

Elizabeth City State University Career Banding Salary Administration Plan

Preamble

It is the policy of Elizabeth City State University (ECSU) to compensate employees at a level sufficient to encourage excellence of performance and to maintain the labor market competitiveness necessary to recruit, retain and develop a competent and diverse work force. The Salary Administration Plan is structure to ensure fair and equitable treatment through consistent application of career banding policy and guidelines. ECSU shall apply the Career Banding Salary Administration Plan and guidelines consistently to all SPA employees. To the extent that any provision of this plan conflicts with the OSP policy statement on Career Banding, the OSP version shall control.

A. Responsibilities of the Division of Human Resources and Payroll

The Vice Chancellor for Human Resources and Payroll shall ensure that all necessary components of the Career Banding Salary Program are in place for an effective program at ECSU. The HR Consultant shall serve as Coordinator to oversee the program. The components necessary shall include communication, training, evaluation of the process, accountability and ensure equal opportunities for all ECSU employees.

The Division of Human Resources and Payroll shall be responsible for training managers in career banding salary administration prior to implementation within their area and provide continuing technical support for managers who make salary decisions.

The Division of Human Resources and Payroll shall govern a phased approach for granting salary decision authority as follows:

1. Upon implementation, senior level managers shall submit documented recommendations for salary decisions with final review by Human Resources.
2. As consistent accuracy is demonstrated by the division or unit, full salary decision authority shall be granted to the senior level manager for all salary administration in the designated unit, subject to approval by Vice Chancellor for Human Resources and Payroll and the Chancellor.
3. After granting authority for salary decisions, the Division of Human Resources and Payroll will review and audit biannually (mid year and end of year) approximately 50% (or a percentage based on the volume of annual activity) of the manager's

decisions. Approved authority may be withdrawn at any time when inappropriate salary decisions are made.

The following provisions shall be administered by the Career Banding Administrator and the Vice Chancellor for Human Resources and Payroll relative to inappropriate career banding salary decisions or other career banding responsibilities:

1. Review work plans of SPA managers to ensure that the responsibility for making appropriate salary decisions is included.
2. Notify senior level manager when inappropriate salary decisions are determined.
3. Provide written rationale for conclusion of inappropriate salary decisions.
4. Provide additional training and assistance upon request or when training and assistance will improve the process.
5. Ensure that the university's performance management plan indicates that an SPA manager's failure to comply with expectations for career banding responsibilities may result in a lower performance rating. All managers who participate in the employees assessment shall be held accountable to this provision.
6. Ensure that the disciplinary policy requires that warnings or other disciplinary actions shall apply in cases of continued inappropriate salary decisions.
7. Ensure that the Chancellor is aware of manager's failure to comply with the ECSU Career Banding Salary Administration Plan or OSP Career Banding Salary Administration Policy.

The Division of Human Resources and Payroll shall also conduct periodic self-assessments of the program's operation including, but not limited to the following:

1. Track dispute resolution decisions resulting from career banding decisions.
2. Determine if the career banding concept is communicated to all employees in divisions and units where career banding is implemented.
3. Determine if pay factors are applied properly and consistently.
4. Determine if employees are provided equitable opportunity for development and advancement.
5. Ensure that ECSU does not engage in unlawful discrimination.

The Division of Human Resources and Payroll will report results of the career banding program self-assessments to the Chancellor on a regular basis (during mid-year and year end reporting

structure) and provide an annual report to the Office of State Personnel. Detailed information will be released to the Office of State Personnel for monitoring purposes upon request.

1. Career Banding Terms

- A. Competencies:** Sets of knowledge, skills and abilities that employees need to successfully do their job. Competencies must be demonstrated on the job, measured according to standards set by the organization, and required of the job based on the organization's need.
- B. Contributing Competencies:** The span of knowledge, skills and abilities minimally necessary to perform a job from entry up to the journey competencies recognized for the class.
- C. Journey Competencies:** Fully acquired knowledge, skills and abilities demonstrated on the job that are beyond the contributing competencies.
- D. Advance Competencies:** The highest or broadest scope of knowledge, skills and abilities demonstrated on the job that are beyond journey competencies.

