
TITLE: PERSONNEL ACTIONS FOR FULL-TIME FACULTY-RANK POSITIONS**POLICY NO: 3-28****EFFECTIVE DATE: 01/16/90****VCCS POLICY NO: [3.8](#), [3.11](#)****REVISED DATE: 01/12/16****I. Purpose:**

To provide direction to initiate requests to establish and fill full-time faculty-rank positions, to identify the process for determining entry-level salaries, and to initiate position classification and compensation actions for full-time faculty-rank positions.

II. Definitions:

Abolishment: the removal of a position from the organizational structure.

Acting pay: a salary supplement of 0-15%, which may be given to a faculty member who temporarily assumes the majority of the responsibilities of a vacant position.

Additional duties: non-instructional duties assigned to one or more faculty members, resulting from a temporary vacancy, and which may be compensated with a salary supplement of 0-10%.

Classification: the occupational category to which a position is assigned.

Competitive salary offer: a counter offer to an existing faculty member deemed critical to the college who has received an employment offer at a higher salary from an employer, which generally should not exceed more than 15% of the faculty member's current salary, and which cannot exceed the job offer from the outside employer.

Establishment: a classification determination made to place a new position in the organizational structure.

Hiring manager: the cost center manager for the administrative or academic unit.

Internal alignment: a salary adjustment to align one or more faculty members' salary more closely with those of other faculty members at the same college and which may not exceed 10% for a faculty member in a fiscal year.

Non-competitive voluntary transfer/within the college: when a faculty member moves from a 12-month administrative/professional position to a 9- or 10-month administrative/professional or teaching position; or from a 9- or 10-month administrative/professional or teaching position to 12-month administrative/professional or teaching position.

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Non-competitive voluntary transfer/within the VCCS: when a faculty member is permanently reassigned from one community college to another community college or the system office under the following circumstances: (a) no open competition for the position; (b) positions are the same level; and (c) approval of both presidents or the chancellor, in the case of the system office.

Reallocation: the movement of a position from one title and salary range to another based upon and to recognize a significant increase or decrease in the duties and responsibilities assigned to the position, and which is restricted to upward and downward position movements.

Stipend: the method to pay eligible faculty for their provision of professional services such as consulting or conducting workshops as needed by other community colleges or the system office.

Substantial additional duties: a substantial, additional non-teaching assignment/project outside of routine duties in an alternative department or alternative work schedule assigned to a faculty member when under full-time contract, which must be of a temporary nature with a specific beginning and ending date, which does not require a vacant position, and which may provide a salary supplement of 0-10% or a flat rate not to exceed 0-10%.

VCCS position title: administrative titles established by the Virginia Community College System office and the VCCS State Board and which are provided on the [VCCS-18](#).

III. Policy:

As an agency of the Commonwealth and a member college of the Virginia Community College System (VCCS), J. Sargeant Reynolds Community College (Reynolds) shall assure compliance with all applicable federal and state personnel laws, regulations, and policies. Additionally, the college shall develop and implement administrative procedures consistent with all applicable personnel laws, regulations, and policies governing hiring position classification and compensation actions.

IV. Procedures:

A. To establish a new full-time position

1. To establish a new faculty-rank position in an organizational unit, the hiring manager will complete Sections 1, 2, 3, and 4 on [JSRCC Form No. 35-0148](#), Full-time Position Request Form, and forward to his/her President's Executive Cabinet member for approval.
2. Upon approval, the signed form is submitted to the college's Budget Office for review. Within three (3) business days of receipt, the director of financial operations will make a budget determination and forward it to the Office of Human Resources for appropriate position classification determination. If the director of financial operations is unable to determine appropriate funding, he or she will present the request to the President's Executive Cabinet at the next scheduled budget meeting. The director of financial operations will return request forms not

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approved by the President's Executive Cabinet to the hiring manager with the appropriate explanation. To facilitate timely processing, the hiring manager must ensure that the Office of Human Resources receives the approved [JSRCC Form No. 35-0148](#), Full-time Position Request Form, and attachments at least thirty (30) days prior to the requested effective date.

3. Teaching faculty position

Within two (2) business days of receipt of an approved [JSRCC Form No. 35-0148](#), Full-time Position Request Form for a teaching faculty position, the associate vice president of human resources will complete the position classification process, which includes generating the DHRM P-5 form and performing data entry of the new position into the automated personnel systems.

During the same timeframe, the college's recruitment coordinator will confer with the hiring manager to initiate the recruitment process.

4. Administrative or professional faculty position

Within two (2) business days of receipt of an approved [JSRCC Form No. 35-0148](#), Full-time Position Request Form for an administrative or professional faculty position, the associate vice president of human resources will review the request and attachments, and as needed, contact the hiring manager to obtain any additional information in order to determine the appropriate position title.

