

College Procedure: 402.22 – Hotel Compensation

Policy Reference: 402 – Employee Benefits and Compensation
Responsible Department: The Hotel at Kirkwood Center
Approval Authority: Cabinet
Procedure Owner: Vice President, Finance
Effective Date: 05/06/2014

Version Number: 2
Legal Counsel Reviewed (yes/no): No
Scope: College-wide

Reason for Procedure

The purpose of this procedure is to provide employees with a document that outlines The Hotel at Kirkwood Center’s philosophy and approach to compensation.

The Procedure

The goal of The Hotel’s compensation program is to provide employees with an appropriate wage, based upon the job duties as well as internal pay structure. This procedure applies to full-time and parttime employees of The Hotel and The Café. In addition, there may be times when the college cannot fulfill each of the stated requirements for this procedure due to budgetary constraints.

A. New Hire

New hires will normally be hired at a rate somewhere between the minimum and 10% above the minimum of the pay band.

- a. Factors that will be considered when determining a new hire wage will include internal market pay, education, work experience, and prior salary and benefits.
- b. All new hire job offers made at the minimum of the pay band need to be approved by The Hotel’s General Manager.
- c. All new hire job offers made above the minimum of the pay band need to be approved by the General Manager and the Payroll & Benefits Supervisor prior to any offer being made to the new hire.
- d. Due to high demand for certain skill sets or a lack of qualified candidates, The Hotel reserves the right to exceed the pay plan listed above, however any new hire wage that would exceed the 10% cap on the minimum of the pay band will require the approval of the General Manager, Payroll, and Cabinet Member prior to an offer being made.

B. New Positions

All new positions need to be submitted to the Payroll and Benefits Supervisor for review and placement within a pay band prior to posting the position.

- a. New positions will be classified based upon the following inputs: job responsibilities, educational requirements, comparable public sector jobs, and internal market pay.
- b. If the Department submitting the new position request cannot come to an agreement with the Human Resources Department on the appropriate pay band, it will be referred to the Cabinet Member in order to make a final determination.
- c. All new positions require an updated job description prior to posting the position.

C. Annual Increase

Each spring, as part of the College's budget process, the Cabinet along with the President will make a recommendation for an annual salary increase for Hotel employees.

- a. The increase for each individual will be calculated by taking the approved percentage and multiplying it by the midpoint of the pay band for each active position the employee holds.
- b. Increases will become effective the following July 1st. Employees will be eligible to receive the increase for each position they held prior to March 1st. If the minimum entry level wage for a pay band is increased and is greater than the wage of someone hired March 1 or later, that employee's wage will be increased to the new minimum entry level.
- c. In conjunction with the salary increases, Payroll and Human Resources along with senior Hotel managers will review all pay bands to determine if any adjustments need to be made to the pay bands.
- d. Employees who have been on a performance development plan (PDP) during the current fiscal year will not be eligible for an increase in July. Employees who are not eligible for an increase, due to a PDP can receive the increase one year from the date they successfully complete their PDP. (Note: Increase is not retroactive.)
- e. Employees who exceed the maximum of their respective pay band at the time it is calculated will only be eligible to receive 50% of the annual increase.

D. Discretionary Compensation

1. In conjunction with the annual increase, a small allotment of funds may be set aside for discretionary pay adjustments. Discretionary pay adjustments give managers an opportunity to recognize employees who have exceeded performance standards or to address certain payroll inequities. Listed below are the categories that a manager may use to recommend employees:
 - a. Performance – employee exceeds performance standards related to his or her job or assumes additional responsibilities that significantly impact the college's mission, vision, or strategy.
 - b. Market Influence – employee skill set is in high demand within the local market place, thereby requiring an adjustment be made to increase retention rate.

- c. Pay Equity – based on an internal pay equity analysis, awards may be granted to assist in resolving or minimizing such pay inequities.
2. Managers will submit employee recommendations to the General Manager by April 1st
3. General Manager will review and send recommendations to the Payroll & Benefits Supervisor for review and entry for a July 1st effective date.
4. Adjustments to base pay will be made on the first full payroll run after July 1st
5. Due to the limited size of this discretionary fund, not all recommendations may be able to be approved.