2. Pay Factors

- A. Financial Resources** - The amount of funding that a manager has available when making pay decisions.
 - 1. University business need (budget)
- B. Appropriate Market Rate** - The market rate applicable to the functional competencies demonstrated by the employee.
 - 1. Journey market rate guidelines/market reference rate guidelines and related market information
 - 2. Market dynamics
- C. Internal Pay Alignment** - The consistent alignment of salaries among employees who demonstrate similar required competencies in the same banded class within a work unit or organization.
 - 1. Internal pay alignment (equity)
 - 2. Current salary and total compensation
- D. Required Competencies** - The functional competencies and associated levels that are required based on organizational business need and subsequently demonstrated on the job by the employee.
 - 1. Minimum qualification for class
 - 2. Knowledge, skills, and abilities
 - 3. Related education and experience
 - 4. Duties and responsibilities
 - 5. Training, certifications, and licenses

3. Salary Determination

- A. The salary for an employee who demonstrates required competencies with an overall Contributing competency level shall be below the journey market rate guidelines, as established by OSP, but not below the minimum of the banded class salary range.
- B. The salary for an employee who demonstrates required competencies with an overall Journey competency level shall be within the journey market rate guidelines, as established by OSP, unless financial resources or other Pay Factors prevent this.
- C. The salary for an employee who demonstrates competencies with an overall Advance competency level shall be above the journey market rate guidelines, as established by OSP, unless financial resources or other Pay Factors prevent this. Salaries shall not exceed maximum of the banded class salary range.
- D. Salaries paid as a result of recruiting shall not exceed a maximum amount published for recruitment purposes in a vacancy announcement.

4. Salaries shall be in accordance with the following provisions:

A. New Hire

Definition: Initial employment of an individual to a position in a banded class.

Salary Eligibility: Salary shall be set based on application of all Pay factors.

B. Reinstatement

Definition: Reemployment of a former employee into a banded position after a break in service or reemployment of an employee in a banded position from leave without pay (LWOP).

Salary Eligibility: Salary shall be set based on application of all Pay Factors. Reinstatement from LWOP into previous position shall be previous rate unless a higher rate is justified with across-the-board increases or as a career progression adjustment.

C. Promotion

Definition: Employee movement from one position to another with the same banded classification with a higher competency level or employee movement from one position to another with a different banded classification with a higher journey market rate.

Salary Eligibility: Salary shall be based on application of all Pay Factors.

ECSU must submit a written justification to the Office of State Personnel for review approval prior to implementing a salary increase of 20% or more.

D. Reassignment

Definition: Employee movement from one position to another with the same banded classification with a lower competency level or employee movement from one position to another with a different banded classification with a lower journey market rate.

Salary Eligibility: Salary shall be based on application of all Pay Factors. If employee's current salary exceeds appropriate rate based on Pay Factors and reassignment is not by employee choice, salary may be maintained, except the salary may not exceed the maximum of the banded class salary range. If reassignment is by employee choice, the option to maintain salary above appropriate rate based on Pay Factors is not applicable.

ECSU must submit written justification to the Office of State Personnel for review and approval prior to implementing a salary increase of 20% or more.

E. Band Revision

Definition: Any change in a Career-banded salary range as a result of routine or special labor market reviews and approved by the State Personnel Commission. Typically this will result in a change in the minimum, contributing, journey, advanced and maximum rates for the band but may not necessarily mean a change in all five reference points. However, for a band revision to occur, at least the journey market rate must change.

Salary Eligibility: Salary increases as a result of band revisions are not rewards for job performance, assumption of greater responsibility or achievement of higher competency levels. Increases provided by this policy are for maintenance of market competitive pay levels for affected employees. Subject to the availability of funds, satisfactory performance and application of pay factors, salary increases shall be awarded at least to the minimum of the new range. Salary increases above the minimum of the range may be awarded but shall not exceed the percentage difference between the old journey market rate and new journey market rate.

F. Reallocation

Definition: Assignment of a banded position/employee to a different banded classification documented through data collection and analysis according to customary professional procedure and approved by the State Personnel Director.

Salary Eligibility: Salary shall be based on application of all pay factors.

ECSU must submit written justification to the Office of State Personnel for review and approval prior to implementing a salary increase of 20% or more.

G. Horizontal Transfer

Definition: Employee movement from one position to another within the same banded classification with the same competency level or movement from one position to another with a different classification with the same journey market rate.

Salary Eligibility: Salary shall be based on application of all Pay Factors. If employee's current salary exceeds appropriate rate based on Pay Factors and the transfer is not by employee choice, salary may be maintained except the salary may not exceed the maximum of the class salary range. If the transfer is by employee choice, the option to maintain salary above appropriate rate based on Pay Factors is not applicable.

ECSU must submit written justification to the Office of State Personnel for review and approval prior to implementing a salary increase of 20% or more.

H. Demotion

Definition: Change in employee status due to disciplinary action as outlined in Section 7 of the State Personnel Manual, resulting in:

1. employee movement from one banded position to another with the same banded classification with a lower competency level, or
2. employee movement from one banded position to another with a different banded classification with a lower journey market rate, or
3. reduction in salary within same banded class.

Salary Eligibility: When demotion results in movement to another banded class, salary shall be reduced if it exceeds the maximum of the salary range. When demotion results in salary reduction in same banded class, salary may not be less than the minimum of the salary range. A salary reduced by disciplinary action may be less than appropriate rate based on Pay Factors.