- a. For positions at the director's level and below: Within five (5) business days, the associate vice president of human resources will complete the position classification process, which includes obtaining comparable positions from other institutions, making position title recommendation, generating the DHRM P-5 form, and developing the college organizational chart. Upon completion of this process, the associate vice president of human resources will confer with the hiring manager regarding the recommended position title. Upon acceptance of the recommendation, the associate vice president of human resources will, within two (2) business days, ensure that the new position is entered into the automated personnel systems and confirm establishment of the requested position via the approval letter to the hiring manager with copies to the director of financial operations, vice president of finance and administration, executive vice president, and supervising President's Executive Cabinet member. Upon formal establishment of the new position, the hiring manager may begin the recruitment process.
- b. For positions at the vice president's level and above: Within five (5) business days, the associate vice president of human resources will complete the position classification process, which includes making a position title recommendation, developing the justification letter to the VCCS chancellor, generating the DHRM P-5 form, and developing the college

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organizational chart. Upon completion of this process, the associate vice president of human resources will confer with the hiring manager regarding the recommended position title and forward the completed classification package to the vice president of finance and administration for review. After review by the vice president of finance and administration and with approval from the executive vice president and the president, the associate vice president of human resources will forward the completed classification package to the VCCS chancellor for final approval. Upon VCCS approval of the position establishment action, the associate vice president of human resources will ensure that the new position is entered into the automated personnel systems and confirm its establishment via approval letter to the hiring manager with copies to the director of financial operations, vice president of finance and administration, executive vice president, and supervising President's Executive Cabinet member. Upon formal establishment of the new position, the hiring manager may begin the recruitment process.

- B. To fill or abolish a full-time vacant position
 - 1. In order to fill or abolish a vacant teaching, administrative, or professional faculty position, the hiring manager will complete Sections 1, 2, 3, and 4 of the [JSRCC Form No. 35-0148](#), Full-time Position Request Form, and forward it to his/her President's Executive Cabinet member for approval.
 - 2. Upon approval of the President's Executive Cabinet member, the signed form is submitted to the college's Budget Office for review. Within three (3) business days of receipt, the director of financial operations will make a budget determination and forward the form to the Office of Human Resources in order to initiate the recruitment process or abolishment action. If the director of financial operations is unable to determine the appropriate funding action, he or she will present the request to the Present's Executive Cabinet at the next scheduled meeting. The director of financial operations returns requests not approved to the hiring manager with the appropriate explanation.

- C. To determine the entry level salary for a new administrative or professional faculty member
 - 1. The hiring manager completes pages one and three of the [VCCS-10, Faculty Qualifications Summary](#), and submits it to the associate vice president of human resources.
 - 2. The associate vice president of human resources will verify the above information and consult with the hiring manager if changes or corrections to pages one and/or three are required.
 - 3. For completion of page two of the [VCCS-10](#), the associate vice president of human resources will construct an email to the hiring manager with the recommended

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hiring salary and/or range based on the following criteria:

- a. candidate's proposed hire date
 - b. appropriate [VCCS-18](#) salary scale
 - c. candidate's hiring rank
 - d. candidate's pre-employment salary and credentials
 - e. years of related occupational experience
 - f. years of full-time teaching experience
 - g. budgeted salary available for vacant position
 - h. internal staff comparison and analysis
4. The associate vice president of human resources may request additional information from the hiring manager based on the following:
- a. college or academic school business needs
 - b. market availability and/or recruitment difficulties
 - c. long term impact
 - d. budget implications
 - e. total compensation
5. The associate vice president of human resources will construct the email and make the recommended hiring salary and/or range to the hiring manager, according to VCCS guidelines that the starting salary may fall within the minimum to mid-point of the position range or no more than 15% above the candidate's current salary or that of his/her most recent comparable salary.
6. If the associate vice president of human resources and the hiring manager determine that a higher salary (than stated in Item 5 above) is needed to negotiate with the candidate, the hiring manager must write to the college president, via his/her respective chain of command, requesting to use the additional presidential authority amount as identified in the VCCS Competitive Salary Increments Policy 3.8.0.1.4 (Effective 1/1/07 - amount established at 0 - \$10,000.00).
7. If the provisions of the Competitive Salary Increments Policy are not sufficient, the president will authorize the associate vice president of human resources to submit a non-routine salary request to VCCS Human Resource Services for VCCS State Board approval. In all cases, the starting salary will not be limited by the midpoint.
- D. To determine the entry-level salary for a new 9-month, 10-month, or 12-month teaching faculty member
1. The hiring manager completes pages ones and three of the [VCCS-10](#) and submits it to the associate vice president of human resources.

