

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURE MANUAL

TALENT MANAGEMENT

Effective: July 28, 2016

(MANAGERS AND NON-BARGAINING UNIT STAFF)

Policy 3-03

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(A) PURPOSE

The College needs talented employees, with a broad range of backgrounds and experience, to be able to excel at our mission and achieve our strategic goals. The College's Talent Management System is designed to support the institution to attract, engage, train, retain, motivate, and reward individuals who can build and maintain an academic institution that exceeds student expectations. The compensation philosophy for covered staff and supervisors will reflect a system that rewards high levels of performance, job engagement, competency development, leadership development, scope of responsibility, and years of service.

(B) DEFINITIONS

Break in Service: Any employee who leaves the College for whatever reason for more than (30) thirty calendar days is considered to have a break in service for both salary and benefits, except where in conflict with the Ohio Revised Code.

Competencies: Knowledge, skills, abilities, and work behaviors that have been identified for each classification as necessary for contributing to employee and organizational success.

Core Competencies: A set of competencies aligned with the College's mission, vision, and strategic goals, which are applicable to all positions.

Job Classification: A group of positions that are connected due to similarities in position attributes, nature, scope of work, and competencies required to meet business needs; sometimes referred to as a role (e.g., Technician, Specialist, Office Associate, Advisor).

Job Families: Major groupings of jobs that represent the general fields of work (e.g., Administrative, Managerial, IT, Skilled Trades). Jobs within job families are similar in the broad character of work, but differ in terms of the level of responsibility, decision making, or complexity that the work may entail.

Performance Bonus: A compensation award for successfully completing a special initiative, project, or exhibiting exemplary performance in job duties, the request of which must be formally submitted to Human Resources with the approval of the applicable Vice President and President.

Performance Review: Written documentation of employee performance based on measurable outcomes of goals and objectives established collaboratively between supervisors and employees.

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It is a key tool for organizational effectiveness and the primary responsibility of each supervisor and manager to administer. Its main purposes are training and development, compensation, and personnel actions including transfer and promotion.

Performance Period: For annual reviews of managerial and staff positions, the performance period shall be January 1st through December 31st of each year, unless adjusted by the President for business purposes.

Performance Criteria: The core competencies, key job duties, and goals of an employee's position.

Performance Management: An on-going, two-way process of communication and partnership between a supervisor and employee that occurs throughout the year to support accomplishing the goals and objectives of both. This process includes clarifying expectations, setting objectives, identifying goals, providing feedback, coaching, reviewing results, recognizing accomplishments, and taking corrective action.

Promotion-in Place: An increase in pay without reclassification, submitted in writing to Human Resources, due to either increased duties, an external market adjustment, an internal pay equity adjustment, or a counteroffer.

Salary Bands: Several similar/related job families combined or "banded" together into one group with a single salary structure.

(C) PERFORMANCE MANAGEMENT

It is expected that the accomplishments of all staff and supervisors at the College contribute to the successful completion of organizational goals and service delivery.

Employees will be provided with a set of tools for establishing and tracking performance criteria. This includes a Planning Guide created at the beginning of the review year that supervisors and employees will collaborate upon to establish performance criteria in the form of goals, core competencies, and key job responsibilities. Regular performance discussions should be held and documented throughout the review year based on the criteria established in the Planning Guide. Supervisors are responsible for ensuring every employee receives feedback on a consistent basis.

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Each employee is expected, at minimum, to accomplish performance expectations/objectives set in partnership with his or her supervisor for the employee's current position. Supervisors must meet with any employee whose performance is found lacking and establish a plan with specific performance objectives to assist the employee in improving performance results.

(D) INCREASES AND PERFORMANCE BONUSES

Salary increases may be awarded when an employee has received a performance review establishing accomplishment of performance expectations and goals described in his or her performance plan. Employees may receive a percentage increase whenever one is established by the President and approved by the Board of Trustees, unless an employee's performance is determined to be unsatisfactory or when an employee has received disciplinary action during the year prior. Employees whose performance is deemed unsatisfactory may not receive the percentage increase unless exempted by the applicable Vice President.

Upon completion of a performance review, supervisors of employees with exemplary performance may submit a formal request for a performance bonus of up to \$5,000.

- (1) New employees are not eligible for a pay increase until they have successfully completed their probationary period. In addition, new employees must have started at the College six months prior to the award date of any annual increases, one-time compensation, or performance bonuses in order to be eligible.
- (2) Job Families: The Human Resources Department is responsible for maintaining and monitoring the integrity of classification plans, including the creation, adjustment, and development of all classifications and job families. All job classifications will be placed in a job family for salary administration and performance management purposes. Each classification will then be placed into the appropriate salary broadband based on a number of factors that include, but are not limited to: knowledge, skills, abilities, responsibilities and duties of the position, and how the position compares to other benchmarked positions internally and externally.
- (3) Salary Bands: Supervisory and staff positions will be placed into a system of broad salary bands. The size and shape of the bands will be determined by the market data and benchmarked classifications with consideration of providing an opportunity for salary growth.

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- (4) Progression within Salary Bands: Supervisors' and staff employees' salary movement through their respective salary bands will be based on a review of their performance, engagement, competency development, leadership development, scope of responsibility, and years of service. The College may use traditional merit increases and alternative methods of compensation such as one-time compensation/bonuses and promotions-in-place as methods of compensation.
 - (5) External Market Competitiveness: The College will utilize standard external resources to benchmark salaries and benefits. Where applicable, both private and public sector resources and organizations will be used for comparisons.
 - (6) Internal Comparisons: The College believes that administrative and staff positions within our organization with comparable responsibilities, skills, decision-making authority, education, and/or experience should be paid within the same salary band. However, higher pay in a band should be associated with:
 - Greater responsibility
 - Decision-making authority
 - Meritorious performance
 - Engagement activity
 - Leadership activity
 - Stretch and other assignments/services
 - Competency attainment
- (E) The President will establish procedures to administer this policy.

Last Effective Date: June 1, 2008