

THE CITADEL  
The Military College of South Carolina  
171 Moultrie Street  
Charleston, SC 29409

MEMORANDUM  
NUMBER 6-116

20 June 2017

**PAY PLAN POLICY**

**1. PURPOSE**

This policy sets forth the policies and procedures for the establishment, maintenance, and administration of the uniform Pay Plan applicable to all positions in the classified service.

**2. REFERENCE**

SC Code Ann, Sections 8-11-910, *et. seq.*, 8-17-310, *et. seq.*, 41-10-10, *et. seq.*

SC State Human Resources Regulations, Sections 19-700 – 19-720.04

Fair Labor Standards Act: 29 USCA Sections 201, *et. seq.*

Family and Medical Leave Act: 29 USCA Sections 2601, *et. seq* and 29 CFR Part 825

**3. DEFINITIONS**

A. Base Period: The specific period of time for which the employee has been hired, i.e., 12 months, 9 months, one semester, etc.

B. Base Period Salary: The approved salary that an employee earns during his/her regular time of employment exclusive of any additional benefits.

C. Dual Employment: An arrangement whereby a State employee full-time equivalent (FTE) is employed and compensated, in addition to the approved, budgeted base period salary, by either the Employee's (Home) Agency or another State Agency. The arrangement is for services rendered which are clearly over and above or outside the requirements of the employee's regular job responsibilities or are outside of regularly scheduled work hours. Summer School teaching or summer research by nine (9) month (academic year appointment) faculty is not considered dual employment but is considered as summer compensation. There are two types of dual employment as listed below:

1. External Dual Employment: Employment and compensation received by an employee of one State agency for any extra activity performed for another State agency.

2. Internal Dual Employment: Employment and compensation received by any Citadel employee for any extra activity performed for The Citadel which is clearly not a part of the employee's regular jobduties.
- D. Due Dates: The payroll processing schedule distributed to departments at the beginning of each calendar year and posted conspicuously in work areas. The official schedule prepared by the Payroll Office makes exceptions related to holidays and operational necessities, but generally is based on the following sequence of events:
1. Payday is on the 15th and the last day of each month;and,
  2. Departments must approve time records to the Payroll Department by close of business on the first day of the new pay period. (Pay periods are 1st – 15th and 16th thru the end of the month).
- E. Employing (Home) Agency: The State agency, or unit thereof, having primary control over the services of the employee, and/or for which employee works the greatest number of hours in anyworkweek.
- F. Exempt Employee: An employee who is exempt from overtime requirements of the Fair Labor Standards Act due to employment in a bona fide executive, administrative, professional, or outside salescapacity.
- G. Full-Time Equivalent or FTE: A numerical value expressing a percentage of time in hours and of funds related to a particular position authorized by the General Assembly.
- H. Kronos: A workforce management software system accessed online through The Citadel network system.
- I. Nonexempt Employee: An employee who is covered by the Fair Labor Standards Act and who is, therefore, subject to both the minimum wage and overtime requirements of the law.
- J. Permanent Status: The status attained by an employee upon completion of a probationary or trial period in a class or an unclassified Statetitle.
- K. Requesting (Secondary) Agency: The State agency, or unit thereof, seeking to engage the services of and compensate any employee for whom it is not the Employing (Home) Agency.
- L. Temporary Position: A full-time or part-time non-FTE position created for a period of time not to exceed one year.

#### 4. POLICY

- A. In order to attract, retain, and reward a high performing and diverse workforce, The Citadel is committed to a compensation philosophy that maintains internal equity and external competitiveness. Compensation relative to the external market will be affected by factors such as employee performance, longevity, institution goals, and financial feasibility. The Citadel will evaluate and modify its compensation practices within the context of its strategy regularly to ensure continued relevance. Any changes to this philosophy will be openly communicated to all employees
- B. The State Human Resources Director shall act as the agent of the Department of Administration in the administration of all Division of State Human Resources (DSHR) policies and procedures relating to the PayPlan.
- C. The DSHR follows directives and laws set out in SC Code Ann., Section 41-10-30 and SC Code Ann., Section 41-10-80.
- D. The Department of Administration, or its designee, may approve, at its discretion, justifiable exceptions to this policy and State regulations. Exception requests must be conducted through Citadel Human Resources.
- E. The DSHR has authorized delegation of pay programs to The Citadel. The Citadel will comply with all state and federal regulations, DSHR policies and directives, as well as the standards, guideline, practices and requirements that are specified by the DSHR in the delegation agreement. The delegation agreement shall constitute a contractual relationship between the DSHR and The Citadel and may be terminated or altered at the discretion of the DSHR.
- F. An employee shall not be paid in excess of the maximum of the pay range for a class unless such payment is authorized by this policy.
- G. All pay actions must be approved by The Citadel's Human Resources Department before becoming effective.
- H. All Citadel pay actions are subject to audit by the DSHR.
- I. **The following annexes provide more information on each topic.**
  - 1. [Annex A](#) – Employment Rates
  - 2. [Annex B](#) – Premium Pays
  - 3. [Annex C](#) – Salary Increases
  - 4. [Annex D](#) – Salary Decreases
  - 5. [Annex E](#) – Employment Outside of State Government and Dual Employment

6. [Annex F](#) – Summer Compensation for Faculty Members
7. [Annex G](#) – Employee Bonus
8. [Annex H](#) – Executive Compensation
9. [Annex I](#) –Travel Time, Including Overnight Travel
10. [Annex J](#) – Time Keeping
11. [Annex K](#) – Salary Basis (Safe Harbor)

## 5. COMPLIANCE

Failure to comply with this policy may result in disciplinary action, up to and including termination.

## 6. NOTES

### A. Dates of Official Enactment and Amendments:

Approved by the Senior Vice President for Operations and Administration on 20 June 2017.

### B. Responsible Department:

Human Resources Office

### C. Responsible Official

Classification and Compensation Manager

### D. Cross References:

[Memorandum 1-4, Employee Life Sciences Act Bonus Program](#)

[Memorandum 2-110, Overtime Policy](#)

[Employee Performance Management System Policy](#)

## 7. RESCISSION

- A. Pay Plan Policy, Memorandum, dated 17 February 2011, is rescinded.
- B. Policy and Procedures, Executive Compensation, revised 19 August 2005, is rescinded.
- C. Compensatory Time, revised 16 April 2008, is rescinded.

