) into a new position with a different supervisor within an agency or between state agencies. Before the employee's departure from the position, the supervisor should complete an interim performance evaluation. The employee's new supervisor should consider this information in assessing the employee's performance at the end of the performance cycle.

### **Acknowledgment of Extraordinary Contribution/Substandard Performance**

Acknowledging an employee's performance in a timely manner will either reinforce exceptional behaviors or clarify specifically for the employee that his/her performance is substandard and needs immediate improvement. All performance, whether extraordinary, acceptable, or unacceptable should be acknowledged and addressed periodically throughout the performance cycle. However, for performance

extremes (exemplary or substandard) an employee should receive formal, written recognition immediately.

Supervisors are encouraged to formally recognize exemplary performance during the rating cycle by documenting the incident(s) on a Notice of Extraordinary Contribution form. It is important to differentiate between performance that is expected of the employee and performance that far exceeds supervisory expectations.

Supervisors should immediately identify poor, substandard or unacceptable performance. Substandard performance on any core responsibility, special assignment or overriding departmental value may result in a Notice of Improvement Needed form. Issuing this form requires that the supervisor develop an improvement plan with specific timelines, addressing the area(s) that require immediate improvement. Input should be requested from the employee in developing the improvement plan. A timeline for improvement, a minimum of 30 days and no more than 180 days, must be established. Throughout the length of the improvement plan, the supervisor must continuously assess the employee's performance and provide periodic timely feedback.

In addition to the Performance Management Program, the college's Standards of Conduct are also available to address employee performance and conduct. The concept of progressive discipline and corrective actions can assist supervisors in working with employees in improving their performance/conduct. Supervisors would normally address first time minor or marginal performance/conduct issues through performance counseling and coaching. However, repeated and more serious performance/conduct issues may result in further disciplinary actions up to and including termination.

### **Timelines for Performance Evaluations**

The supervisor must have annual performance evaluations finalized for non-probationary employees that have completed a full performance cycle and submit those completed forms, along with the completed goals and objectives for the coming performance cycle, to HR by the deadline provided by HR. In completing the performance evaluation and arriving at an overall performance rating, the supervisor should take into consideration how successful the employee was in meeting the criteria established by the performance measures and the length of time the employee performed in their job.

### **Reviewer Approval of the Performance Evaluation**

The reviewer's role is essential in the performance evaluation process. The reviewer is responsible for reviewing the performance plan and evaluation before it is presented to the employee and providing the supervisor with appropriate feedback.

If the reviewer does not agree with the performance plan and/or the evaluation, the reviewer should discuss the areas of concern with the supervisor. Reviewers have the authority to change any part of the performance plan and/or evaluation based on their judgment about the employee's performance or the supervisory approach to the performance evaluation.

### **Conducting the Evaluation Meeting**

The purpose of the evaluation meeting is to provide the supervisor and employee a formal opportunity to discuss job performance during the previous performance cycle and to plan for future performance goals/objectives. The evaluation meeting requires careful planning and preparation on the part of both the supervisor and employee. The supervisor should be prepared to discuss what input/feedback was considered in the employee's evaluation; the rationale for each of the individual and overall performance ratings; future performance expectations and employee development results. In addition, the evaluation meeting is the time for the employee and supervisor to discuss revisions, if any, to the employee's goals and objectives for the upcoming performance cycle.

If an employee disagrees with the performance evaluation, he/she should be given an opportunity to explain his/her rationale. The supervisor may change any ratings based on the information provided by the employee. If the supervisor decides to change a rating, the reviewer must be consulted before the change is made. The reviewer should then initial the change. At the end of the evaluation meeting, the employee should review the performance evaluation, write any comments, check whether they had the opportunity for self-assessment and sign the form indicating that the results have been discussed. If the employee refuses to sign the evaluation, the supervisor should indicate this on the performance evaluation.

### **Re-evaluation Corrective Action Plan – Below Contributor Rating**

An employee who receives an overall performance rating of Below Contributor must have an action plan developed outlining the minimum performance expectations and be re-evaluated in three months. The action plan is developed by the supervisor, approved by the reviewer and discussed with the employee within 10 workdays of the evaluation meeting. The plan should incorporate periodic timely feedback to the employee throughout the action plan.

The supervisor may also access the Standards of Conduct Policy to address employee performance/conduct or Notice of Improvement Needed form to document specific performance incidents or issues. At the conclusion of the re-evaluation period, if the employee's performance/conduct continues at the Below Contributor level, the supervisor has several options including demotion, reassignment, reduced duties or termination. It is the supervisor's responsibility to ensure that every opportunity for improvement has been provided to the employee before taking a final action such as demotion or termination.

