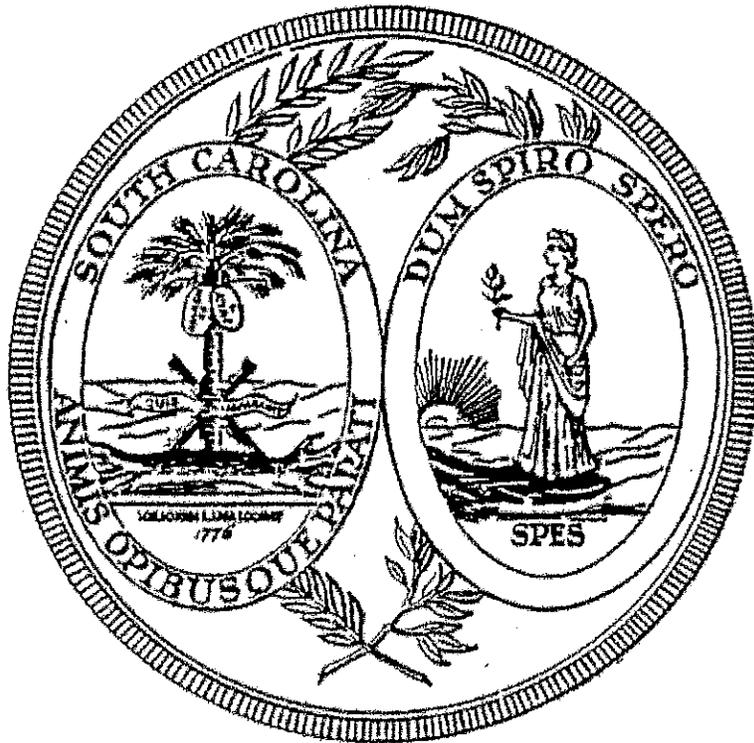


# Recommendations for Creation of a Separate and Comprehensive HR System for Higher Education



South Carolina  
Higher Education Efficiency and Administrative  
Policies Act of 2011  
Human Resources

January 15, 2013

Higher Education Efficiency and Administrative Policies Act of 2011  
Recommendations for Creation of a Comprehensive Human Resources System for Higher Education

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## Executive Summary

The South Carolina Higher Education Efficiency and Administrative Policies Act (HEEAPA) of 2011 was a comprehensive regulatory relief effort that sought to provide South Carolina higher education institutions with much-needed reforms in the primary areas of Facilities and Capital Expenditures, Procurement, and Human Resources (HR). To determine the specific proposals for change in the HR area, the Act charged a representative committee of institutions to collaborate with the State Human Resources Division (SHRD) to “study and develop recommendations for a separate, comprehensive human resources system” for all public higher education institutions in South Carolina.

Since August 2011, when the Act was signed into law, the committee has been working to develop the recommendations outlined in this report. The recommendations herein suggest that a separate HR system is needed for public higher education institutions in South Carolina. The current State human resources management system does not sufficiently recognize the unique needs of higher education institutions, such as the different markets in which higher education institutions compete, and fails to offer institutions sufficient flexibility to respond to the rapid changes in these markets.

The committee recommends creation of a separate, comprehensive HR system for higher education which will give institutions appropriate flexibility to manage their day-to-day HR operations that support the effectiveness of their respective institutions while providing necessary accountability to the Budget and Control Board. The comprehensive system will include a separate classification and compensation system that addresses the specific needs of higher education institutions, a separate set of HR regulations that govern other areas of HR administration, and clearly established authority for each institution’s governing board to oversee the HR practices of each institution. The comprehensive system will also create a clear structure through which the higher education community can work cooperatively with the Budget and Control Board’s State Human Resources Division to ensure the system supports progressive HR practices that enable the faculty and staff of South Carolina’s public higher education institutions to deliver the high quality education experience and outcomes that our State both needs and deserves. In addition, institutions will incur no costs nor will any employee receive a salary increase as a result of the implementation of these recommendations. Recognizing that legislative action is required to implement these recommendations, the committee recommends these proposals be addressed during the 2013 legislative session with implementation occurring as soon as practical.