- D. Employee Bonus Program, revised 11 June 2009, is rescinded.
- E. On Call and Call Back, revised 20 August 2004, is rescinded.
- F. Overnight Travel is rescinded.
- G. The Citadel Salary Basis Policy (Safe Harbor) is rescinded.
- H. Timekeeping Policy and Time Clock Procedures, revised 23 May 2011, is rescinded.

## 8. REVIEW

Review this policy on an annual basis.

FOR THE PRESIDENT:

OFFICIAL

//Signed, TGP, 20 June 2017//  
THOMAS G. PHILIPKOSKY  
COLONEL, USAF (R)  
Senior Vice President for  
Operations & Administration

Attachments

[Annex A](#) – Employment Rates

[Annex B](#) – Premium Pays

[Annex C](#) – Salary Increases

[Appendix 1 to Annex C](#) – Request for Salary Increase / Decrease Form

[Appendix 2 to Annex C](#) – Request for Temporary Salary Increase Form

[Annex D](#) – Salary Decreases

[Annex E](#) – Employment Outside of State Government and Dual Employment

[Appendix 1 to Annex E](#) – Request for Dual Employment – Internal Form

[Appendix 2 to Annex E](#) – Request for Dual Employment– External Form

[Annex F](#) – Summer Compensation for Faculty Members

[Appendix 1 to Annex F](#) – Request for Summer Compensation Form

[Annex G](#) – Employee Bonus

[Appendix 1 to Annex G](#) – Request for Bonus / Award Form

[Annex H](#) – Executive Compensation

[Annex I](#) – Overnight Travel

[Annex J](#)– Time Keeping

[Annex K](#)– Salary Basis (Safe Harbor)

**ANNEX A**  
**Employment Rates**

1. Hiring at the Minimum. An employee who is given an original appointment and who meets the minimum training and experience requirements for the class to which appointed shall be paid at least the minimum rate for that classification.
2. Hiring Above the Minimum.
  - A. The Citadel may approve starting salaries up to the midpoint of the respective salary range when an employee has exceptional qualifications.
  - B. Exceptional Qualifications. An individual who has training and/or experience which substantially exceeds the minimum training and experience required for the class may be hired at a starting salary above the minimum of the pay band.
  - C. Special Appointment Rate. An individual who is being appointed to a position to for which a special appointment rate is necessary may be hired at a starting salary above the minimum of the pay band when experience has shown that recruitment of qualified applicants for selected positions in a class has not been possible at the minimum of the range.
3. Return from Leave Without Pay. An employee who has returned from an authorized leave of absence without pay shall be paid at the same rate being paid at the time leave was granted, except that the employee shall be granted any legislative general increases and salary increases resulting from adjustments made in the pay range during the employee's leave absence. In determining the amount of adjustment that the employee shall be granted, the same implementation instructions that applied to all employees in that class shall be followed.

**ANNEX B**  
**Premium Pays**

1. Shift Differentials. The Citadel's Human Resources Department may approve the payment of a shift differential for employees regularly assigned to an evening, night, weekend, rotating, or split shift, provided that the majority of hours assigned during the shift are other than 8:30 a.m. to 5:00 p.m., Monday through Friday. When an employee is assigned to a shift for which a differential has been approved, the following rules for granting differential pay shall apply:
  - A. Any department desiring to have shift differentials approved must submit such a request to The Citadel's Human Resources Department in writing indicating classifications for which the differential is being requested, the hours of the shifts involved, the amount of differential being requested, and appropriate justification for the request.
  - B. An employee regularly assigned to a rotating shift, a split shift, or who regularly rotates shifts, shall be paid the shift differential only when working the specific shift for which a differential has been approved.
  - C. The pay of the employee in the position shall be adjusted by the amount approved, even if such amount increases the employee's salary above the maximum of the pay band for the class.
  - D. Such increases shall not affect the employee's eligibility for any other salary increases except that the employee's salary shall not exceed the maximum rate of the pay range for the class by an amount in excess of the amount of the shift differential.
  - E. If the position is reassigned to a shift for which a differential has not been approved or if the employee is removed from the position, the employee's salary shall be reduced by the amount of the shift differential.
2. In extenuating circumstances, The Citadel's Human Resources Department is authorized to approve exceptions to the regulations regarding shift differential.

**ANNEX C**  
**Salary Increases**

1. Salary Increases. All percentages listed within this section are the maximum allowable according to state regulations. In special circumstances The Citadel is able to approve increases above 15%. For salary increases use [HR Form 6-116A, Request for Salary Increase/Decrease](#). Increases shall not place an employee's salary above the maximum rate of the payband.
2. In-Band Salary Increases. An employee's salary may be increased within his/her current pay band for the following reasons:
  - A. Legislative General Increase. When prescribed, general and merit increases shall be provided to employees in accordance with the State Employee Pay Plan of the South Carolina Code of Laws and the provisions of the annual Appropriations Act.
  - B. Performance Increase. The Citadel may increase individual employee salaries based upon performance. Such increase shall be determined by The Citadel.
  - C. Additional Job Duties and/or Responsibilities Increase. An in-band increase may be granted when an employee is assigned additional job duties and/or broader responsibilities, either within his/her current position or as a reassignment to another position in the same pay band. Additional skills/knowledge with detailed justification may be granted under this category on an individual basis. An employee's salary may be increased for the recognition of the additional job duties and/or responsibilities. For an increase, written justification must be submitted to The Citadel's Human Resources Department for approval. Should the additional job duties and/or responsibilities be taken away from the employee within six (6) months of the date that the salary increase was awarded, the salary may be reduced by up to the amount of the additional job duties and/or responsibilities increases.
  - D. Reassignment. An employee may or may not receive a salary increase if reassigned to the same Classification and/or PayBand.
  - E. Transfer Increase. An in-band increase may be granted when an employee accepts a position within another state agency which is in the same class and/or pay band as his/her current position. An employee's salary may be increased for the recognition of a transfer.
  - F. Retention Increase. An in-band increase may be granted when an employee has a bona fide job offer from another employer, either within or outside of state government, and an agency wishes to retain the services of this employee in his/her current position. An employee's salary may be increased for the purpose



of retention. An employee shall receive no more than one (1) retention increase in a one (1) year period.