An employee, whose performance during the re-evaluation period is documented as not improving, may be demoted within the three month period to a position in a lower Pay Band or reassigned to another position in the same Pay Band that has lower level duties if the agency identifies another position that is more suitable for the employee's performance level. A demotion or reassignment to another position will end the re-evaluation period. If this occurs, then the employee will not be eligible for a performance increase. With a demotion, the employee's salary must be reduced by at least 5% since this constitutes a disciplinary or performance salary action.

As an alternative to reassignment or demotion, the supervisor may elect to retain the employee in their current position and eliminate (or reassign) the duties that the employee was unable to successfully perform. This reduction in duties must be accompanied by a performance-related salary decrease of at least 5%.

If the supervisor, reviewer and HR determine that termination is the most appropriate action based on the re-evaluation, then the employee will be terminated at the end of the three-month re-evaluation period.

All forms can be found on the DHRM website at the following link.

<https://www.dhrm.virginia.gov/forms>

## X. APPEALS

When an employee disagrees with the evaluation and cannot resolve the disagreement with the supervisor, the employee may appeal to the reviewer for reconsideration. The employee must make this appeal in writing within 10 workdays of the initial evaluation meeting. The reviewer should discuss the appeal with the supervisor and the employee.

After discussion of the appeal, the reviewer should provide the employee with a written response within five workdays of receipt. The response should indicate the reviewer's conclusion of the performance evaluation.



## **Performance Evaluation Formula**

The General Assembly and the governor annually determine the statewide average performance increase for the commonwealth's workforce. The college is not authorized to supplement the funding provided by the General Assembly and governor for employee performance increases. The following formula may be used only if the Appropriations Act permits the use of the performance evaluation formula:

For employees who receive an overall performance rating of Contributor, they must receive between 80- 100% of the statewide average increase (when and if there is a statewide increase). The exact figure – which by percentage will be the same for all full-time college employees rated at the Contributor level – will be determined by the President's Cabinet and HR. Employees that are rated as Extraordinary Contributor will receive between 100-250% of the statewide average increase (when and if there is a statewide increase). The exact figure – which by percentage will be the same for all full-time college employees rated at the Extraordinary Contributor level – will be determined by the President's Cabinet and HR.

The budget must also be able to sustain additional increases.

## **XI. AWARDS AND RECOGNITION**

### **Overview**

WCC wishes to recognize employee contributions that support the overall objectives of WCC and state government. The college has established a recognition program that applies to classified staff, A&P faculty and non-student wage employees to reinforce positive behaviors, enhance good employee relations, raise morale, and improve agency and state government operations. Monetary recognition awards include the following for classified employees:

### **Support Staff Employee of the Year**

As a part of the Support Staff Employee Recognition Program, Wytheville Community College recognizes a Support Staff Employee of the Year whose work and contributions to WCC are exemplary, based on, but not limited to the following criteria: job performance, job knowledge and skills, cooperation, dependability, loyalty, attitude, integrity, personality, relations with fellow employees, students and/or the public. Full- or part-time classified employees who have completed at least six months of employment at WCC are eligible. Any current WCC employee or student is encouraged to submit nominations for the Support Staff Employee of the Year. Nomination forms and a list of eligible employees will be distributed to all employees annually. Eligible employees will also be listed in the daily bulletin.

Nomination forms should be completed and returned to the President's Office within three (3) weeks.

**Wytheville Community College Excellence in Customer Service Award**

Eligibility: Any WCC full-time or part-time support staff member is eligible. Criteria for Nomination and Selection: The WCC Excellence in Customer Service Award recognizes a support staff member who consistently demonstrates excellence in customer service. Nominations should highlight a specific example or examples of how the employee has provided outstanding customer service to WCC students, external constituents, and/or colleagues. Recognition: The recipient will receive a \$250 cash award and a plaque that will be presented during Spring Semester Faculty/Staff In-Service. Award funded by Wytheville Community College.

**Wytheville Community College Support Staff Rising Star Award**

Eligibility: Any WCC full-time support staff member who has been employed between one and three years at WCC is eligible. Criteria for Nomination and Selection: The WCC Support Staff Rising Star Award recognizes a support staff member who has excelled in his or her current position and who demonstrates strong potential for continued excellence in supporting the mission of the college. Recognition: The recipient will receive a \$250 cash award and plaque that will be presented during Spring Semester Faculty/Staff In-Service. Award funded by Wytheville Community College.

**Wytheville Community College Distinguished Support Staff Award**

Eligibility: Any WCC full-time support staff member who has been employed for at least five years at WCC is eligible. Criteria for Nomination and Selection: Nominations should highlight the nominee's extraordinary contributions to serving the needs of students, faculty, and/or administrators in support of the mission of the college. Nominations should include specific examples of service that the nominee has provided, the depth and breadth of expertise the nominee has in his or her respective field, and the nominee's enthusiasm and dedication. Nominations should explain the degree to which the nominee stands unique and distinguished in the eyes of the WCC community. Recognition: The recipient will receive a \$250 cash award; \$250 for professional development; and a plaque that will be presented during Spring Semester Faculty/Staff In-Service. Award funded by the Wytheville Community College Educational Foundation, Inc.