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2. The associate vice president of human resources will verify the above information and consult with the hiring manager if changes or corrections to pages one and/or three are required.
 3. For completion of page two of the [VCCS-10](#), the associate vice president of human resources will construct an email to the hiring manager with the recommended hiring salary and/or range based on the following criteria:
 - a. candidate's proposed hire date
 - b. appropriate [VCCS-18](#) salary scale
 - c. candidate's hiring rank
 - d. candidate's pre-employment salary and credentials
 - e. years of related occupational experience
 - f. years of full-time teaching experience
 - g. budgeted salary available for vacant position
 - h. internal staff comparison and analysis
 4. The associate vice president of human resources may request additional information from the hiring manager based on the following:
 - a. college or academic school business needs
 - b. market availability and/or recruitment difficulties
 - c. long term impact
 - d. budget implications
 - e. total compensation
 5. The associate vice president of human resources will construct the email and make the recommended hiring salary and/or range to the hiring manager, according to VCCS guidelines that the starting salary may fall within the minimum to mid-point of the 9-month academic rank range or no more than 15% above the candidate's current salary or that of his/her most recent comparable salary. (Note: For 12-month salary multiply by 1.3333; for 10-month salary multiply by 1.1111.)
 6. If the associate vice president of human resources and the hiring manager determine that a higher salary (than stated in Item 5 above) is needed to negotiate with the candidate, the hiring manager must write to the college president, via his/her respective chain of command, requesting to use the additional presidential authority amount as identified in the VCCS Competitive Salary Increments Policy. (Effective 1/1/07 - amount established at 0 – \$10,000.00).
 7. If the provisions of the Competitive Salary Increments Policy are not sufficient, the president will authorize the associate vice president of human resources to submit a non-routine salary request to VCCS Human Resource Services for VCCS State Board approval. In all cases the starting salary will not be limited by the midpoint.
- E. To initiate classification and/or compensation actions for faculty positions

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1. The following classification and compensation actions are available for use for administrative, professional, and teaching faculty:
 - a. acting pay
 - b. additional duties
 - c. competitive salary offer
 - d. internal alignment
 - e. non-competitive voluntary transfer/within the college
 - f. non-competitive voluntary transfer/within the VCCS
 - g. reallocation
 - h. substantial additional duties

2. Hiring managers will ensure that each request adheres to the following guidelines:

Acting pay: results from a temporary vacant position; duties assigned to one faculty member who assumes the majority of the responsibilities of the vacant position; may be given supplement of 0–15%; assignment should not extend beyond one year.

Additional duties: results from a temporary vacant position; non-instructional duties assigned to one or more faculty members; may be given supplement of 0–10%.

Note: If a salary increase is requested for a faculty member as a result of the “acting pay” or “additional duties” pay practice, the hiring manager will include a justification on the PAF describing the selection of that particular employee among similarly skilled employees in the work unit for the acting pay or additional duty assignment.

Competitive salary offer: a counter offer to an existing faculty member deemed critical to the college who has received an employment offer at a higher salary from an employer, which generally should not exceed more than 15% and which cannot exceed the job offer from the outside employer. Additionally, the faculty member will be required to provide written documentation of the outside salary offer, which must be attached to the PAF prior to submission to the President’s Executive Cabinet member.

Internal alignment: to align one or more faculty members’ salary more closely with those of other faculty members at the same college, and which may not exceed 10% for a faculty member in a fiscal year.

Non-competitive voluntary transfer/within the college: when a faculty member moves from a 12-month administrative/professional position to a 9- or 10-month administrative/professional or teaching position; or, from a 9- or 10-month administrative/professional or teaching position to a 12-month administrative/professional or teaching position. The new 9-month salary will be

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established by calculating 75 percent of the 12-month salary; the new 10-month salary will be established by calculating 83 percent of the 12-month salary. The new 12-month salary will be established by increasing the 9-month salary by a factor of 1.3333 or by increasing the 10-month salary by a factor of 1.20.

Non-competitive voluntary transfer/within the VCCS: when a faculty member is permanently reassigned from one community college to another community college or the system office under the following circumstances: (a) no open competition for the position; (b) positions are the same level; and (c) approval of both presidents or the chancellor, in the case of the system office. There is no change in faculty rank or salary, except if the action involves NVCC, in which case the salary action must be adjusted by 8% up or down in direct relationship to the [VCCS-18](#).