3. Salary Increases Resulting from Upward Band Changes. An employee's salary may be increased as a result of movement to a higher pay band for the following reasons:

A. Promotional Increase.

1. Upon promotion, the employee's salary shall be increased at least to the minimum rate of the pay band of the class to which promoted.
2. Upon promotion, an employee may receive a salary increase with written justification to The Citadel's Human Resources Department for approval.
3. Upon promotion, an employee's performance review date shall be re-established in accordance with the Employee Performance Management System (EPMS).

B. Reclassification Increase.

1. When a filled position is reclassified to a class having a higher minimum and maximum salary, the employee's salary shall be increased to at least the minimum rate of the pay band of the class to which reclassified.
2. Upon reclassification, an employee may receive a salary increase with written justification to The Citadel's Human Resources Department for approval.
3. Upon reclassification, an employee's performance review date shall be re-established in accordance with the Employee Performance Management System (EPMS).

C. Reallocation Increase. When the DSHR reallocates a class to a higher pay band, the following pay adjustments shall apply:

1. Employees in classes that receive band reallocations shall receive salary increases resulting from such reallocations in order to bring the salary of employees at least to the new minimum salary for the class.
2. Employees in classes that receive band reallocations may receive salary adjustments. Salary adjustments shall be based upon the employee's salary prior to the upward reallocation.
3. A reallocation increase shall not affect an employee's performance review date.

D. Effective Dates of Salary Increases. The effective date of all salary changes provided for in this section shall be as follows:

1. Legislative Performance Pay Increase. When prescribed by the annual Appropriations Act and the State Employee Pay Plan in Section 8-11-940 of the South Carolina Code of Laws, Legislated Performance Pay Increases shall be effective on the beginning of the pay period coincident with or immediately following the performance review date.
  2. In-Band Increase. The following in-band increases shall be effective no earlier than the date the action is approved: performance increase, additional job duties and/or responsibilities increase, transfer increase, and retention increase.
  3. Promotional and Reclassification Increase. A promotional increase or a reclassification increase shall be effective no earlier than the date the promotion or reclassification is approved.
  4. Reallocation Increase. A reallocation increase shall be effective no earlier than the date the reallocation action is approved.
  5. Concurrent Increases.
    - a. In instances where general increases and other salary increases are awarded on the same date, the general increase shall be affected prior to any other salary increases.
    - b. In instances where Legislated Increases and salary increases other than general increases are awarded on the same date, the Legislated Increase shall be affected prior to any other salary increases.
  6. In the case of budgetary limitations, the DSHR may approve exceptions regarding the effective date of salary increases based on written justification provided by The Citadel.
4. Employees are not eligible to receive salary increases upon downward reclassification or upon appointment to a position in a lower pay band.
  5. Special Salary Adjustments. The Citadel's Human Resources Department is authorized to approve pay actions outside the provisions of pay increase regulations if circumstances warrant such approval. If, as a condition of such approval, any provision of the pay increase regulations is affected, specific instructions to be followed shall be prescribed by the Human Resources Department.
  6. Temporary Salary Actions. Circumstances such as coverage for position vacancies or illnesses for an extended period of time may warrant a temporary salary adjustment. Authorization of temporary payment for covered employees may be made only with prior, written approval from the appropriate Vice President and by

The Citadel's Human Resources Department. Temporary salary adjustments are not added to the employee's base salary.

**THE CITADEL  
REQUEST FOR SALARY INCREASE / DECREASE**

**I. REQUESTING DEPARTMENT**

Select Appropriate Action:	<input type="checkbox"/> Permanent Salary Increase	<input type="checkbox"/> Permanent Salary Decrease
Type of Salary Change (select one):		
<input type="checkbox"/> Additional Duties Increase	<input type="checkbox"/> Promotion Increase	<input type="checkbox"/> Reclassification, Decrease or Demotion
<input type="checkbox"/> Reclassification Increase	<input type="checkbox"/> Retention Increase	<input type="checkbox"/> Removal of Additional Duties
<input type="checkbox"/> Performance Increase / Decrease	<input type="checkbox"/> Performance Decrease	<input type="checkbox"/> Sabbatical Decrease
Justification:		
Employee's Name:		Position Number:
Department:		Campus-wide ID (CWID):
Proposed Salary:		Index to be charged:

_____ Supervisor / Department Head	_____ Date	_____ Dean (Acad. Units Only)	_____ Date
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**II. HUMAN RESOURCES**

Employee's Current Salary:	Class Code/Band:	% of Requested Salary Adjustment:
Citadel Average Salary:	State Average Salary:	Market Base Salary Median:
Approved Salary of \$ _____		Effective Date: _____
Comments:		
_____ HR Director / Manager		
_____ Date		

**III. FINANCE DEPARTMENT**

Approved Funding of \$ _____	a
Comments:	
_____ Budget Director / Manager	
_____ Date	

**IV. PROVOST / VICE PRESIDENT APPROVAL**

**V. HUMAN RESOURCES (tracking)**

Comments:		✓ Date Tracked/Entered:
_____ Provost / Vice President	_____ Date	_____ HR Assistant

**THE CITADEL  
REQUEST FOR TEMPORARY SALARY INCREASE**

**I. REQUESTING DEPARTMENT**

Reason for Salary Change (select one):

- Additional Duties  
 Course Overload

- Grant Initiative  
 Position Coverage (*must be for an extended period of time*)

- Professorship

Method of Payment

- Lump Sum  
 Installments

Effective Date to be paid: \_\_\_\_\_

# of Installments: \_\_\_\_\_

Date of 1<sup>st</sup> Installment: \_\_\_\_\_

Justification:

Employee's Name:

Position Number:

Department:

Campus-wide ID (CWID):

Proposed Salary:

Index to be charged:

