

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: [3.0.7](#)

REVISED DATE: 07/18/17

I. Purpose:

To provide direction for initiating requests to establish and fill wage (hourly) positions and for initiating position classification and compensation actions for wage (hourly) positions at the college.

II. Definitions:

Career groups: a sub-group of an occupational family which identifies a specific occupational field common to the labor market (for example, the Administrative and Office Support Career Group), and which is comprised of roles.

Certification: professional certification, trade certification, or professional designation, often called simply certification or qualification, is a designation earned by a person to assure qualification to perform a job or task. This type of certification often requires a post-test and is awarded by a third-party professional organization.

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

Competitive salary offer: a salary adjustment provided to a wage (hourly) employee as a result of an outside offer (including other state agencies).

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

In-band adjustment: a salary adjustment applied to a wage (hourly) employee for the acquisition of additional duties and responsibilities or for new skills applied on the job, and where the employee remains in his/her current pay band.

Occupational families: a broad grouping of jobs that share similar vocational characteristics (for example, the Administrative Services Occupational Family).

Rehires: prior employees separated from college employment for twelve (12) months or longer.

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

Role: a broad group of occupationally-related positions that perform a range of work at levels that require progressively more skill and/or knowledge (for example, the Administrative and Office Specialist II).

Role change: the reassignment of a wage (hourly) position from one role title to a different role title in a higher, lower, or the same pay band due to a change in duties and responsibilities.

Temporary pay: a salary adjustment provided to a wage (hourly) employee for assuming new duties and responsibilities on a temporary basis.

Unit manager: the cost center manager in an organizational unit.

Voluntary demotion: the movement of a wage (hourly) employee to a different role in a lower pay band at the employee's own initiation.

Voluntary transfer: the movement of a wage (hourly) employee within the same role or to a different role in the same pay band and which can be initiated by the employee or unit manager.

Wage (hourly) employees: employees who receive pay for hours worked rather than a fixed salary; who are sometimes referred to as hourly, P-14, or WE-14 employees; who are non-exempt for the purpose of overtime compensation; who are not covered by the Virginia Personnel Act; who are used to supplement the workforce during seasonal or temporary workloads; who may serve as interim replacements, or perform short-term projects, or other jobs that do not require full-time classified employees; and, who are limited to working an average of 29 hours per week and may not exceed 1500 hours over the twelve month period of May 1 through April 30.

III. Policy:

As an agency of the Commonwealth and a member college of the Virginia Community College System, 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 position classification and compensation actions.

IV. Procedures:

A. Request to establish and fill a wage (hourly) position

1. To establish and fill a wage (hourly) position, the unit manager will complete Sections 1, 2, 3, and 4 of [JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request, attach the completed [JSRCC Form No. 35-0095](#), Wage (Hourly) Position Description, and forward to his/her respective President's Executive Cabinet member for approval.

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

2. Upon approval by the President's Executive Cabinet member, the signed form is submitted to the college's Office of Human Resources for review, logging, and tracking. Within one (1) business day of receipt, the Office of Human Resources will forward the logged form to the college's Budget Office for review and funding approval. Within two (2) business days of receipt, the director of financial operations will make a budget determination. Approved forms will be returned 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 President's Executive Cabinet meeting. The director of financial operations will return request forms not approved by the President's Executive Cabinet to the Office of Human Resources with the appropriate explanation. The Office of Human Resources will inform the unit manager of the unapproved action.

To facilitate timely processing, the unit manager must ensure that the Office of Human Resources receives the approved [JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request, and attachments at least ten (10) business days prior to the requested effective date.