## Introduction and Background

The South Carolina Higher Education Efficiency and Administrative Policies Act (HEEAPA) of 2011 is a comprehensive regulatory relief effort that sought to provide South Carolina higher education institutions with much-needed reforms in the primary areas of Facilities and Capital Expenditures, Procurement, and Human Resources (HR). To determine the specific proposals for change in the HR area, the Act charged a representative committee of institutions to collaborate with the State Human Resources Division (SHRD) to "study and develop recommendations for a separate, comprehensive human resources system" for all public higher education institutions in South Carolina. Specifically the Act required:

### SOUTH CAROLINA HIGHER EDUCATION EFFICIENCY AND ADMINISTRATIVE POLICIES ACT OF 2011

#### Part III Human Resources

SECTION 3. The Budget and Control Board's State Office of Human Resources shall participate with five representatives selected by the respective presidents of the public institutions of higher learning and technical colleges to represent all of the public institutions of higher learning and technical colleges to study, develop, and recommend a separate, comprehensive human resources system for the public institutions of higher learning and technical colleges. The recommendation shall include, but not be limited to, prescription of a methodology to establish a uniform compensation and classification plan among the public institutions of higher learning and technical colleges. The recommendations must provide for necessary accountability to the Budget and Control Board, including a process for reporting human resources data. The recommendation must be submitted to the State Budget and Control Board for its review no later than July 1, 2012, and shall not be implemented until approved by the Budget and Control Board pursuant to Section 8-11-230.\*

\*Legislative permission was received for an extension until January 15, 2013.

In September 2011, when the Act was signed into law, the representative committee began working with the SHRD to develop the recommendations outlined in this report. The committee immediately recognized that the current State human resources management system does not sufficiently address the unique needs of higher education institutions and that a comprehensive system was needed to support higher education institutions as they compete nationally and internationally for talent in their unique markets, and to meet the unique needs

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of managing a workforce comprised of faculty and staff that support highly competitive 365/24/7 operations across the state. In addition, the national landscape for higher education is changing rapidly, and institutions need considerable flexibility to respond to the changes in this industry. These particular needs are vastly different from the needs of traditional state agencies, which have particular and unique missions that vary greatly from those of higher education institutions. As such, the committee recommends creation of a separate and comprehensive HR system for public higher education institutions in South Carolina.

The comprehensive HR system will include a separate classification and compensation system that addresses the jobs unique to higher education and provides appropriate management flexibility and decision-making authority at the institution level. The system will also include a separate set of HR regulations to govern how the classification and compensation system, along with other aspects of HR management will be administered. Finally, underlying all of the recommendations is a placement of decision-making authority at the appropriate level, assigning each institution's governing board the authority to oversee the HR operations of each respective institution while maintaining necessary accountability to the Budget and Control Board.

## Methodology

The Act required the State Human Resources Division to work with a committee composed of “five representatives selected by the respective presidents of the public institutions of higher learning and technical colleges.” The Commission on Higher Education coordinated the selection process and, to ensure appropriate representation of the institutions, named the following six committee members in August 2011 (Appendix F):

- Dr. David DeCenzo, Co-Chairman, President, Coastal Carolina University
- Dr. Fred Carter, Co-Chairman, President, Francis Marion University
- Michelle Piekutowski, Chief Human Resources Officer, Clemson University
- Susan Carullo, Director of Human Resources, Medical University of South Carolina
- Susan Jones, Associate VP Human Resources, Greenville Technical College
- Chris Byrd, Vice President for Human Resources, University of South Carolina

Once established, the committee analyzed the enabling legislation to determine the scope of these reforms, specifically whether it included the State Board for Technical and Comprehensive Education. Absent any reference to that state agency in the legislation, the committee proceeded with its review to include only public institutions of higher learning and the technical colleges. The committee next developed a list of guiding principles to govern their work (Appendix B) and sought to develop a system with the following characteristics:

- Efficient, flexible, and transparent
- Internally equitable and externally competitive
- Participatory governance and sustainable management
- Responsive to market changes and individual institutions’ needs

Based on the above principles, the committee sought to recommend a system that would streamline and simplify current policies, processes, and procedures while increasing administrative and operational efficiency and effectiveness. The comprehensive system should also allow institutions to be responsive to rapidly changing markets at the national, regional, and local levels and to be innovative in addressing the diverse needs of Higher Education institutions. As public institutions, the system should recognize the need for public accountability and provide appropriate accountability to the Budget and Control Board, the General Assembly, and the Governor.