\_\_\_\_\_  
Supervisor / Department Head

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean (Acad. Units Only)

\_\_\_\_\_  
Date

**II. HUMAN RESOURCES**

Employee's Current Salary:

Class Code/Band:

% of Requested Salary Adjustment:

Citadel Average Salary:

State Average Salary:

Market Base Salary Median:

Approved Salary of \$ \_\_\_\_\_

Effective Date: \_\_\_\_\_

Comments:

\_\_\_\_\_  
HR Director / Manager

\_\_\_\_\_  
Date

**III. FINANCE DEPARTMENT**

Approved Funding of \$ \_\_\_\_\_

Comments:

\_\_\_\_\_  
Budget Director / Manager

\_\_\_\_\_  
Date

**IV. PROVOST / VICE PRESIDENT APPROVAL**

**V. HUMAN RESOURCES (tracking)**

Comments:

Date Tracked/Entered:

\_\_\_\_\_  
Provost / Vice President

\_\_\_\_\_  
Date

\_\_\_\_\_  
HR Assistant

**ANNEX D**  
**Salary Decreases**

1. In-Band Salary Decreases. An employee's salary may be decreased within his/her current pay band. For salary decreases use [HR Form 6-116A, Request for Salary Increase/Decrease](#). Salaries may be decreased for the following reasons:
  - A. Performance Decrease. The Citadel may decrease individual salaries based upon performance. Such decrease shall be determined by The Citadel. Performance decreases may not place an employee's salary below the minimum of the pay band. Performance decreases shall be based on the results of an EPMS evaluation. Such decreases in salary are grievable under the State Employee Grievance Procedure Act.
  - B. Removal of Additional Job Duties and/or Responsibilities. Should the additional job duties and/or responsibilities increase be taken away from an employee within six (6) months of the date that the salary increase was awarded, the salary may be reduced by the amount of additional job duties and/or responsibilities increases. Salary decreases based on removal of additional duties and/or responsibilities are not grievable.
2. Salary Decreases due to lower level of responsibility, demotion, or reclassification resulting from downward band changes. An employee's salary may be decreased as a result of movement to a lower pay band for the following reasons:
  - A. Demotion and Downward Reclassification Decreases.
    1. Voluntary Reasons. An employee who voluntarily has his position reclassified to a class with a lower pay band or is demoted to a position in a lower pay band may be paid at any rate within the lower pay band provided the rate is equal to or below the current salary and provided that the employee signs a written statement indicating agreement to the salary decrease. The signed document with justification should be submitted to the Citadel Human Resources Department for approval.
    2. Disciplinary Reasons. An employee who, as the result of a disciplinary action, has his position reclassified to a class with a lower pay band or is demoted to a position in a lower pay band, may be paid at any rate within the lower pay band provided the rate is equal to or below the current salary.
    3. Involuntary or Non-Disciplinary Reasons. When an employee with status in a covered position is demoted due to involuntary or non-disciplinary reasons or when an occupied position is reclassified to a class having lower minimum and maximum salary for these reasons, the employee's salary shall not be reduced for a period of six months from the date of the demotion or downward reclassification unless an exception is approved by the DSHR. Upon the expiration of the six-month period, the employee's salary may be reduced by

up to 15% or to the midpoint of the pay band for the lower class or any point between, whichever is lower.

- a. An employee who is promoted or reclassified upward and subsequently demoted or reclassified downward prior to attaining status in a covered position in a higher class shall have a reduction in pay as follows:
  - 1) When an employee is demoted or reclassified to the same class or to a class with the same pay band held prior to promotion or reclassification, or to a class with a lower pay band, the employee's salary will be reduced by the amount previously received upon promotion or upward reclassification provided the salary will not exceed the maximum of the pay range for the class to which demoted or downwardly reclassified. The employee shall have a new performance review date established.
  - 2) When an employee is demoted or his position is reclassified downward to a class having a higher pay band than the original position, the employee's salary will be reduced by the amount previously received upon promotion or reclassification and the employee's new salary and performance review date will be established.
- b. Downward Band Reallocation. When a class is reallocated to a lower pay band, the pay of an employee shall not be reduced as a change of this action for a period of six months from the date of the demotion or downward reclassification unless an exception is approved by the Department of Administration. Upon the expiration of the six-month period, the employee's salary may be reduced by up to 15% or to the midpoint of the pay band for the lower class or any point between, whichever is lower. If the employee's salary exceeds the maximum of the new pay band, the employee shall not be eligible for pay increases of any type unless one of the following situations applies:
  - 1) Subsequent pay adjustments establish the maximum of the pay band above the employee's rate of pay.
  - 2) The employee is subsequently promoted and the rate of pay is below the maximum for the class to which promoted.

## ANNEX E

### Employment Outside of State Government and Dual Employment

1. Full-time, exempt, Citadel employees, both faculty and staff, are not normally permitted to engage in outside employment. This prohibition does not preclude professional consultation by faculty, subject to prior administrative approval. This prohibition also does not preclude outside, part-time employment after normal working hours, when such work constitutes no interference or conflict of interest with the employee's regular Citadel duties and responsibilities or the use of institutional resources.
2. Dual Employment within State Government.
  - A. All requests for Dual Employment must be processed on [HR Form 6-116B, Dual Employment Request Form](#).
  - B. State employees in covered positions may accept temporary, part-time employment of a consultative or technical nature with State agencies, provided that prior approval is obtained in each instance from their department head, appropriate Vice President and the Human Resources Department.
  - C. General Provisions.
    1. The practice of dual employment may not be used to provide higher continuing salaries than those approved by the State DSHR. Any employee engaged in dual employment must satisfy the requirements of the established hours of work for the employing (home) agency.
    2. Agencies of State Government, including institutions of higher education, will provide at no cost, as a part of the regular services of the agency to the General Assembly, those services requested by the General Assembly. State employees performing such consultative, research or other services will receive no additional compensation for such services. The DSHR will assume, at the request of the Department of Administration, responsibility for the hearing, consideration, and approval of any or all specific conditions or cases of dual employment so designated. Appeals of decisions made by the DSHR may be made through the Director of Human Resources to the Department of Administration.
    3. All dual employment, including related leave records, are subject to audit by appropriate authorities.
    4. No compensation may be paid to an employee of the employing (home) agency by that agency or the requesting (secondary) agency for services rendered prior to the specific approval of the conditions and amount of compensation under the provisions of this policy.