3. Upon receipt of the approved [JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request Form, the Office of Human Resources will determine the appropriate role title and pay band and immediately contact the unit manager via email to notify of budget approval and to discuss the options available to fill the position.
4. The unit manager may choose to review the file of unsolicited and walk-in applicants located in the Office of Human Resources or choose to fill the wage (hourly) vacancy from other sources. If one or more qualified applicants are not available, the unit manager may consider alternative recruitment solutions offered by the Office of Human Resources. Upon receipt of one or more qualified applicants, the unit manager will review the application(s) based on job requirements, invite applicant(s) for interview, conduct interview(s), check references, and make a hiring decision.
5. Employment references must be documented via [JSRCC Form No. 35-0090](#), Telephone Reference Check Form – Classified/Wage (Hourly) or via the use of [JSRCC Form No. 35-0091](#), Employment Referral Form – Wage (Hourly). Using either form, the unit manager must conduct reference checks for the selected candidate. It is preferred that at least two (2) former supervisory checks be made for each candidate. If two (2) supervisory references are unattainable, at least one (1) former supervisory reference and one (1) character reference should be obtained.

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

6. Once the unit manager selects the candidate to be hired, he/she must send the completed new hire package to the Office of Human Resources for approval. The new hire package consists of the following documents/forms:
 - a. Commonwealth of Virginia State Application
 - b. Immigration and Naturalization Form (I-9)
 - c. Federal Tax Form W-4 and State Tax Form VA-4
 - d. Child Support Enforcement Form
 - e. Direct Deposit Form
 - f. [JSRCC Form No. 35-0097](#), Wage (Hourly) Employment Form
 - g. [JSRCC Form No. 40-0009](#), Information Technology Employee Acceptable Use Agreement
 - h. [JSRCC Form No. 35-0090](#), Telephone Reference Check Form – Classified/Wage (Hourly) or [JSRCC Form No. 35-0091](#), Employment Referral Form – Wage (Hourly)
 - i. [JSRCC Form No. 35-0089](#), New Hire/College Equipment Authorization, (if applicable)
 - j. Employment Background Authorization and Disclosure Form
 - k. Commonwealth of Virginia’s Policy on Alcohol and Other Drugs Form
 - l. Employee Signature page from the *Wage (Hourly) Employee Handbook*
 - m. [Employee Personal Data Form](#)
 - n. [JSRCC Form No. 35-0095](#), Wage (Hourly) Position Description
7. The Office of Human Resources (usually the wage employment coordinator) will review and provide approval status of the new hire package to the unit manager within three (3) business days of receipt via email communication. The email communication will include the approved hourly rate and start date for the new wage (hourly) employee. At that point, the unit manager can issue [JSRCC Form No. 35-0098](#), Wage (Hourly) Offer Letter.
8. Unit managers will ensure that each wage (hourly) employee receives the current copy of the college’s [Wage \(Hourly\) Employee Handbook](#). The handbook is updated annually and is located on the college’s intranet, Policies and Manual web page. Additionally, the handbook contains updated information regarding available benefits, applicable state and college policy information, and other college information regarding wage (hourly) employees.
9. All full-time and part-time job offers are contingent upon the results of the employee background screening process ([Reynolds Policy No. 3-39](#)). This process usually takes three to five (3-5) business days from the date of receipt of the completed new hire package in the Office of Human Resources. To finalize the wage (hourly) employee hiring process, the unit manager will be contacted by the associate vice

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

president of human resources if the candidate receives a questionable background report.

- B. To initiate classification and/or compensation actions for wage (hourly) employees
1. The following classification and compensation actions are available for use for wage (hourly) employees:
 - a. voluntary transfer
 - b. voluntary demotion
 - c. temporary pay
 - d. role change
 - e. in-band adjustment
 - f. competitive salary offer
 2. To initiate a position classification action for a wage (hourly) employee, the unit manager will complete Sections 1-6 of [JSRCC Form No. 35-0400](#), Pay Action Form (PAF) – Classified/Wage (Hourly) Employees, and forward to his/her respective President’s Executive Cabinet member for approval.
 3. Unit managers will ensure that each request adheres to the following guidelines:

Voluntary transfer: an employee-initiated or management-initiated movement to another position in the same or different role in the same pay band. Employees moved to another position as a result of this pay practice will not receive a salary increase.