I. Career Progression Adjustment

Definition: A salary adjustment within the salary range of the banded class to which an employee is assigned. A career progression adjustment may be granted in conjunction with demonstrated competencies or as justified through labor market.

Salary Eligibility: Salary shall be based on application of all Pay Factors. Employees with active warning/disciplinary actions or with overall below good or unsatisfactory rating are not eligible for a career progression adjustment based on competency assessment.

ECSU must submit written justification to the Office of State Personnel for review and approval prior to implementing a salary increase of 20% or more.

J. Retention Adjustment

Definition: A salary increase not covered by other pay administration policies that may be necessary to retain a key employee when there is evidence of a job offer from an employer outside the government structure and there is no current employee with substantially equal competencies to assume those duties.

Salary Eligibility: A retention adjustment may result in an employee's salary being above the appropriate rate based on Pay Factors. The salary shall not exceed the maximum of the pay range.

ECSU must submit written justification to the Office of State Personnel for review and approval prior to implementing a salary increase of 20% or more.

K. Grade-Band Transfer

Definition: Employee movement between banded classes and graded classes.

Salary Eligibility

Grade to Band: Salary is established based on application of all pay factors for career banding. At time of implementation of a job family or branch, the salary may be maintained except it cannot exceed the maximum of the banded class salary range. Salaries that are below minimum of the banded class at implementation must be adjusted to minimum when funds become available. This adjustment may be retroactive to implementation date.

ECSU must submit written justification to the Office of State Personnel for review and approval prior to implementing a salary increase of 20% or more.

Band to Grade: Salary is established by the New Appointment Policy for graded classes.

5. Promotional and Reemployment Priority

Until career banding is implemented for all occupational families, employees in career banded classes will be assigned a grade equivalency only for promotional and reduction in force (RIF) reemployment priority purposes as stated in Section 2 of the State Personnel Manual. The grade is not a determining factor in establishing salary for career-banded employees.

6. Effective Date

The effective date of all personnel actions for career-banded employees shall be on a **current basis except for actions to adjust salaries to minimum with implementation. (Funds shall be awarded upon availability and cannot be awarded retroactively).**

7. Management Responsibilities

1. Managers shall communicate the career banding concept to all employees in the division or unit.
2. Managers shall develop career-development plans and coach employee with a goal of the employee contributing to the organization's success at the highest level allowed by the business needs.
3. Managers shall evaluate the employee's competencies upon entrance into any career banded position to determine competency level after which competencies will be evaluated on an annual basis. Management is responsible for documenting the salary decisions and assuring that equity is maintained in accordance with the university plan.
4. Managers shall apply pay factors correctly and equitably in determining employee salaries. Salaries shall be in compliance with the Career Banding Salary Administration Policy. Pay factor evaluations shall occur with each action as defined in the policy: New Hire, Reinstatement, Promotion, Reassignment, Reallocation, Demotion, Grade-Band Transfer, Horizontal Transfer, Career Progression Adjustment and Retention Adjustment.

8. Dispute Resolution Process

A dispute resolution process at ECSU allows employees with career status to have salary decisions reconsidered by a source beyond the initial decision-maker or evaluator. Salary decisions which are eligible for consideration in the dispute resolution process must be based on one of the following factors, in conjunction with a promotion, reassignment, demotion, or career progression adjustment as defined in the Career Banding Salary Administration Plan or OSP Career Banding Salary Administration Policy. Decisions, which are eligible for reconsideration under this plan, must be based on the following:

1. Amount of salary adjustment is less than appropriate amount as determined through pay factors.
2. No salary adjustment is granted when application of pay factors would support an adjustment.
3. Competencies of the employee are inappropriately evaluated.

ECSU will establish and adhere to a plan for distribution of limited funding sources to ensure fairness in career banding salary decisions. Salary decisions restricted solely because of limited funding sources are eligible for dispute resolution consideration only if the established plan for distribution is not followed.

An employee must document the basis for salary reconsideration on the Career Banding Dispute Form which must be submitted to The Division of Human Resources and Payroll within 15 days

of the salary decision notification. Resolution must be completed within 60 days after documentation is submitted. All requests for salary reconsideration shall be screened by the Career Banding Coordinator and reported to the Vice Chancellor for Human Resources and Payroll to determine eligibility prior to referral to the **Career Banding Dispute Committee**. The **Career Banding Dispute Committee** shall consist of:

1. Career Banding Coordinator (Chair);
2. Managers at a level higher than the initial decision-maker or another Human Resources staff member who is not involved with pay decisions in the initial process as appointed by the Vice Chancellor for Human Resources and Payroll.