D. The Citadel's Human Resources Department will determine and issue all procedures, forms, reports, etc. as are necessary for the day administration and processing of dual employment agreements involving employees of The Citadel.

E. Conflict of Interest.

1. No state employee may accept any work or compensation that could reasonably be construed as a conflict of interest.
2. Acceptance, with prior approval, of a work assignment or compensation that is found to be a conflict of interest will be grounds for sanctions or disciplinary action.
3. The propriety of an employment situation or compensation for services rendered will be considered by all parties concerned. Counsel from the Office of the Attorney General or the State Ethics Commission may be necessary to make such determinations; however, such requests must be coordinated through The Citadel Human Resources Department.

F. Eligibility.

1. Employees in covered classified and unclassified positions of The Citadel are eligible to receive dual employment. The President may not be dually employed by another State agency or institution of higher education without prior approval by the Agency Head Salary commission and the State DSHR.
2. For internal dual employment, no employee may receive additional compensation for services performed during normally scheduled hours of work (including mealtimes and breaks) unless the employee is in a leave without pay status. An exempt employee that keeps a non-standard work schedule may receive compensation as long as the secondary job does not interfere with the primary job and the associated hours. Otherwise, the work performed is considered a part of the employee's contribution to the mission of developing principled leaders, and no additional compensation will be earned. Any exceptions to this provision must be submitted in writing and approved, in advance, by the appropriate Vice President. An employee will be able take annual leave for external dual employment.
3. Faculty, staff and administrators who perform services outside of their regularly scheduled work hours may be paid additional compensation if such services constitute independent, additional job duties separate from those of the employee's primary Citadel position.

4. For faculty engaged in sponsored research during the base period, such sponsored research will be considered as compensated for in the faculty member's base pay. Additional or extra compensation for such work will not be allowed except under unusual circumstances, and specific approval of the State DSHR will be required.

G. Approval of Employment.

1. It is the responsibility of the department head and the appropriate Vice President to approve the dual employment of their employees. The Human Resources Department is responsible for the final approval on all dual employment contracts.
2. The requesting (secondary) agency will manage, communicate, and coordinate dual employment arrangements.
3. The employing (home) agency is responsible for taking action on any dual employment requests in a timely manner.

I. Compensation.

1. Compensation will not exceed 30% of primary salary in a fiscal year in accordance with S.C. Code 19-713.01, para D3.
2. Payment will be in accordance with S.C. Code 19-713.01, para D4 and will be paid within forty-five days of the beginning of the employment period. The requesting agency will pay the employee in a dual employment situation directly. The Citadel employees hired by other State agencies will be paid directly by that agency.
3. Rules for fringe benefits and taxes are in S.C. Code 19-713.01, para D5.
4. If the duties to be performed constitute services by the employee on a board, commission or committee for whom a per diem allowance is awarded, the employee is not eligible to receive such per diem allowance.
5. Travel and subsistence paid to a State employee by the requesting (secondary) agency will be in compliance with provisions of the annual appropriations act and any regulations promulgated by the State Department of Administration or the Comptroller General's Office.
6. Agencies shall maintain current records pertaining to their participation in dual employment agreements, as either the requesting or employing agency.

- J. Exceptions. The DSHR may approve, at its discretion, justifiable exceptions to these policies and regulations.

**THE CITADEL  
REQUEST FOR DUAL EMPLOYMENT - INTERNAL**

**I. REQUESTING (SECONDARY) DEPARTMENT**

Employee's Name:	CWID:	Primary Position #:	Requesting Department:				
Index Number:	Description of Services to be Performed:						
Dates of Services: From:	To:	Times of Services: From:	To:				
Proposed Salary	Method of Payment						
	<input type="checkbox"/> Lump Sum		Effective date to be paid:				
	<input type="checkbox"/> Installments	# of installments:	Date of 1 <sup>st</sup> installment:				
<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">_____ Employee's Signature</td> <td style="border: none; width: 10%;">_____ Date</td> <td style="border: none; width: 50%;">_____ Authorized Requesting Director / Dean</td> <td style="border: none; width: 10%;">_____ Date</td> </tr> </table>				_____ Employee's Signature	_____ Date	_____ Authorized Requesting Director / Dean	_____ Date
_____ Employee's Signature	_____ Date	_____ Authorized Requesting Director / Dean	_____ Date				

**II. EMPLOYING (HOME) DEPARTMENT**

Is the employee exempt and typically work a non-standard workweek? <input type="checkbox"/> Yes <input type="checkbox"/> No	Primary Department		
If necessary, have arrangements been made for the employee to be in a leave without pay status to render the services described? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a			
<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">_____ Authorized Primary Employing Director / Dean</td> <td style="border: none; width: 10%;">_____ Date</td> </tr> </table>		_____ Authorized Primary Employing Director / Dean	_____ Date
_____ Authorized Primary Employing Director / Dean	_____ Date		

**II. FINANCE DEPARTMENT**

**III. HUMAN RESOURCES**

Approved Funding of:	Secondary Position Number: _____	Will the employee exceed 30% of annualized base salary in the Fiscal Year? <input type="checkbox"/> Yes <input type="checkbox"/> No			
\$ _____		Earned in FY to Date: _____	FY Balance Remaining: _____		
Comments:		Comments:			
<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">_____ Budget Director</td> <td style="border: none; width: 10%;">_____ Date</td> <td style="border: none; width: 50%;">_____ HR Director / Manager</td> <td style="border: none; width: 10%;">_____ Date</td> </tr> </table>		_____ Budget Director	_____ Date	_____ HR Director / Manager	_____ Date
_____ Budget Director	_____ Date	_____ HR Director / Manager	_____ Date		