In regard to the separate classification and compensation system, the comprehensive system should better meet the needs of the higher education community by allowing

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institutions to recognize the need for positions and skills that make up a diverse academically-focused workforce and the associated compensation strategies that enable institutions to attract, retain and develop a world-class workforce.

To ensure the sustainability of the system, the proposed reforms recommend that higher education institutions share responsibility for overseeing the on-going administration of the system. This will require the collective higher education HR community to work collaboratively with the Budget and Control Board to provide mutual accountability and oversight to the system to ensure sound HR practices and appropriate accountability to central state government.

The unique market of higher education can change rapidly, and each institution can have unique needs based on differences in location, size, and mission. The proposed reforms will help institutions attract and retain employees in a highly competitive market and develop individual HR strategies that will help each institution fulfill its particular mission. This will be done through continued research of human resources best practices among peer institutions and appropriate oversight by a newly created council representing a cross-section of the institutions.

With the understanding that any recommendations must meet all requirements of state and federal laws, the committee reviewed the current comprehensive programs and systems used for managing human resources for the State of South Carolina, including compensation, classification, employment, benefits, HR policies, rules and regulations, training and career development, and data reporting (Appendix C). As a basic premise, the proposed system for higher education restructuring is not a wholesale replacement of the current system as no changes were considered in the areas of benefits, executive compensation, and training and development. However, the remaining components of the HR system in SC were reviewed to determine where modifications are needed. The recommendations included in this report reflect the work of the committee and representatives from nearly every institution.

Due to the primary focus on the need for a separate classification and compensation system, the six-member committee appointed a Classification and Compensation subcommittee to research and develop a proposal for a new system. Membership of the subcommittee consisted of representatives from the three research institutions, five of the comprehensive four-year institutions, and one from the technical college system (Appendix G). The subcommittee was asked to study and prescribe a methodology to establish a uniform classification and compensation plan among the public institutions of higher learning and technical colleges. As part of its review, the subcommittee met on multiple occasions, conducted surveys, reviewed internal and external market data (both private and public),

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contacted and gathered information from institutions in other states, researched issues and enabling legislation, and drafted regulations and other necessary documentation. In addition, thorough review and analysis of data from the College and University Professional Association for Human Resources (CUPA-HR) was critical in forming the recommendations. To support this process and to seek feedback, the Budget and Control Board's SHRD was included in several meetings of the subcommittee. Draft regulations were provided to the staff and leadership of SHRD for consideration. The recommendations regarding classification and pay were then presented to the six-member committee for review and approval and are part of the overall recommendations contained in this report.

In summary, the committee employed a collaborative process to develop its recommendations with broad participation from the institutions and the State Human Resources Division. Also, the recommendations in the report are cost neutral. Upon implementation of the committee's recommendations, no costs will be incurred by the institutions nor will any employee salaries be affected. The remainder of the report outlines the substance of the recommendations for a comprehensive system that will best serve the interests of all parties.

### Governing Authority/Structure

The current governing structure for the HR system in SC state government is prescribed in Section 8-11-230 of the Code of Laws and has been in place since the creation of the State Personnel Division in 1975. While the Budget and Control Board's State Personnel Division has been renamed throughout the decades, its authority and role in governing the HR system has remained virtually the same. For the majority of SC state government, specifically the non-higher education state agencies, this structure may be sufficient to meet their needs. However, for the higher education community that has pursued reforms in various forms for the last decade, the current governing structure can be slow to respond in areas where critical decisions mandate flexibility and responsiveness. The current system's inflexibility is often based on the fact that the system applies to organizations with widely varying missions and needs. As a result, if system changes are needed but only impact some of the organizations, the changes can be slowly (or never) developed and implemented. Therefore, the committee recommends a separate system that is able to address the separate and distinct needs of the higher education community.

However, the committee also recognizes the need for appropriate oversight and accountability. Therefore the committee recommends a "shared governance" approach to oversight and management of the separate and comprehensive HR system for higher education.