9. Employee Advisory Committee.

The Chancellor has appointed an employee advisory committee, through demographics, organizational levels, and occupational areas, to review implementation and operation of the career banding program to ensure that employees are being treated fairly in opportunities for career development and compensation levels. Members of the Staff Senate serve on the advisory committee. The results of these reviews are presented to the Chancellor and the Vice Chancellor for Human Resources and Payroll simultaneously.

Mission Statement

The Employee Advisory Committee on Career Banding shall review and recommend adjustments to the Career Banding Program to ensure that it operates in a fair and open manner and that all employees are given opportunities for career development and compensation levels.

Responsibilities

The Employee Advisory Committee on Career Banding shall:

1. Review career-banding activities and data at Elizabeth City State University to ensure consistency, fairness and equity.
2. Advise administrators and supervisors on needed changes and improvements.
3. Serve as a forum for employees to raise questions concerning career banding policy, its implications and purposes as well as to recommend improvements in the policy.
4. Compile a report of findings and recommendations and submit to the Chancellor, the Vice Chancellor for Human Resources and Payroll and State Personnel.

Length of Appointment

Members shall serve a term of two years. Efforts shall be made to appoint new members or reappoint current members in a staggered manner in order not to disrupt cohesiveness and/or work of the committee when changes are warranted.

Voting

For all issues to be decided upon by the Advisory Committee, a simple majority vote shall apply. The chairperson shall not serve as a voting member, except in the case of a tie in which case, one vote may be cast to break the tie. No proxy votes are allowed.

Meetings

1. Frequency

Initial meetings should be at least every two weeks or more frequently depending on the work that needs to be done. Once established, the committee should meet at least every six months or more frequently depending on the work that needs to be done.

2. Communications

All employees shall be notified about the mission roles, responsibilities, and composition of the Employee Advisory Committee on Career Banding.

Meeting dates of the committee shall be publicized at least ten (10) working days before the meeting to all employees via e-mail and bulletin boards.

A summary of report made available to employees via website.

3. Agenda

An agenda shall be developed for each meeting. Items to be considered are suggested by committee members, employees or administrators.

Minutes

1. Minutes should be kept of all meetings and corrected and approved at each meeting. The minutes shall be e-mailed to each member prior to the next meeting. A copy of all minutes shall be provided to the Vice Chancellor for Human Resources and Payroll and the Chancellor.
2. The Vice Chancellor for Human Resources and Payroll shall make sure that all recommendations of the Advisory Committee are brought to the attention of Senior administrators and the Chancellor for review and acknowledgement.

Training

Appropriate training shall be provided to the Advisory Committee and arranged by the Vice Chancellor for Human Resources and Payroll. Members of the committee shall be provided the opportunity to request additional training or clarification whenever necessary. Training for the committee shall include a review of the Advisory Committee versus the duties and responsibilities of the Dispute Resolution Committee.

Reporting

The results of the career-banding monitoring, including any analysis will be submitted annually to the Chancellor, the Vice Chancellor and State Personnel. When submitting to State Personnel, the monitoring and analysis will be attached to the Elizabeth City State University EEO Plan, which is due March 1 of each year.

Career Banding Dispute Resolution Process:

The dispute resolution process allows employees to have salary adjustment decisions reconsidered by a source beyond the initial decision-maker. Any disputes resulting from career banding will be tracked and independently reviewed by the Career Banding Dispute Committee*.

Decisions, which are eligible for reconsideration under this plan, must be based on one of the following:

- Amount of salary adjustment is different from expected based on application of the pay factors.
- No salary adjustment has been granted when application of pay factors would support an adjustment.
- Competencies of the employee have not been appropriately evaluated.

Note: Salary decisions based on unavailability of funding are not eligible for consideration in the dispute resolution process.

Disputes must be filed within 15 days of original salary decision notification and must be resolved within 60 days after dispute is filed. All disputes will be screened by the Committee chair or her/his designee for eligibility review based on the factors as stated above. Final decisions made by this Committee can not be appealed beyond the University.

*Career Banding Dispute Committee shall consist of the Career Banding Coordinator (Chair) and Managers at a higher level than the initial decision-maker or evaluator or another Human Resources staff member who is not involved with pay decisions in the initial process as appointed by the *Vice Chancellor for Human Resources and Payroll*.

Please fill out the following information down to and including "Employee Statement of Dispute," sign and date the form.

Employee Name:	Department:
Career Banded Classification:	
Work Location:	Immediate Supervisor:
Date Career Banding Dispute Filed:	

I. Employee's Statement of Dispute (attach additional sheets or documentation if needed):

Signature: _____ Date: _____

II. Initial Committee Chair's Statement in Response to this Dispute (attach additional sheets or documentation if needed):

Signature: _____ Date: _____

III. Final Decision by Career Banding Dispute Committee:

Signature: _____ Date: _____