**IV. PROVOST / VICE PRESIDENT APPROVAL**

**V. HUMAN RESOURCES (tracking)**

Comments:	Assignment Begin: _____ Assignment End: _____ Assign Salary: _____ Annual Salary: _____ Date Trial Check: _____			
<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">_____ Provost / Vice President</td> <td style="border: none; width: 10%;">_____ Date</td> <td style="border: none; width: 50%;">_____ Human Resources Manager</td> <td style="border: none; width: 10%;">_____ Date</td> </tr> </table>	_____ Provost / Vice President	_____ Date	_____ Human Resources Manager	_____ Date
_____ Provost / Vice President	_____ Date	_____ Human Resources Manager	_____ Date	

**THE CITADEL  
REQUEST FOR DUAL EMPLOYMENT – EXTERNAL**

**I. REQUESTING (SECONDARY) AGENCY/ DEPARTMENT**

Agency Name:	Employee's Name:	CWID:	Primary Position #:	Department:
Index Number:	Description of Services to be Performed:			
Dates of Services: From: _____ To: _____		Times of Services: From _____ To: _____		
Proposed Amount:	Method of Payment: <input type="checkbox"/> Lump Sum      Effective Date to be Paid: _____ <input type="checkbox"/> Installments      # of Installments: _      Date of 1 <sup>st</sup> Installment: _____			
Employee's Signature _____ Date _____		Authorized Requesting Dept/ Agency _____ ate		

**II. EMPLOYING (HOME) AGENCY/ DEPARTMENT**

Agency Name:	Department:
Class Code:	Current Salary: _____ <input type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt
Normal Work Hours (X:XX AM/PM): From _____ To _____	Standard Weekly Work Hours _____
Is the requesting agency authorized to pay the employee travel and subsistence? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
If necessary, have arrangements been made for the employee to be in a leave without pay status to render the services described? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Authorized Employing (Home) Director / Dean _____ Date _____	Vice President/Provost _____ Date _____

**III. CITADEL FINANCE DEPARTMENT**

Approved Funding of \$ _____	Secondary Position Number: _____
Comments:	
VP Finance or Budget Director _____ Date _____	

**VI. CITADEL HUMAN RESOURCES**

Assignment Begin:	Will the employee exceed 30% of annualized base salary in the Fiscal Year? <input type="checkbox"/> Yes <input type="checkbox"/> No
Assignment End:	
Assign Salary:	
Annual Salary:	
Date Trial Checked:	
Human Resources Manager _____ Date _____	Amount Earned in Fiscal Year to Date: Balance Remaining: Comments:

**ANNEX F**  
**Summer Compensation for Faculty Members**

1. Summer Compensation. “Summer employment” should not be confused with dual employment, which pertains to additional compensation earned during the faculty member’s base period of employment. Therefore, employment designated as summer employment may occur over any specified period of time between May 16 and August 15 of a calendar year without any requirement for containing the work within a fiscal year.
2. Regular Summer School Teaching.
  - A. Compensation for a full-time workload for a regular summer session may not exceed 15% of the faculty member’s base pay for the immediately preceding academic year.
  - B. Exceptions may be approved by the Department of Administration’s State Human Resources Division upon presentation of adequate justification through The Citadel’s Human Resources Department.

3. Summer Teaching, Sponsored Research, and Other Duties Not Related to a Regular Summer Session.

For an employee whose base period is a semester or academic year, compensation for teaching, sponsored research, and/or other activity performed during the summer months (between academic years), and not related to a regular summer session, will be at the same rate of pay as for his or her base period for the academic year immediately preceding.

4. The following is the schedule of payments for summer teaching:

Maymester	Lump sum payment on 31 May
Summer Session I—Day	Lump sum payment on 30 June
Summer Session I—Evening	Lump sum payment on 15 June
Summer Session II—Day	Lump sum payment on 31 July
Summer Session II—Evening	Lump sum payment on 15 August

5. Sponsored Research.
  - A. Sponsored research during a faculty member’s base period will be considered as having been compensated in the base pay

- B. Additional or extra compensation for such work will not be allowed except under unusual circumstances and only with the specific approval through The Citadel's Human Resources Department to the State Department of Administration's Human Resources Division.
- C. Conflict of Interest. No faculty member may accept any work or compensation that could be reasonably construed as a conflict of interest. Acceptance without prior approval of a work assignment or compensation that is found to be a conflict of interest will be grounds for sanctions or disciplinary action.
- D. Exceptions. Any proposed compensation not in accordance with the policies and procedures outlined herein must be submitted through The Citadel Human Resources Department through the DSHR for approval or disapproval before a salary commitment is made to a faculty member.

**THE CITADEL  
REQUEST FOR SUMMER COMPENSATION**

**I. REQUESTING DEPARTMENT**

Employee Status:       Covered Citadel Employee       Adjunct       Other:

Employee's Name:	CWID:	Primary Position Number:
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Department:	Index to be charged:
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Type of Pay:	Date(s) of Service:
<input type="checkbox"/> Summer Session I      Course Name: _____	
<input type="checkbox"/> Summer Session I      Course Name: _____	
<input type="checkbox"/> Maymester      Course Name: _____	

Proposed Salary:	Method of Payment:
	<input type="checkbox"/> Lump Sum      Effective date to be paid: _____ <input type="checkbox"/> Installments      # of installments:      Date of 1 <sup>st</sup> installment: _____

Dept. Head/ Director _____ Date _____	Dean (Acad. Units Only) _____ Date _____
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**II. FINANCE DEPARTMENT**

**III. HUMAN RESOURCES**

Approved Funding of: \$ _____	Secondary Position Number: _____	Comments:
Comments:		

Budget Director _____ Date _____	HR Director / Manager _____ Date _____
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**IV. PROVOST / VICE PRESIDENT APPROVAL**

**V. HUMAN RESOURCES (tracking)**

Comments:	Assignment Begin: _____ Assignment End: _____ Assign Salary: _____ Annual Salary: _____ Date Trial Check: _____
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Provost / Vice President _____ Date _____	Human Resources Manager _____	Date _____
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**ANNEX G**  
**Employee Bonus Program**