In a system of shared governance, the higher education institutions and the Budget and Control Board's State Human Resources Division would cooperatively participate in the HR planning and decision-making processes for the separate higher education HR system, while being held administratively accountable for system oversight. To accomplish this, the committee is recommending a three-pronged approach:

- 1) Creation of a Council of University and College HR Directors to oversee and manage the comprehensive HR system for higher education,
- 2) Clarification of the authority of the governing boards of each institution to approve HR policies for the institution, and
- 3) Maintenance of appropriate accountability to the Budget and Control Board through the continued role of SHRD, reporting, and auditing.

First, the committee recommends the creation of a Council of University and College HR Directors to allow the institutions to participate in the management of the comprehensive HR system. The Council's membership will be representative of all institutions including three members from the research institutions, three from the comprehensive four-year institutions

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(not including the USC senior campuses since they are represented by USC as a research institution), and three from the technical colleges. Membership will consist of the Chief HR Officers as elected by the Presidents of the institutions and will serve on a rotating basis with two year terms. The Council will be chaired by the State Human Resources Director, will meet no less than quarterly, and will develop and approve by-laws under which it will operate. The Council, its membership, and the role it will play will be established in the separate HR regulations for Higher Education to include:

- Oversight and management of the Higher Education Classification and Compensation Plan;
- Review and recommendation of the separate Higher Education HR Regulations to the appropriate approving body; and
- Review, recommendation and approval of progressive HR programs and practices to ensure the comprehensive Higher Education HR system is innovative and meets the needs of the community.

As part of the collaborative management of the comprehensive HR system for higher education, the Council may conduct studies with systemic implications with costs shared proportionately by the institutions. Where appropriate, the results of these studies will be shared with the Governor, the General Assembly, Commission on Higher Education (CHE), and the Budget and Control Board. In an effort to ensure its continued viability, efficiency, and effectiveness, the Council will conduct a comprehensive review of the system no less than every four years. This review may include all components of the HR system and will ensure that the system continues to meet the needs of the institutions.

A second component of the shared governance approach seeks to clarify the authority of the governing board of each institution. Specifically, each institution's governing board will be required to approve policies and procedures to implement the separate regulations. This will ensure the HR activities of each institution receive appropriate oversight and responsibility for HR decisions is placed at the appropriate level.

Third, to ensure appropriate accountability to the Budget and Control Board and the State, this shared governance approach provides that:

- The Director of the State Human Resources Division will serve as Chairman of the Council of University and College HR Directors;
- The institutions will continue to meet all reporting requirements as specified by law or otherwise;

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- The Council will inform the Commission on Higher Education (CHE) of approved program changes or initiatives, as necessary;
- The State Human Resources Division will maintain the ability to audit all classification and compensation actions taken by the higher education institutions; and
- The State Human Resources Division will maintain the administrative role in supporting any decisions made by the Council, to include communication of the changes and coordination with the South Carolina Enterprise Information System (SCEIS), if necessary.

In summary, the Council of University and College HR Directors will provide the higher education institutions significant input into the system under which they manage their most valuable resources. The clarified role of the governing boards of each institution will ensure appropriate oversight of the day-to-day HR operations of the institutions. The continued involvement of SHRD, data reporting requirements, and continued emphasis on auditing will ensure that the institutions are fully accountable to the Budget and Control Board, the General Assembly, and Governor.

***Recommendation: Create a Council of University and College HR Directors to work cooperatively with the State Human Resources Division to oversee and manage the Higher Education Classification and Compensation System, to develop and maintain HR regulations, and to propose innovative HR practices and programs.***

***Recommendation: Clarify the authority and responsibility of the governing boards of each institution in approving policies and procedures to implement the separate HR regulations.***

***Recommendation: Ensure appropriate accountability to the Budget and Control Board through the continued role of the State Human Resources Division, data reporting requirements, and continued emphasis on auditing by SHRD.***

## Characteristics of the Proposed HR System for Higher Education

### Separate Classification and Compensation System

The current State of South Carolina Classification and Compensation Plan is managed by the State Human Resources Division under the authority of Section 8-11-230 of the SC Code of Laws. The rules governing the system for all state agencies (including higher education) are found in the State HR Regulations. Currently, this single system must accommodate the needs of all 69 state agencies, 11 universities, and 16 technical colleges. The current system has struggled to remain current and meet the needs of higher education institutions due to the diverse missions and activities of all the agencies and institutions. The need for a separate system is based on multiple factors.

