

**In response to the Palmetto College Campuses Faculty Senate Resolution on Salary Inequity motion approved on April 7, 2017, below are the University of South Carolina system-wide policies, procedures, and processes for requesting and obtaining a salary increase at all campuses.**

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1. Tenure and Promotion Regulations and Policies located at: [http://www.sc.edu/about/system\\_and\\_campuses/palmetto\\_college/internal/documents/faculty\\_manual/manual2017.pdf](http://www.sc.edu/about/system_and_campuses/palmetto_college/internal/documents/faculty_manual/manual2017.pdf)
  2. Pay for Performance (HR 1.37) located at: <http://www.sc.edu/policies/ppm/hr137.pdf>
  3. Bonuses (HR 1.77) located at: <http://www.sc.edu/policies/ppm/hr177.pdf>
  4. Dual Employment (HR 1.78) located at: <http://www.sc.edu/policies/ppm/hr178.pdf>
  5. Summer Compensation (HR 1.81) located at: <http://www.sc.edu/policies/ppm/hr181.pdf>
  6. Salary Supplements (HR 1.79) located at: <http://www.sc.edu/policies/ppm/hr179.pdf>
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For example: Pay for Performance (HR 1.37) <http://www.sc.edu/policies/ppm/hr137.pdf>

#### **Criteria for Pay for Performance**

Faculty receiving a pay for performance salary increase must meet two or more of the following criteria as documented by the department head and dean, and approved by the Provost, Chancellor, or Vice Provost and Executive Dean, as applicable

- a. Consistently outstanding teaching evaluations
- b. Outstanding record of research, scholarship, or creative activity
- c. A significant record of public or professional service
- d. Significant academic honors or awards from internal or external sources
- e. Retention
- f. To correct a salary inequity or salary compression within a department
- g. To address a job market discrepancy in the discipline, provided there is consistently high performance.

For Criteria f: To correct a salary inequity or salary compression within a department

Option 1: Compare your salary to other Palmetto college faculty average salary according to rank (see Tables 2 & 3 of 2015-2016 Faculty Salary report).

Option 2: Compare your salary to other faculty salary from peer institutions (see Tables 5, 6, & 7 in 2015-2016 Faculty Salary report).

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NUMBER: HR 1.37  
SECTION: Human Resources  
SUBJECT: Pay for Performance  
DATE: February 2000  
REVISED: February 18, 2013  
Policy for: All Campuses  
Procedure for: All Campuses  
Authorized by: Chris Byrd  
Issued by: Division of Human Resources

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I. Policy

This document describes the policy and procedure for pay for performance salary increases for specified employees of the University of South Carolina, pursuant to Section 8-1-160 of the South Carolina Code of Laws.

A. Eligibility

All faculty, unclassified administrators, and staff of the University of South Carolina, except those staff serving in a probationary appointment or faculty and staff serving in a temporary appointment, are eligible for consideration for a pay for performance salary increase.

B. Criteria for Pay for Performance

1. Faculty – Faculty receiving a pay for performance salary increase must meet two or more of the following criteria as documented by the department head and dean, and approved by the Provost, Chancellor, or Vice Provost and Executive Dean, as applicable
  - a. Consistently outstanding teaching evaluations
  - b. Outstanding record of research, scholarship, or creative activity
  - c. A significant record of public or professional service
  - d. Significant academic honors or awards from internal or external sources
  - e. Retention
  - f. To correct a salary inequity or salary compression within a department
  - g. To address a job market discrepancy in the discipline, provided there is consistently high performance.
2. Unclassified Administrators – Unclassified administrators receiving a pay for performance salary increase must meet two or more of the following criteria:
  - a. Outstanding administrative performance or productivity as approved by the President, Provost, Vice President, Chancellor, or Vice Provost and Executive Dean and documented in the employee’s official personnel file
  - b. A record of exceptional University, professional, or community service
  - c. Retention
  - d. To correct a salary inequity or salary compression within the administration
  - e. To address a job market discrepancy for the position, provided there is consistently high performance.
3. Classified Staff – Classified staff receiving a pay for performance salary increase must meet three or more of the following criteria, one of which must be a rating of “Successful” or above on the most recent performance appraisal within the last twelve months:
  - a. A significant increase in service or productivity through innovation