1. The Appropriations Act, Section 117.55 authorizes The Citadel and other State Agencies to spend general carry forward monies, federal funds and other sources of revenue to provide one-time lump sum bonuses to employees.
2. Amount/Frequency of Bonuses and Source of Funds:
  - A. Bonuses cannot exceed \$3,000 per employee. This excludes predefined incentives contained within contracts (e.g. Athletic Coaches).
  - B. Employees may receive more than one bonus in a fiscal year as long as the total amount of bonuses does not exceed \$3,000.
3. Approval Authority: The President is the final authority responsible for approving employee bonuses.
4. A bonus is not part of an employee's base salary and is not earnable compensation for purposes of employee and employer contributions to the respective state retirement systems.
5. Eligibility.
  - A. Except as provided below, all staff, faculty, and unclassified administrators in full time equivalent positions are eligible to receive bonuses.
  - B. Employees earning \$100,000 or more are not eligible to receive bonuses.
  - C. The President of the College is not eligible to receive a bonus under this program.
  - D. Temporary and student employees are not eligible to receive bonus payments.
6. Approved Criteria. Bonuses may be awarded to recognize the accomplishments and contributions of individual employees. Examples of appropriate reasons include:
  - A. Contributions to increased organizational productivity.
  - B. Development and/or implementation of improved work processes.
  - C. Exceptional customer service.
  - D. Realized cost savings.
  - E. Other specific contributions to the success of the organization.
7. Documentation and Reporting Requirements.



- A. The Citadel must develop a plan for awarding bonuses to employees, including the criteria for awarding bonuses. The Citadel must keep such plan on file. and make it available to employees
- B. The Citadel must document the reason for any bonus payments awarded.



**ANNEX H**  
**Executive Compensation**

1. The Citadel's Executive Compensation provisions are subject to the DSHR's Executive Compensation Plan. The DSHR's plan consists of (1) the official listing of all positions, (2) the pay range for each position, and (3) the policies and procedures governing the administration of the compensation plan.

The DSHR periodically conducts studies of all point assignments and makes recommendations that maintain a competitive compensation plan.

2. All employees shall be paid in accordance with the rates shown for their respective pay range and the provisions of these regulations, subject to all other applicable laws and regulations.
3. An employee shall not be paid less than the minimum nor more than the maximum of the pay range for a position unless such payments are otherwise authorized by these regulations.
4. All pay actions which require approval from the DSHR must receive such approval prior to an agency effecting the actions.
5. The Department of Administration or its designee may approve, at its discretion, justifiable exceptions to these policies and regulations.
6. Executive Compensation System.
  - A. Hiring Salaries will be in accordance with DSHR 19-706.04 B1., Hiring Salaries for Employees in the Executive Compensation System.
  - B. Salary increases will be in accordance with DSHR 19-706-04 B2., Salary Increases for Employees in the Executive Compensation System.
  - C. Salary decreases will be in accordance with DSHR 19-706-04 B3, Salary Increases for Employees in the Executive Compensation System.
7. Establishing and Maintaining Performance Review Dates. Each employee's review date in the Executive Compensation System shall be July 1 following either an original appointment, a promotion appointment, a demotion appointment, or a position re-evaluation.

8. Special Salary Adjustments. The State Human Resources Director is authorized to approve pay actions outside the provisions of the Pay Plan Policy if circumstances warrant such approval. If, as a condition of such approval, any provision of this regulation is affected, specific instructions to be followed shall be prescribed by the State Human Resources Director.
9. Effective Dates of Salary Changes.
  - A. Annual Pay Increases. Annual pay increases shall be made effective on the first payroll period coincident with or immediately following the date specified by the General Assembly in the annual Appropriations Act.
  - B. Salary Increase Upon Promotion. A promotional increase shall be effective no earlier than the date of promotion. If funds are not available at the time of promotion, the increase may be granted when funds become available, provided that written documentation is submitted to the DSHR at the time of promotion. In no case can the promotional increase be made retroactive to a previous fiscal year.
  - C. Salary Decrease. Upon Demotion or Downward Re-Evaluation. A salary decrease resulting from a demotion or downward re-evaluation shall be effective no earlier than the date of demotion or downward re-evaluation.
10. Movement to Classified Service.
  - A. An employee who moves from a position in the Executive Compensation System to a position in the Classified Service within The Citadel is not eligible for a salary increase as a result of the move. In extenuating circumstances, exceptions may be approved by the DSHR. The employee's performance review date will be established in accordance with the [Employee Performance Management System Policy](#).
  - B. An employee who moves from a position in the Executive Compensation System to a position in the Classified Service in a different agency with a higher pay range midpoint may receive a salary increase of up to 15% or to the midpoint of the new pay range, whichever is greater, provided such increase does not place the employee's salary above the maximum of the pay range. For increases above 15%, written justification must be submitted to the DSHR for approval. The employee's performance review date will be established in accordance with the [Employee Performance Management System Policy](#).
  - C. When an employee with permanent status moves from a position in the Executive Compensation System to a position in the classified service with a lower salary range midpoint, the employee's salary and performance review date will be re-established in accordance with this Pay Plan Policy and [Employee Performance Management System Policy](#) respectively.

## **ANNEX I**

### **Travel Time, Including Overnight Travel**

1. Pursuant to U.S. Department of Labor (DOL) regulations, travel time is compensable work time when it occurs during the employee's regular working hours. This travel time is compensable whether the employee actually performs work or not, since the employee is substituting travel for other work duties. Travel time is also compensable when it occurs during normal working hours on nonworking days (i.e., Saturday or Sunday for an employee who works Monday to Friday).
2. Overnight travel that occurs outside of regular working hours is not considered working time when the employee is a passenger on an airplane, train, boat, bus or car.
3. Employees who perform work while traveling will be compensated. In addition, if an employee is required to drive or required to ride as an "assistant or helper" in a truck, bus, automobile, boat, or airplane, the employee will be compensated for the travel time, except when the employee is on a bona fide meal break or is provided sleeping facilities.
4. For employees offered the option of public transportation who choose to drive, The Citadel will count as hours worked either (1) the time spent driving or (2) the time that would have had to be counted if public transportation had been taken. If the travel is overnight and done outside work hours, the travel time is not compensable.