Voluntary demotion: when an employee voluntarily accepts a position in a different role in a lower pay band. Voluntary demotion salary is negotiable from the minimum of the pay band up to the employee’s current salary and will not exceed the pay band maximum.

Temporary pay (different role in higher or same pay band): may be applied when an employee experiences a temporary change in job duties and responsibilities for a specified period of time (e.g., assignment to a special project, reassignment due to organizational changes, vacancy of a higher-level position, etc.). Temporary pay is not typically intended to cover brief periods of recruitment or employee absences, although depending on the expected length of the recruitment or employee absence, it may be allowed.

Salary increases for temporary pay for a higher pay band is 0-15% above current salary and will not exceed the pay band maximum. Salary increases for temporary pay for the same pay band is 0-10% above current salary and will not exceed the

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

pay band maximum. A beginning and an ending date must be established for receipt of temporary pay.

If a salary increase is requested for an employee as a result of the temporary pay practice, the unit manager will include a justification on the [JSRCC Form No. 35-0400](#), Pay Action Form (PAF) – Classified/Wage (Hourly) Employees, indicating the selection of that particular employee among similarly skilled employees in the work unit for the temporary assignment.

Role change (downward, upward, or lateral): when an employee remains in his/her current position but the role changes.

- a. Downward role change: when a position is changed to a different role in a lower pay band. There is no change in salary as a result of the downward role change, unless the salary is above the maximum of the lower pay band, in which case the salary is reduced after six (6) months to the maximum of the pay band.
- b. Upward role change: when a position is changed to a different role in a higher pay band. A 0-10% salary increase may be awarded for an upward role change, however, the salary cannot exceed the pay band maximum.
- c. Lateral role change: when a position is changed to a different role in the same pay band, with the same supervisor/work unit. A 0-10% salary increase may be awarded for lateral role changes, however, the salary cannot exceed the pay band maximum. (Note: This increase is counted towards the 10% cap on in-band adjustments.)

Salary adjustments will be made effective the first pay period immediately after the pay action is approved by the President's Executive Cabinet member.

In-band adjustment: used to increase the salary of an employee due to: (1) changes in job duties and responsibilities, (2) application of new knowledge / skills / abilities (KSA's) from education, certification, licensure, etc., (3) retention, or (4) internal alignment, salary compression, and other internal inequities.

- a. Changes in job duties and responsibilities: Changes in duties must represent 15% or more of the total work time percentage amount. The employee must perform the new duties and responsibilities with the same supervisor/work unit. Salary adjustments will be made effective the first pay period immediately after the pay action is approved by the President's Executive Cabinet member. Unit managers may request a 0-10% increase.

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

- b. Application of new KSA's from education, certification, licensure, etc.: Employees who attain professional certifications, degrees, or licenses related to their job responsibilities may be eligible to receive a salary increase of 0-10% of their hourly rate.

Retroactive payments will not be permitted. Employees must secure advance approval of their planned educational goal from their supervisor in order to be compensated once the goal is attained. Credentials that are requirements for a job by State Code or are required for selection will be taken into consideration at the time starting pay is negotiated and cannot be used to support this type of pay adjustment.

- c. Retention: In-band adjustments for retention are granted to all employees in a particular functional area to avoid turnover. This action can be initiated by college management or the Office of Human Resources due to salary market changes, labor market fluctuations, extreme turnover problems, etc. Unit managers may request a 0-10% increase.
- d. Internal alignment: An increase may be granted to one or more employees to align the employee's salary more closely with those of other employee's within a work unit who have comparable levels of training and experience, similar duties and responsibilities, similar performance and expertise, competencies, and/or knowledge and skills. Unit managers may request a 0-10% increase.

The total compensation for all in-band adjustments cannot exceed ten (10) percent for an individual employee during a fiscal year.

Competitive salary offer: used to increase the salary of an employee when the employee receives a documented offer of employment, with a higher salary, from another organization including other state agencies. The unit manager may request a salary increase up to the amount of the outside offer, but cannot exceed the outside offer, or exceed the maximum of the pay band. Additionally, the employee will be required to provide written documentation of the outside salary offer; this must be attached to the PAF prior to submission to the respective President's Executive Cabinet member.