- b. Demonstrated positive attitude and spirit of service and cooperation
- c. A substantial contribution to the goals of the unit through the performance of special assignments or the provision of exceptional customer service not previously included in performance objectives
- d. The attainment of a higher level of education or professional development related to the current position or recognized as being otherwise valuable to the department or division
- e. To correct a salary inequity or salary compression within the unit
- f. To address a job market salary discrepancy for the position, provided there is consistently high performance.
- g. **REQUIRED:** A rating of “Successful” or above on the most recent performance appraisal within the last twelve months. A “Successful” or above rating does not automatically qualify an employee for a pay for performance salary increase.

C. Amount of Salary Increase

- 1. Faculty and Unclassified Administrators – Pay for performance salary increases are not restricted by amount unless the position is in the Executive Compensation System. In the Executive Compensation System, a salary increase may not place the employee’s salary above the maximum of the pay range for the position.
- 2. Classified Staff – Pay for performance salary increases may be awarded to classified staff for up to 15% of an employee’s base salary, provided the increase does not place the employee’s salary above the maximum of the pay range for the position.

D. Funding, Frequency, and Effective Date of Pay for Performance Increases

- 1. Pay for performance salary increases will be paid from the unit’s budget. By submitting a pay for performance salary increase, the responsible administrator is certifying that sufficient recurring funds are available in the unit budget.
- 2. Faculty and unclassified administrators may receive more than one pay for performance increase in a rolling year; however, such occurrences are rare and are reserved for extraordinary circumstances.
- 3. For classified staff, only one pay for performance salary increase may be granted to an eligible employee during a rolling year.

4. Pay for performance salary increases will be effective on the pay period coincident with or immediately following approval by the USC Division of Human Resources.

## II. Procedures

- A. The reasons for a pay for performance salary increase must be documented by the responsible administrator by using the appropriate pay for performance form, located on the Human Resources website at <http://hr.sc.edu/forms.html>.
- B. Pay for performance salary increases must be approved by the President, Provost, Vice President, Chancellor, or Vice Provost and Executive Dean prior to review and approval by the USC Division of Human Resources.

## III. Reason for Revisions

These minor changes are necessary to ensure that the levels of performance required on an EPMS as documentation for a pay for performance increase are consistent with the revised EPMS policy.

NUMBER: HR 1.77  
SECTION: Human Resources  
SUBJECT: Bonuses  
DATE: October 2001  
REVISED: March 29, 2017  
Policy for: All Campuses  
Procedure for: All Campuses  
Authorized by: Vice President for Human Resources  
Issued by: Division of Human Resources

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I. Policy

A. The University of South Carolina may spend state, federal, and other sources of revenue to provide lump sum bonuses to eligible employees whose base salary is less than \$100,000 per year. This policy is promulgated pursuant to a proviso in the General Appropriations Act and guidelines established by the South Carolina Budget and Control Board.

B. Eligibility

1. All staff, faculty, and unclassified administrators in full-time equivalent (FTE) positions are eligible to receive bonus payments provided their base salary is less than \$100,000 per year. Research Grant/Time Limited employees making less than \$100,000 also are eligible.
2. Temporary and student employees are not eligible to receive bonus payments.

C. Bonuses

1. An employee may receive more than one bonus in a fiscal year; however, the total amount received during a fiscal year may not exceed \$3,000.

2. In lieu of a cash bonus, the employee may elect to receive the bonus as a discretionary, non-elective contribution to the employee's 401(k) account with the South Carolina Deferred Compensation Program.
3. 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 retirement systems.
4. Education and general funds (E&G), grant generated funds, or other sources of revenue may be used to award bonuses. Funds for bonus and associated benefits payments must come from departmental budgets regardless of the source.