**ANNEX J**  
**Timekeeping and Time Clock Use**

1. The Citadel must keep accurate records of employees' working hours to:
  - A. Meet requirements under federal and state law; and,
  - B. Ensure paychecks are written for the correct amounts; and,
  - C. Adjust employees' accrued leave balances and other benefits dependent on employees' earnings or hours worked; and,
  - D. Allocate costs to appropriate Citadel accounts.
2. Accordingly, all employees must keep accurate records of their working hours and report those hours in accordance with this policy. Time worked is all the time actually spent on the job performing assigned duties.
3. Non-Exempt Personnel:
  - A. Departments use Kronos time management system for each of their non-exempt employees.
  - B. It is the responsibility of each department to ensure that every non-exempt employee uses Kronos, as well as obtains leave slips for any time not worked.
  - C. The department retains employee leave slips.
  - D. Employees must observe the following rules with respect to the use of the time clock:
    1. At no time will passwords be shared. Employees must clock themselves in and out of work.
    2. Non-exempt employees will clock in and out daily (at the beginning and end of the assigned workday) and Human Resources will decide if employees need to clock in and out before and after each lunch period. Any deviation from this procedure must be approved by the department head. Employees also must clock out before any period of leave or break of more than twenty (20) minutes. Employees must obtain their supervisor's approval for any non-routine or unscheduled breaks as well as any leave.
    3. Only designated Citadel computers or clocks at the employee's work location are to be used. Clocking procedures are based on the department directions and availability of Citadel computers. Laptops, smart phones, Blackberries, and other electronic wireless devices are not authorized to be used to log in to Kronos.

4. Employees should be ready to work as soon as they clock in. Likewise, employees are to avoid any work before clocking in or after they have clocked out. In the event an occasional infraction of the assigned working hours occurs there will be a seven (7) minute grace period. More than the seven (7) minute grace period will be counted at fifteen (15) minute increments. All requests for overtime must be approved in advance by the appropriate department head or supervisor or his/her designee.
  5. Employees should indicate absences due to vacation, sick leave, holiday, or personal reasons by submitting a leave slip to their supervisor.
  6. Any questions concerning the Kronos Timekeeping System should be directed to the Payroll Office.
- E. Exempt Personnel. All exempt employees should submit leave for any absent hours through the leave system.
- F. Additional Responsibilities for Timekeeping.
1. The Payroll Department is responsible for preparing and distributing a schedule of key events in the payroll processing cycle, including the dates when employee time approvals are due.
  2. Supervisors are responsible for training all new hires on how to complete a time record. Supervisors must review each time record completed by their employees for completeness and accuracy and indicate approval of each time record with their approval. Specific items supervisors must review include:
    - a. Discrepancies with actual hours worked by the employee; and,
    - b. Discrepancies with leave authorized by the supervisor during the period covered.
    - c. Supervisors who will be out of the office on the day time records are due should make arrangements with their own manager or another individual so that time approval duties are carried out while the supervisor is absent.

**ANNEX K**  
**Salary Basis Policy (Safe Harbor Provision)**

1. The Fair Labor Standards Act (FLSA) is a federal law requiring most employees in the United States be paid at least the federal minimum wage for all hours worked and overtime pay at time and one-half the regular rate of pay for all hours worked over forty (40) hours in a workweek.
2. Section 13(a)(1) of the FLSA provides an exemption from both minimum wage and overtime pay for employees employed as bona fide executive, administrative, professional and outside sales employees. Section 13(a) (1) and Section 13(a) (17) also exempt certain computer employees. It is The Citadel's policy to comply with the salary basis requirements of the FLSA. Therefore, The Citadel prohibits all company managers from making any improper deductions from the salaries of exempt employees. Employees are to be aware of this policy and that the college does not allow deductions violating the FLSA regulation.
3. To qualify for the Executive, Administrative, or Professional exemption, employees generally must meet certain tests regarding their job duties and be paid on a salary basis at not less than \$455 per week. Job titles do not determine exempt status. In order for an exemption to apply, an employee's specific job duties and salary must meet all the requirements of the U.S. Department of Labor's regulations.
4. Salary Basis Requirement.
  - A. To qualify for the Executive, Administrative, or Professional exemption, employees generally must be paid at not less than \$455 per week on a salary basis. These salary requirements do not apply to outside sales employees, teachers, and employees practicing law or medicine. Exempt computer employees may be paid at least \$455 on a salary basis or on an hourly basis at a rate not less than \$27.63 an hour.
  - B. Being paid on a "salary basis" means an employee regularly receives a predetermined amount of compensation each pay period on a weekly, or less frequent, basis. The predetermined amount cannot be reduced because of variations in the quality or quantity of the employee's work. Subject to the exceptions listed in 3.c.1.d below, an exempt employee must receive the full salary for any workweek in which the employee performs any work, regardless of the number of days or hours worked. Exempt employees do not need to be paid for any workweek in which they perform no work. If the employer makes deductions from an employee's predetermined salary, i.e., because of the operating requirements of the business, that employee is not paid on a "salary basis." If the employee is ready, willing and able to work, deductions may not be made for time when work is not available .



C. Circumstances in Which the Employer May Make Deductions from Pay.

Deductions from pay are permissible when an exempt employee.

1. Is absent from work for one (1) or more full days for personal reasons other than sickness or disability; or,
2. For absences of one (1) or more full days due to sickness or disability if the deduction is made in accordance with a bona fide plan, policy or practice of providing compensation for salary lost due to illness; or,
3. To offset amounts employees receive as jury or witness fees, or for military pay; or,
4. For penalties imposed in good faith for infractions of safety rules of major significance, or for unpaid disciplinary suspensions of one (1) or more full days imposed in good faith for workplace conduct rule infractions; or,
5. For unpaid leave taken by the employee under the Family and Medical Leave Act (FMLA).

5. What to Do If an Improper Deduction Occurs.

- A. If an employee believes an improper deduction has been made to his/her salary, the employee should immediately report this information to his/her direct supervisor, or to Human Resources.
- B. Reports of improper deductions will be promptly investigated. If a determination is made that an improper deduction has occurred, the employee will be promptly reimbursed for any improper deduction.