Reallocation: the movement of a position from one title and salary range to another based upon and to recognize a significant increase or decrease in the duties and responsibilities assigned to the position and which are limited to the following:

- a. counselor, librarian, assistant coordinator, and administrative officer level to coordinator level
- b. coordinator level to counselor, librarian, assistant coordinator, and administrative officer level
- c. coordinator level to director/dean level
- d. director/dean level to coordinator or assistant coordinator level

Generally, upward and downward salary adjustments will be made in the range of 0–10%. (See VCCS Policy 3.8.12.2.G. for detailed information.)

3. To initiate position classification actions 1.a. through 1.g. for a faculty member, the hiring manager will complete Sections 1, 2, and 3 of [JSRCC Form No. 35-0401](#), Pay Action Form (PAF) – Faculty Rank Positions, and forward to his/her supervising President’s Executive Cabinet member for approval in advance of the requested date of action. Retroactive pay adjustments will not be permitted.
4. Upon approval of the President’s Executive Cabinet member, the signed form is submitted to the college’s Budget Office for review. Within three (3) business days of receipt, the director of financial operations will make a budget determination and forward the form to the Office of Human Resources for review and processing. If the director of financial operations is unable to determine appropriate funding, he or she will present the request to the President’s Executive Cabinet at the next scheduled meeting. The director of financial operations will return request forms not approved by the President’s Executive Cabinet to the hiring manager with appropriate explanation.
5. Within five (5) business days of receipt, the associate vice president of human resources will complete the review of the requested action and make a classification/compensation recommendation to the vice president of finance and

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administration and the president. After review by the vice president of finance and administration and with the approval of the executive vice president and the president, requested actions that fall outside of the college's decentralized authority agreement will be forwarded to VCCS for final review and approval. Requested actions that do not require prior review from VCCS will receive final approval from the president.

6. Within three (3) business days of receipt of the approved action, the associate vice president of human resources will implement the approved action and confirm the action taken via the approval letter to the hiring manager, with copies to the director of financial operations and the respective President's Executive Cabinet member. The associate vice president of human resources will also provide written notification of approved action to the individual faculty member.
7. Substantial additional duties: to initiate a salary payment for substantial additional duties, the hiring manager must complete the following steps prior to the start of the substantial additional duty assignment by the designated faculty member:
 - a. obtain appropriate approval for the substantial additional duty assignment from their respective college vice president
 - b. obtain funding support for the substantial additional duty assignment from the vice president of finance and administration
 - c. verify the payment amount to be offered to the faculty member with the associate vice president of human resources
 - d. with the above approvals, complete Part I and Part II of [JSRCC Form No. 35-0700](#), Substantial Additional Assignments, and obtain the faculty member's signature prior to the start of the work assignment. Supporting documentation for this pay action must include a description of the additional duties assignment, the amount of the supplement, the duration of the additional duties assignment, interim goals, and the expected outcomes. The supervisor retains the original copy of the form until the work assignment is completed.
 - e. at the conclusion of the work assignment, complete Part III of the original form and obtain the faculty member's signature. With appropriate signatures affixed, the original [JSRCC Form No. 35-0700](#), Substantial Additional Assignments form, is submitted to the Office of Human Resources for payment to the faculty member on the nearest pay cycle to the date of receipt by Human Resources.

F. Documentation and reporting requirements

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1. The associate vice president of human resources will maintain complete documentation of all personnel actions in accordance with DHRM policy and procedures.
2. Personnel action requests that require the approval of the VCCS Chancellor's Office will be coordinated and submitted by the college's Office of Human Resources. Requests not requiring advance VCCS approval will be subject to post-audit review by DHRM and/or the Virginia Community College System office.
3. The college's Office of Human Resources will provide an annual summary of personnel action requests to the college's President's Executive Cabinet in order to identify compensation trends or problems. Additionally, a quarterly summary of all pay action requests will be provided to the college's President's Executive Cabinet, the VCCS, and the director of financial operations.

V. Other Information:

The college's Office of Human Resources is responsible for the official interpretation of these procedures. Questions regarding the application of these procedures should be directed to the associate vice president of human resources.

References

Commonwealth of Virginia, *Code of Virginia*, Chapter 10, Title 2.1

[Virginia Community College System VCCS-10, Page 1-3, Faculty Qualifications Summary](#)

[Virginia Community College System Policy No. 3.8](#), Faculty Compensation

[Virginia Community College System Policy No. 3.11](#), Reduction in Staff for Faculty

[JSRCC Form No. 35-0148](#), Full-time Position Request Form

[JSRCC Form No. 35-0401](#), Pay Action Form (PAF) – Faculty Rank Positions

[JSRCC Form No. 35-0700](#), Substantial Additional Assignments Form