#### D. Approval Authority and Criteria

1. The president of the university, or the president's designee, is the final authority responsible for approving employee bonuses. For purposes of this policy, the president's designee is the Vice President for Human Resources who has delegated written approval to Salary Administration.
2. The award of a bonus is at the discretion of the department chair or director, with ultimate approval from the Vice President for Human Resources or the vice president's designee. The failure to receive a bonus may not be grieved through the university or state grievance processes for staff and administrators, or through the faculty grievance process.
3. Bonuses may be awarded to recognize significant accomplishments and unique contributions of individual employees for:
  - a. 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 university

#### II. Procedures

- A. The department chair or the chair's representative must initiate the bonus through completion of the Bonus Payment form, available on the Human Resources website at [http://sc.edu/about/offices\\_and\\_divisions/human\\_resources/toolbox/](http://sc.edu/about/offices_and_divisions/human_resources/toolbox/).
- B. The Bonus Payment form must be sent through administrative channels to the Office of Salary Administration in the Division of Human Resources for verification of eligibility prior to final approval.

Procedures, forms, and general guidance related to this policy can be found on the Division of Human Resources website at <http://hr.sc.edu/>.

### III. Reason for Revision

Added mandatory language in II.B. per Audit and Advisory Services.

NUMBER: HR 1.78  
SECTION: Human Resources  
SUBJECT: Dual Employment  
DATE: July 1, 1995  
REVISED: April 19, 2016  
Policy for: All Campuses  
Procedure for: All Campuses  
Authorized by: Vice President for Human Resources  
Issued by: Division of Human Resources

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I. Policy

- A. This document sets forth the University of South Carolina policy on dual employment for faculty, staff, and administrators pursuant to regulations of the South Carolina State Division of Human Resources and applicable statutes.
- B. It is the policy of the State Division of Human Resources that:
1. State employees in full-time equivalent (FTE) positions may accept additional temporary, part-time employment with the same or another state agency or state institution, provided that prior written approval is obtained for each dual employment arrangement.
  2. The practice of dual employment may not be used to provide continuing salaries higher than those approved by the SC State Division of Human Resources.

3. An employee engaged in dual employment must satisfy the established hours of work for the employing agency or institution except as noted in Section II.F.3. of this policy.
4. Dual employment must be limited to the specific time approved which may not exceed 12 months or extend beyond a fiscal year.

C. Conflict of interest

1. No state employee may accept any work or compensation that could be reasonably construed as a conflict of interest according to the State Ethics Law and applicable university policies.
2. Acceptance of dual employment without prior written approval that is determined to be a conflict of interest will be grounds for disciplinary action including termination.
3. As necessary, the propriety of dual employment 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, requests for counsel must be coordinated through the USC Division of Human Resources and the USC Office of the General Counsel.

D. Eligibility

1. Faculty and staff in full-time equivalent (FTE) positions are eligible to engage in dual employment upon written approval of the appropriate authorities.
2. Employees in the following positions may not receive compensation for internal dual employment.
  - a. Vice Presidents
  - b. Chancellors, Vice Chancellors
  - c. Vice Provosts
  - d. Academic or Campus Deans
  - e. Members of the President's Executive Council not specified above
  - f. Director of Audit and Advisory Services

3. No agency head may be dually employed by another agency or institution of higher education without prior approval by both the Agency Head Salary Commission and the SC Department of Administration

E. Dual employment between two agencies (external dual employment)

1. The requesting agency is responsible for coordinating and managing all dual employment arrangements with the employing agency.
2. The employing agency is responsible for taking timely action on any dual employment arrangements.
3. Scheduling external dual employment
  - a. An employee may not receive additional compensation for dual employment performed during the employee's regular work schedule unless the employee takes annual leave or leave without pay.
  - b. An employee's work schedule with the employing agency may not be altered or revised to provide time to perform dual employment for the requesting agency.