**Wytheville Community College Outstanding Part-Time Support Staff Employee Award**

Eligibility: Any WCC part-time support staff member who has been employed at least two years at WCC is eligible. Criteria for Nomination and Selection: The WCC Outstanding Part-Time Support Staff Member Award recognizes the outstanding work of part-time WCC employees in support of the mission of the college.

Nominations should include specific examples of how the nominee demonstrates excellence in the performance of his or her duties; helps provide support services for WCC students, faculty, and administrators; and contributes to the overall college community. Recognition: The recipient will receive a \$100 cash award and a plaque that will be presented during Spring Semester Faculty/Staff In-Service. Award funded by the Wytheville Community College Educational Foundation, Inc.

A six-member ad hoc committee appointed by the President will screen nominees for each award. The committee will be appointed after the nominations are received to ensure none of the nominees are involved in the final selection process. One member will be selected from each of the following groups of classified employees:

Group#1 Instruction/Student Services

Group#2 Financial and Administrative Services

Group #3 General college (staffs reporting to the President – Vice President of Academics and Institutional Advancement)

Group #4 Restricted positions (non-state-funded)

Group #5 Workforce Development Services

The sixth member of the committee will be selected from any of the five groups listed above. The committee will select a recipient of each award and submit the name to the President. The employee receiving the award will be recognized at the End-of-Year Faculty/Staff meeting. A plaque will be presented to the recipient and news releases will be sent to the local newspaper and college newspaper detailing the accomplishments of the recipient.

### **Commonwealth of Virginia Service Awards**

Recognition awards are presented to full-time employees based on years of State service with the Commonwealth. The awards begin with five years of service and are presented thereafter on five-year increments. These awards are presented to employees during Fall Semester in-service. The award will include a certificate of service along with an award selected by the recipient.

## **XII. PROGRAM EVALUATION**

HR has primary responsibility for monitoring pay decisions made in accordance with the SAP. HR will manage and monitor pay actions and will analyze demographic data (race, gender, age, national origin, role, pay band, etc.); percentage increases granted; increases by department, college and division; compliance with applicable

laws, policies, rules and regulations; EEO impact; budget impact; impact on turnover and retention; and other statistical data as requested or required.

In accordance with the SAP, the Cabinet is responsible for evaluating the impact of the implementation of the college's SAP and the commonwealth's Compensation Management System. The Cabinet may meet as needed to review and evaluate the Plan's effectiveness, and make any recommendations necessary to improve the effectiveness and/or implementation of the Plan.

The SAP will be evaluated on an annual basis. The evaluation will be based on the recommendations of the Cabinet for changes or revisions to the Plan.

### **XIII. APPEAL PROCESS**

An employee who chooses to challenge pay decisions made in accordance with this Plan should first consult informally with his or her supervisor. Next, the employee should meet with HR to discuss their objections. Finally, non-probationary, full-time classified staff may access the grievance procedure for state employees.

### **XIV. EEO STATEMENT**

According to DHRM, all pay action decisions must be based on legitimate pay factors as outlined in this plan. All pay decisions must be unrelated to age, color, disability, gender identity or expression, genetic information, national origin, parental status, political affiliation, race, religion, sex, sexual orientation or veteran status. Retaliation against those persons filing a complaint or persons participating in the investigation of a complaint is prohibited.

### **XV. COMMUNICATIONS PLAN**

HR has primary responsibility for communicating information about the commonwealth's Compensation Management System and the college's SAP to the college community. External communication methods include training and professional development workshops for managers and employees, management and employee briefings, and electronic dissemination of information (websites and email communications). HR will internally communicate as needed through management updates, departmental staff meetings, and email.

On-going communication efforts include new employee orientation, workshops, training and professional development opportunities, career development programs, recruitment advertising, and other means of communication as necessary. As new components of the SAP are implemented, HR will develop appropriate communication strategies for all levels of management and employees.

## XVI. INTERPRETATION AND AUTHORITY

The director of Human Resources has the authority to interpret the provisions of this Plan. The president, the VCCS Chancellor, and the director of the Department of Human Resource Management must approve exceptions to this plan.

Signatures below indicate approval of the Wytheville Community College Salary and Administration Plan.

DocuSigned by:  
*Dean Sprinkle*  
880A438551AD403...  
\_\_\_\_\_  
President

07/01/2023  
\_\_\_\_\_

Date

DocuSigned by:  
*Malinda Eversole*  
ED2AC4DB89FC4CB...  
\_\_\_\_\_  
HR Director

07/01/2023  
\_\_\_\_\_

Date