First, the job market for the higher education institutions varies greatly from the rest of state government. Competition can be fierce for faculty and staff with the unique skills needed in higher education. Also, the economic forces that impact higher education can be widely divergent from the rest of state government. (For example, during the recent budget contraction for the rest of state government, many higher education institutions were forced to grow enrollment to offset the loss of state funds.) In addition, the types of classifications (job titles) needed by higher education institutions are often unique and specific to higher education (e.g., Financial Aid Counselor or Development Officer). A separate Classification and Compensation System for Higher Education would be tailored to the unique and specific needs of jobs in higher education.

The proposed system shares many characteristics of the current system, but will be updated to include job titles specific to higher education (Appendix D) and pay policies designed to address the market needs of the higher education community. However, as a result of the implementation of these recommendations, no employee salaries will be affected. To support the separate system, the committee recommends establishing a separate set of operating regulations. Once the concept is approved, the separate regulations, entitled **Human Resources Regulations for the State Institutions of Higher Education**, will be promulgated through the appropriate process. Once approved, the higher education institutions would then be exempted from the current State Human Resources Regulations and would be governed by the separate regulations.

### Classification

Section 8-11-220 of the SC Code of Laws defines classified service as “all of those positions in the State service which are subject to the classification policies and regulations as authorized by the provisions of this article.” Section 19.702 of the State Human Resources Regulations and various procedures issued by the SHRD govern the administration of the plan. The State of South Carolina currently uses the whole job classification method of job evaluation to determine the most appropriate classification and related salary range for each position. This method is used for all jobs in the classified service. The committee proposes using the same method of job evaluation with updated job classes that are specific to higher education. The current classification plan for the State (covering all state agencies and higher education institutions) consists of 471 job classes. Based on the research of the Classification and Compensation subcommittee, the proposed system for higher education will have 447 job classes and associated specifications. The recommended changes to the classification listing include the deletion of 83 titles and the addition of 59 new titles. The existing class specifications were thoroughly analyzed to ensure they meet the needs of institutions and the content is applicable to work in a higher education environment.

Section 8-11-220 of the SC Code of Laws further defines unclassified service as “all of those positions in the State service which are not subject to the position classification policies and regulations.” Section 19.706 of the State Human Resources Regulations outlines the specific categories of unclassified positions and the details regarding the administration of the unclassified system. The current State approved unclassified title listing consists of 108 titles, and the separate Higher Education unclassified title listing will consist of 100 titles. The recommended changes to the unclassified titles include the deletion of 38 titles and the addition of 30 titles. While no specifications are required for unclassified titles, general usage guidelines for these titles are provided with the recommendations. The establishment of a separate classification system for Higher Education will result in a more accurate and comprehensive list of classified and unclassified titles specific to the needs of the institutions.

### Compensation

The current compensation system for the State includes a 10 band pay structure with salary ranges associated with each band. This system is administered by the SHRD. The salary ranges, which include a minimum, midpoint, and maximum salary, are 85% wide with considerable overlap between the ten bands.

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Salary ranges are intended to reflect the market for all jobs in a common job class. The committee researched comparable salary data for state positions through the College and University Professional Association for Human Resources (CUPA-HR). Based on the committee's research, most of the benchmark jobs at a majority of the institutions can be accommodated within the current pay band structure. However, research also indicated that the competitive market for several job classes does not fit appropriately within the current assigned pay band. As a result, based on market salary data, several job classes should be allocated to higher pay bands.

Currently decisions about the allocation of job classes to pay bands are made solely by the State Human Resources Division (SHRD). The proposed regulatory reforms recommend a separate compensation system for all higher education institutions. Under the proposed system, decisions regarding the allocation of job classes to the appropriate pay bands would be made by the Council of University and College HR Directors working in concert with the SHRD, thus allowing the system to be representative of jobs unique to higher education and more responsive to market changes and individual institutions' needs.