F. Dual employment within the university (internal dual employment)

1. Faculty and staff 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 university position. Faculty may only engage in dual employment during their base employment period, but outside of normally scheduled work hours. (Additional compensation earned by faculty outside of their base employment period is considered to be extra compensation or summer school instruction. See Human Resources policy HR 1.81, "Summer Compensation for Faculty" at <http://www.sc.edu/policies/hr181.html>.)
2. For all Columbia and regional campus tenured and tenure-track faculty who receive direct compensation through dual employment, requests must be approved prior to the effective date by the USC Columbia Provost, regardless of the amount of compensation. For tenured and tenure-track faculty of other senior campuses, requests must be approved prior to the effective date by the respective vice chancellors for academic affairs, regardless of the amount of compensation.
3. Sponsored research by faculty during the base employment period will be considered to have been compensated as part of the faculty member's base pay.

4. An employee may not receive additional compensation from the university while in a leave with pay status which includes all designated university holidays\*, annual leave, sick leave, and compensatory time; however, upon prior written approval from the dean, department head, or appropriate administrator, faculty and staff may be allowed to alter their normal work hours to teach University 101 or to engage in other unique opportunities. Written approval to alter the normal work hours becomes part of the dual employment agreement that is sent to the Division of Human Resources, Office of Salary Administration.

\*Work/research conducted on the Fourth of July holiday may be compensable through extra compensation provided such compensation is permitted in the applicable federal grant.

G. Compensation for dual employment

1. Compensation for dual employment may not be added to the base salary of any faculty or staff employee.
2. No compensation for dual employment may be earned or paid to an employee until a written dual employment agreement has been approved. In the event the agreement is requested after the dual employment has begun, the requesting unit must provide a full explanation for the late submission to accompany the request.
3. The maximum compensation an employee may receive for dual employment in a fiscal year may not exceed 30% of the employee's annualized salary for that fiscal year.
4. Compensation for dual employment will be determined by the requesting agency; however, the employing agency is responsible for ensuring that dual employment payments made to its employees within one fiscal year do not exceed the 30% limitation.
5. Compensation for dual employment must be in the form of wages paid directly to the individual. Dual employment compensation is subject to tax and retirement deductions as required.
6. Faculty and staff whose positions are exempt from the provisions of the Fair Labor Standards Act and who engage in independent additional duties may receive compensation through dual employment, or may volunteer their services without compensation in exchange for funds being transferred to their college or department's budget for use in official university business. In such cases, the volunteer effort is not considered to be dual employment. The amount to be transferred may not exceed the amount one would receive as

salary for teaching for an equivalent amount of time, and the amount will not include fringe benefit expenses.

7. All dual employment performed by employees whose positions are non-exempt from the provisions of the Fair Labor Standards Act must be compensated at a rate of no less than one and one-half times the normal hourly rate.
8. Payment of dual employment compensation must be made in a timely manner consistent with State law.
9. During dual employment, an employee is not eligible for additional benefits, including but not limited to, annual leave, sick leave, military leave, state insurance, and holidays.

#### H. Exceptions

At its discretion, the South Carolina Division of State Human Resource may approve justifiable exceptions to these policies and regulations upon written justification by the appropriate administrator through the USC Division of Human Resources.

## II. Procedures

### A. Dual employment requests

1. All dual employment transactions, including modifications to dual employment agreements, whether the university is the employing or the requesting agency, must be submitted to the USC Division of Human Resources, Office of Salary Administration, prior to the effective date of each individual agreement.
2. Each request for approval of dual employment must apply to only one specific dual employment agreement.
3. Dual employment agreements between state agencies must be approved by the respective agency directors or their designees prior to the effective date of the dual employment. An approved dual employment form must be retained by both the employing and the requesting agency.
4. For dual employment approvals contingent upon appropriate leave being taken, accountability for the leave is the responsibility of the employee and the employee's home department. All leave and payroll records are subject to audit.