E. Job Transfer

Job Transfer (Lateral) is defined as movement from one primary position to another primary position in the same pay band. Employees who are on a Personal Development Plan (PDP) may not participate in the recruiting and selection process until they are official released from their PDP.

- a. Hiring managers are required to discuss their intent with the existing manager before initiating conversation with the potentially transferring employee.
- b. If the employee is selected for the position, the HR Supervisor will complete the Personnel Action Form and send to Payroll for processing.
- c. As a courtesy, employees hired for a lateral job transfer will need to remain in their current position as determined by the current and future manager.
- d. Pay adjustments will not normally be made with lateral job transfers, since most jobs within the same pay band are equivalent in responsibility and skill. Exceptions may be made for employees who have previously received annual increases in other positions or employees moving from a part-time to a full-time position.
- e. The Hotel reserves the right to make adjustments in salary for lateral job transfers when there is significant external or internal market pay pressure.

F. Promotions

Promotions are designed to recognize employees who have taken on additional duties and are performing at a higher degree of responsibility and complexity or who have the necessary qualifications and experience to fulfill a higher-level role (pay band) within the organization.

- a. Managers or supervisors wishing to move an individual to a primary position in a higher classification need to submit a PAF to Payroll for processing.
- b. Salary adjustments will be made as follows:
 - Employees who are below the minimum of their pay band will be moved to the minimum of their new pay band or up to 10% above the minimum.

- Employees who are above the minimum of their new pay band may receive a salary increase of 0 to 10% of their current annual base salary, proper approvals required.
- c. As a courtesy, employees hired for a new position will need to remain in their current position as determined by the current and future managers.

G. Demotions

1. A demotion is defined as a reduction in job responsibilities and authority resulting in a reclassification to a lower pay grade. An employee may request a voluntary demotion for personal reasons; a demotion may be the result of a reorganization, reclassification, or inadequate job performance.
2. Any manager/supervisor considering a demotion should consult HR prior to taking any action.
3. If a demotion is warranted, the HR Supervisor will submit a Personnel Action Form (PAF).
4. Employees who are demoted to a primary position in a lower pay grade will have their pay decreased to the minimum of the pay band; exceptions may be made for employees who have previously received annual increases in other positions.

H. Reinstatement/Rehire

Resignation: Individuals whose employment is terminated due to resignation can be rehired into a position at The Hotel; however, they will be hired as any new hire with regard to pay rate (employee will be placed at the minimum of the pay band or up to 10% above). This is regardless of separation duration.

- a. No credit for prior years of service will be given toward service awards or benefit accrual (such as PTO).
- b. Employee's banked PTO accrual limit will be adjusted/reduced by however many days/hours of banked PTO were paid upon prior separation of employment.

I. Seasonal Employees

1. Seasonal employees are those employees who are hired to work only during certain periods of the year.
 - a. Employees hired in seasonal positions will be hired at the entry level wage.
 - b. Seasonal employees may be eligible for the annual wage increases or return incentives, to be determined by the manager and HR.
2. Managers for seasonal employees will submit a Personal Action Form for each employee regardless of the length of time that they will work.

J. On-call Employees

1. On-call employees are those employees who are hired to work only sporadically when needed and are not regularly scheduled employees.
 - a. Employees in on-call positions will be hired at the entry level wage.
 - b. On-call employees are not eligible for annual wage increases.
2. Managers must specify on the Personnel Action Form when an employee is considered an on-call employee or if a regular full-time or part-time employee changes to on-call.

K. General Information

1. The Hotel reserves the right to change or modify this procedure at any time as well as suspend certain provisions of this document based on budgetary constraints.
2. This procedure is not a contract and therefore employment at the college still remains at will.
3. Normally, The Hotel will not dock employee pay without the employee’s written permission. Two exceptions to this rule are when employees overuse their PTO allowance for the time period or they have signed a promissory note to repay the college for a loan.

Revision Log

Table 1 Revision Log

Version Number	Date Approved	Approved by	Description of Change
1	05/06/2014	Jim Choate, Vice President, Finance	New procedure
2	02/11/2021	Cabinet	Procedure template