In conclusion, based on a comparison of the current state pay bands and market rates for positions (as measured by CUPA-HR), it appears that the current salary schedule can accommodate the needs of higher education institutions as long as appropriate changes in the allocation of job classes to pay ranges can be made in light of current, relevant market comparisons. In addition, based on future market changes, the salary schedule for higher education may need to be adjusted at a different rate than the schedule for non-higher education state agencies. As a result, it is important that higher education institutions have the flexibility to make changes to the salary schedule in future years based on market changes.

In light of the above findings, the committee recommends that the institutions maintain the current ten-band pay structure for the higher education classification and compensation plan. However, a review all job classes and their current pay band assignments is necessary for the institutions to recommend changes in pay bands based on market data and institutions' current pay practices. For continued maintenance of the plan, the committee recommends that the Council of University and College HR Directors annually review changes in the job market for benchmark jobs based on identified market sources (e.g., CUPA-HR for mid-and upper level positions, local comparisons for Bands 5 and below). On the basis of the findings, the Council would approve any adjustments in the salary schedule and work with SHRD to implement the changes. Any recommended changes in the salary schedule should be implemented coincident with the beginning of the fiscal year.

***Recommendation: Adopt a separate classification and compensation system that addresses the specific and unique needs of higher education institutions. The system should include:***

***Job classes and unclassified titles specific to higher education***

***Separate salary schedule that reflects the market for higher education positions***

***Operating regulations that govern how the system will be managed***

### **Other Recommendations for Greater Efficiency**

In addition to an updated classification and compensation system, the committee recommends several other modifications to the current HR system for higher education. These changes fall in five primary areas:

- Full-Time Equivalent (FTE) Position Management
- Data Reporting/SCEIS
- Policy Flexibility
- Administrative Flexibility

### **FTE Management**

The FTE management process currently used by SC State government requires Higher Education institutions to maintain and report FTE information to a very detailed level. Proviso 89.15 of the 2012-2013 Annual Appropriations Act outlines the legislative requirements regarding this process. In summary, FTE's must be tracked and reported by several categories: source of funds (i.e., state, federal, and other); classified and unclassified status; and actual filled and actual vacant FTEs. In addition to the requirement for tracking FTE positions, FTE reconciliation must be conducted frequently since provisos direct the State Budget Office to periodically delete FTE positions that are vacant for a certain period of time or positions that are determined to be "unfunded." The regular reconciliation process is both labor-intensive and time-consuming.

While the higher education institutions are respectful of the requirements related to limitations on the growth of state positions and the monitoring of authorized positions within each institution, a more efficient FTE management process is needed. To accomplish this, the committee recommends that the higher education institutions be treated as "lump sum"

agencies for FTE management purposes, which is similar to the different manner in which budgets for higher education institutions are developed and managed. Under this scenario, institutions will operate more efficiently if they are allowed to manage overall authorized FTE totals in the same manner that total budget dollars are managed. While institutions would continue to report authorized state FTE's, the committee recommends elimination of the distinction between classified and unclassified FTE's for reporting purposes. In addition, the committee recommends exempting higher education institutions from the FTE deletion process outlined in Provisos 80A.7 and 89.15 of the 2012-13 General Appropriation Act. (Note: The Governor's Executive Budget also includes a proposal to exempt higher education institutions from the FTE deletion process.)

***Recommendation: Modify current FTE reporting requirements and exempt higher education institutions from the FTE deletion processes.***

#### **Data Reporting/South Carolina Enterprise Information System (SCEIS)**

Currently, all higher education institutions enter data into HRIS, the State's outdated HR information system, and the institutions' internal HR/payroll systems. This inefficient system requires "double-keying" of HR data to meet State data reporting requirements until such time as the higher education institutions' data can be incorporated into SCEIS, the State's new HR/payroll system. The Committee recommends a plan for meeting all data reporting requirements to the State while transitioning away from HRIS and eliminating the double-keying requirement for the institutions. The transition proposal includes a target date for project completion (December 31, 2013), resource requirements and primary contacts from the institutions, SHRD, and SCEIS, and the overall project plan. The technical project plan includes a file layout for periodic reporting to SCEIS from various internal HR/payroll systems, frequency of data submission including error reports, testing plan to ensure accuracy of data transfer, licensing requirements, data retrieval for the institutions, and training and ongoing delivery needs. Once this plan has been successfully implemented and the higher education data is transferred into SCEIS, the committee is hopeful that various reporting requirements will be met without the administrative requirement of separate reports being submitted each year. The following reporting requirements may be impacted: Bonuses, Salary Supplements, Monetary awards, Fair Market Rental Value of Residences, and Mandatory furloughs. The proposed plan for transitioning these data reporting requirements is included in Appendix E.