- B. USC employees hired by another state agency in a dual employment agreement will be paid directly by that agency.

### III. Reason for Revision

This revision updates the policy disclaimer language, and changes the name of the State Human Resources Division and other minor adjustments.

NUMBER: HR 1.79  
SECTION: Human Resources  
SUBJECT: Salary Supplements  
DATE: March 7, 2001  
REVISED: April 19, 2016  
Policy for: All Campuses  
Procedure for: All Campuses  
Authorized by: Vice President for Human Resources  
Issued by: Division of Human Resources

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- I. Policy
  - A. This document sets forth the University of South Carolina's policy for awarding salary supplements to unclassified and classified employees.
  - B. Salary supplements may be considered appropriate under the following circumstances:
    - 1. For the assignment of significant, but temporary additional duties of greater institutional responsibility for a specific period of time, excluding dual employment
    - 2. For endowed chairs and named professorships
    - 3. For supplements approved by university affiliated foundation boards and paid by the foundation: or

4. For unclassified Athletics Department coaches pursuant to employment agreements approved in accordance with University policies and procedures.
- C. Salary supplements are not part of an employee's base salary and will be removed when the circumstances warranting the supplement no longer apply.
  - D. Salary supplements cannot be retroactive and will not be effective until all necessary approvals have been obtained.
- II. Supplements for Significant, Temporary Additional Duties and Responsibilities
- A. A salary supplement may be approved for employees who are assigned significant, but temporary additional duties of greater institutional responsibility for a specific period of time. Such duties may include, but are not limited to:
    1. Serving as an academic administrator when an eventual return to a faculty position is contemplated or specified in an offer letter;
    2. Serving in an interim or acting administrative role with greater institutional responsibility; or
    3. Serving as a program or project director for a specific period of time when an eventual return to one's previous position is contemplated or specified in an offer letter
  - B. Salary supplements for significant temporary additional duties of greater institutional responsibility are normally paid from University departmental funds.
  - C. Salary supplements for significant, but temporary additional duties of greater institutional responsibility will be reviewed annually. It is the responsibility of the appointing authority to notify the Division of Human Resources when a salary supplement is to be removed.
  - D. Significant additional duties of greater institutional responsibility that become a permanent part of an employee's position must be compensated through regular University procedures instead of through salary supplements.
  - E. Unclassified Employees
    1. For unclassified employees, salary supplements for the assignment of significant, but temporary additional duties of greater institutional responsibility.

Supplements may be extended beyond one year if necessary.

2. Salary supplements, if any, for deans, department chairs, and other academic administrators are to coincide with their administrative appointments.
3. Salary supplements for unclassified employees must be approved in advance by the President, the Vice President for Academic Affairs and Provost, a Vice President or Chancellor, as appropriate to the level and campus location of the employee. In addition, supplements must be approved by the USC Division of Human Resources.

F. Classified Employees

1. For classified employees, salary supplements may be approved for up to one year for the assignment of significant, but temporary additional duties of greater institutional responsibility. Supplements may be extended beyond one year if necessary. (See Section V. B. of this policy)
2. Salary supplements for classified employees must be approved in advance by the President, the Vice President for Academic Affairs and Provost, a Vice President or Chancellor as appropriate to the level and campus location of the employee. In addition, supplements must be approved by the USC Division of Human Resources.

III. Endowed Chair and Named Professorship Supplements

For policies and procedures addressing the appointment and review of endowed chair and named professorship supplements, see University Policy ACAF 1.21 Appointment and Review of Endowed Chairs and Named Professorships.

