

Section: Salary Administration

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Sponsoring Unit/Department: Human Resources

Salary Administration

The College's salary administration practices are in keeping with all federal, state, and local statutes. Annual budget capacity determines the ability of the College to provide for employee salary and wage increases. Compensation for regular positions is based on compensation and classification plans and salary schedules approved by the Governing Board.

For Salary Administration for Faculty - Please see [Faculty Compensation](#)

Salary Administration Definitions

Base salary - A fixed rate of pay paid by the hour or year to an individual for a job. This does not include shift differentials, overtime, benefits, or any other pay element.

Internal Equity – refers to the comparison of employee's salary to the salaries of employees in the same job title or in jobs that have a similar role. The comparison of salaries is based on years in the position and provides that fairness in equitable salaries is maintained throughout the College. For further information on job families, please refer to the posted document maintained by HR on the intranet.

Market Competitiveness - a salary for a job that is comparable to what other two-year institutions similar to PCC (Link to peer institution list on intranet) in financial characteristics and population size (Total Expenses, Faculty FTE, Total Student FTE, and Total Staff FTE) pay for the same or similar job. Further market information may be obtained through comparison of positions to local industry and community employers, however this comparison does not guarantee similar salary levels. Market competitiveness will be reviewed every three years, or more often based on business need. The median of the salary grade is used to determine which salary grade a job would be assigned to based on comparison to the market rate for jobs with comparable years of experience.

Salary Grade - Refers to a salary range within the College's staff salary schedule. Positions of a similar scope and/or labor market value are placed within a common salary grade to ensure consistency in pay administration. Employees are offered a pay rate within the grade's designated range based on their unique qualifications, departmental budgets, and internal equity.

Quartiles – Salary ranges are divided into four parts – each part is called a quartile – in order to determine the first quartile or twenty-fifth percentile. The first quartile of the salary range is used for job postings and as a starting point when determining salary offers for new hires.

Years in Position – Number of years an employee is credited in their current job at PCC. Employees who serve more than 50% of a year (6 months and 1 day) will be credited a year in position.

2nd Quartile Minimum Credit - The employee will be credited 5 Years in Position due to placement above the first quartile.

Market Target – Each salary range is divided into market target amounts. Each amount represents the target salary for the corresponding Years in Position. The minimum of the salary range represents zero Years in Position; the mid-point represents eight Years in Position; and the maximum represents sixteen Years in Position. This is used for current existing employees, at the time of annual increases, to determine the number of years an employee is credited to their actual salary.

Salary Administration Guidelines

New Hire Rate – The rate of base salary for newly hired employees shall normally be within the first quartile of the appropriate salary grade. Salary grade will be determined prior to job posting, based on how the market median for anticipated job duties aligns with internal equity of similar positions within the college. Human Resources and the Hiring Manager will ensure internal equity of a first quartile hiring offer with current employees. If there is significant disparity, the Hiring Manager may submit written documentation of the business need for an exception to the first quartile hiring range to the Chief Human Resources Officer (CHRO) or designee for approval. Placement of a new hire within the hiring range will be determined with consideration of internal equity and the candidate's applicable experience. If a new employee starts in the 2nd Quartile or above, we will give the employee a 2nd Quartile Minimum Credit putting the employee at 5 Years in Position at the start. Higher offers are reviewed for internal equity and market competitiveness.

Prior Experience in Initial Salary Placement- A candidate's prior direct experience gained at a previous employer prior to applying for a position at Pima and that is directly related to the position for which they have been selected may be considered in this initial salary placement within the 1st Quartile. For internal candidates, this may also include direct experience gained at Pima that is directly related to the position for which they have been selected. Prior experience does not change the years in position calculation unless you are placed above the 1st Quartile. Placement above the 1st Quartile will receive a 2nd Quartile Minimum credit, and requires a hiring manager to request that placement and provide a justification.

Internal Competitive Selection – When selected for a position in a higher salary grade, an employee's salary is increased by 7.5 percent (7.5%) or to the minimum of the new salary grade, whichever is greater. If placed higher than the 1st Quartile, then the 2nd Quartile Minimum Credit for Years in Position would apply. The salary for the new position may not exceed the maximum of the new salary grade. Change to a position in the same salary grade is considered a lateral change and pay is not typically adjusted. If an employee has significant experience in the new position that was not accounted for, the employee may request consideration by Human Resources.

Change to Lower Salary Grade (involuntary and voluntary) – Upon competitive selection or reassignment to a position in a lower salary grade, an employee's base salary shall be placed in the appropriate range based on market data, the employee's related experience, and internal equity. Notice of reassignment to a lower salary position will be provided no less than 30 days prior to the effective date unless due to corrective action. Change in pay due to corrective action resulting in demotion will go into effect no less than 14 days after the notification of classification change.

Individual Position Review - If duties and responsibilities of a position have permanently and substantially changed in scope and responsibility as a result of, but not limited to, process changes, reorganization of a work unit, or consolidation of work unit duties, a formal request for a position review may be initiated (See AP 1.25.04). Salary placement will follow the Internal Competitive Selection process.

Acting Assignment – Compensation for a temporary acting assignment in a higher salary grade will be determined by the same process as Internal Competitive Selection. An acting assignment in a position within the same or lower salary grade will be determined by internal equity and market competitiveness. Selection for an Acting assignment is conducted via open internal competitive recruitment or written business case for direct appointment. Years of service in an acting position will be counted for Years in Position for a regular assignment in the same or equivalent position, or an extension of the Acting assignment beyond the fiscal year.

Annual Salary Increases

Each fiscal year, employees who continue in the same position will be credited another Year in Position. The employee's base salary will be adjusted to the market target based on the new number of Years in Position.

Annually, the Governing Board may determine that the College budget is not sufficient to recognize another year of service for all employees. Any alternative salary adjustments will be recommended to the Board through the Meet and Confer process.

Maximum Salary Placement – All salary placements are subject to the maximum of the appropriate salary range. Additional years in position will not provide additional compensation for employees already at or above the maximum of the salary grade for their job.

Lead Pay/Higher Salary Grade Level Duties – When an employee is selected for a temporary lead assignment or temporarily assigned duties from a higher salary grade, the employee receives a supplemental adjustment of 7.5 percent (7.5%) increase from regular base salary for the duration of the temporary assignment. Lead assignments must have approval by Human Resources prior to beginning work assignment. See Staff Temporary Lead Assignments policy or Staff Higher Salary Grade Level Duties policy.

Established Hiring Lines for Campus Police – Notwithstanding the other provisions of this section, if a current regular employee is selected for initial entry into a position with an approved employment rate (for example, a Police Officer or Police Officer in Training), the employee's base salary rate upon position change will be set at the employment rate for newly hired employees in the position.