- 4. Upon approval of the President's Executive Cabinet member, the signed form is submitted to the Office of Human Resources for review, logging, and tracking. Within one (1) business day of receipt, the Office of Human Resources will forward the logged form to the college's Budget Office for review and funding approval. Within three (3) business days of receipt, the director of financial operations will make a budget determination and return the form to the Office of Human Resources for review and processing. If the director of financial operations is unable to

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

determine appropriate funding, he or she will present the request to the President's Executive Cabinet at the next scheduled President's Executive Cabinet meeting. The director of financial operations will return request forms not approved by the President's Executive Cabinet to the Office of Human Resources. The Office of Human Resources will inform the unit manager of the unapproved action.

5. Within five (5) business days of receipt, the associate vice president of human resources will complete his/her review of the requested action and make a classification/compensation recommendation to the vice president of finance and administration.
6. For positions in pay bands 1-5: After review by the vice president of finance and administration, the associate vice president of human resources will ensure that the approved pay practice is immediately entered into the automated personnel systems for the next available pay period and confirm the pay action via the approval letter to the unit manager with copies to the director of financial operations and the respective President's Executive Cabinet member. The Office of Human Resources will also provide written notification of the approved pay action to the wage (hourly) employee.
7. For positions in pay bands six (6) and above: After review by the vice president of finance and administration, the associate vice president of human resources will immediately forward the complete position pay action request package to the VCCS Human Resource Services Office for final review and approval. Upon final approval from the VCCS, the associate vice president of human resources will ensure that the new pay action is entered into the automated personnel systems and confirm the action taken via the approval letter to the unit manager with copies to the director of financial operations and the President's Executive Cabinet member. The associate vice president of human resources will also provide written notification of the approved pay action to the wage (hourly) employee.
8. Requests for classification actions or salary increases above the amounts or percentage thresholds established in this policy will require appropriate justification and approval from the president and the VCCS chancellor, respectively. Unit managers are encouraged to consult with the associate vice president of human resources to coordinate this approval process.

C. Exceptional recruitment and retention incentive options

Wage (hourly) employees are eligible to receive recognition award or project-based bonus incentives as approved by the president.

D. Documentation and reporting requirements

1. The Office of Human Resources will maintain complete documentation of all personnel actions in accordance with DHRM policy and procedure.

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

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 (VCCS) 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 and problems. Additionally, a quarterly summary of all pay action requests will be provided to the college's President's Executive Cabinet.

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.

[Department of Human Resource Management \(DHRM\) Policy 2.20](#), Types of Employment

[Department of Human Resource Management \(DHRM\) Policy 3.05](#), Compensation

[In-Band Adjustment Schedule for Application of New KSA's](#)

[Reynolds Wage \(Hourly\) Employee Handbook](#)

[Reynolds Policy No. 3-39](#), Employment Background Screening

[JSRCC Form No. 35-0090](#), Telephone Reference Check Form – Classified/Wage (Hourly)

[JSRCC Form No. 35-0091](#), Employment Referral Form – Wage (Hourly)

[JSRCC Form No. 35-0095](#), Wage (Hourly) Position Description

[JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request

[JSRCC Form No. 35-0097](#), Wage (Hourly) Employment

[JSRCC Form No. 35-0098](#), Wage (Hourly) Offer Letter

[JSRCC Form No. 35-0400](#), Pay Action Form (PAF) – Full-time Classified/Wage (Hourly) Positions

TITLE: WAGE (HOURLY) EMPLOYMENT AND COMPENSATION

POLICY NO: 3-31

EFFECTIVE DATE: 09/12/01

VCCS POLICY NO: 3.0.7

REVISED DATE: 07/18/17

[JSRCC Form No. 40-0009](#), VCCS/Reynolds Information Technology Employee Acceptable Use Agreement