IV. University Affiliated Foundation Supplements

- A. Salary supplements from University affiliated foundations must be in accordance with the approval policies established by the foundation board providing the funding and paid by the foundation. The foundation is responsible for appropriate withholdings and tax notifications.
- B. Salary supplements from University affiliated foundations for unclassified University administrators at the rank of Vice President or above must be approved in advance by the Board of Trustees.
- C. Foundation funds paid to an employee for purposes of recruitment or retention that are intended to be part of the employee's salary for the duration of his or her employment

with the University will generally be considered part of the employee's base salary and will be handled through regular University procedures.

V. Procedures

A. The following procedures must be followed when requesting approval for a salary supplement for significant temporary additional duties and responsibilities:

1. A written request for a salary supplement is sent by the academic or administrative department chair through appropriate channels to the USC Division of Human Resources, Office of Salary Administration.
2. The request must include:
  - a. The amount of the supplement
  - b. The expected beginning and ending dates of the supplement
  - c. The employee's current base salary (administrative salary supplements are always calculated on the base salary)
  - d. An explanation of the reason for the supplement.
3. All salary supplement requests are evaluated by the USC Division of Human Resources. Salary supplements cannot be retroactive.
4. Upon approval, the requesting department is notified by USC Division of Human Resources and the approved supplement is sent to Payroll for payment.

B. Increasing or Extending a Salary Supplement

1. An existing salary supplement for significant temporary additional duties and responsibilities may only be increased in amount or extended from an established duration by sending in a request as specified in Section V.A. of this policy.
2. Increases and/or extensions require approval from the USC Division of Human Resources, and cannot be made retroactive. Appropriate planning and lead time for processing must be allowed.

C. Removal of a Salary Supplement

1. When the circumstances warranting the salary supplement no longer apply, the academic or administrative department chair must notify the USC Division of Human Resources to remove the supplement. Notification is accomplished by a

departmental letter sent to the USC Division of Human Resources, Office of Salary Administration.

VI. Reason for Revision

This policy revision removes the South Carolina Office of Human Resources from the approval process and provides for extensions.

NUMBER: HR 1.81  
SECTION: Human Resources  
SUBJECT: Summer Compensation for Faculty  
DATE: July 1, 1995  
REVISED: November 22, 2013  
POLICY FOR: All Campuses  
PROCEDURE FOR: All Campuses  
AUTHORIZED BY: Chris Byrd  
ISSUED BY: Division of Human Resources

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I. Policy

A. This document describes the manner in which University faculty may be compensated during the summer and outside of the base period of employment, pursuant to regulations of the South Carolina Human Resources Division. Summer employment is not considered dual employment, which covers additional compensation earned during the faculty member's base period of employment. For purposes of this policy, summer employment may occur over any specified period of time between May and August of a calendar year.

B. Remuneration for Regular Summer School Teaching

Compensation for teaching during the summer may not exceed 40 percent of the faculty member's annualized base salary for the preceding academic year subject to the teaching load as defined in the faculty manual and any further limitations defined by the Chief Academic Officer for each campus.

C. Remuneration for Sponsored Research and Other Duties Not Related to Teaching in Summer Sessions

Academic personnel will be compensated at the same rate of pay as the immediately preceding academic year for sponsored research or other activities performed during the summer months (between academic years) which are not related to teaching summer sessions.

D. Remuneration for Summer Thesis and Dissertation Supervision

Faculty are expected to assist students who need research, internship or field study supervision at any time during the calendar year. Deans and, where appropriate, department chairs may pay faculty who supervise an unusually large number of theses, dissertations, internships or field study during the summer months. Such remuneration will only be approved by the Chief Academic Officer on a case-by-case basis and will be compensated at the same rate of pay as the immediately preceding academic year.

II. Procedure

Procedures, forms and general guidance related to this policy can be found on the Division of Human Resources website at <http://hr.sc.edu/>.

III. Reason for Revision

- Eliminates the references to Maymester, Summer I and Summer II sessions
- Revises the compensation guidelines for faculty teaching during the summer
- Removes procedural information