***Recommendation: Implement the proposed plan to transition reporting of higher education data to SCEIS no later than December 31, 2013.***

**Policy Flexibility**

**Approval of Core Policies**

Currently, each state agency is mandated by State HR Regulations to submit five policies to be approved by the State Human Resources Division of the Budget and Control Board prior to implementation. These policies include Employee Performance Management System (EPMS), progressive discipline, overtime, grievance, and reduction in force (RIF). As outlined in Section 8-11-230 of the SC Code of Laws, HRD has specific responsibilities in managing the statewide HR program. Specifically, Section 8-11-230 (6) outlines part of that authority: "After coordination with agencies served, develop policies and programs concerning leave with or without pay, hours of work, fringe benefits (except State retirement benefits), employee/management relations, performance appraisals, grievance procedures, employee awards, dual employment, disciplinary action, separations, reductions in force, and other conditions of employment as may be needed."

The SHRD has approved model policies that form the basis from which agencies and institutions must form their particular policies. Based on these model policies, institutions encounter a cumbersome approval process that is often limited by restrictions in the model policies. The committee believes a new set of model policies should be developed to address the particular needs of higher education institutions, subject to the approval of each institution's governing board.

***Recommendation: Request the SHRD to work with the institutions to develop and implement a separate set of model HR policies tailored to the particular needs of higher education institutions.***

**Categories of Employment**

Currently in SC state government, most staffing needs are met through the use of the following types of positions: full-time equivalent (FTE's), temporary, temporary grant, and time-limited positions. FTE positions are authorized and allocated to agencies and institutions by the annual General Appropriation Act. Temporary grant funded positions and time-limited positions are approved by the State Budget Division. In addition, all state agencies employ temporary positions as needed. Higher education institutions that meet the requirements of the Life Sciences Act also have the ability to use research grant positions to support non-state funded research and time-limited project positions. Each of these position types has differing funding requirements and terms of employment. However, a gap exists for the higher

education institutions due to the restrictive wording prescribing the use of time-limited positions. To address this additional staffing need for the institutions, the committee is recommending a legislative proposal to expand the terms of the current time-limited position category. Section 8-11-196 of the SC Code of Laws provides for the establishment and use of positions with time-limited funding and references the use of these positions in conjunction with a time-limited project. Guidance (FAQ's) provided by SHRD addresses the use of these positions as "established to perform work directly associated with a time-limited project." The proposal will expand the use of the time-limited position category with the ability to make annual appointments and will include the use of any source of funds. In addition, the committee is including in this legislative proposal the provisions that the higher education institutions will report these positions to the Budget and Control Board on a post-establishment basis.

***Recommendation: Expand the definition of time-limited employee and allow institutions to create a new category of employee/position which allows for an annual appointment, is eligible for benefits, and can be paid from any source of funds.***

Temporary staff and faculty members are a significant part of the workforce of every higher education institution. Temporary faculty employees are used to teach classes as necessary, especially during summer sessions. Temporary staff employees are employed in various capacities, often working on projects that extend beyond one year. Currently the State HR Regulations define a temporary position as "a full-time or part-time non-FTE position created for a period of time not to exceed one year." This term is based on the definition of temporary employee as included in the State Employee Grievance Procedures Act. Section 8-17-320 (25) provides that temporary employee "means a full-time or part-time employee who does not occupy an FTE position, whose employment is not to exceed one year, and who is not a covered employee." Given that this definition was written for the purposes of the Grievance Act, the committee is recommending that in the separate regulations governing the higher education institutions, the definition of temporary position be modified to be "a full-time or part-time non-FTE position created for a period not to exceed two years for higher education."

***Recommendation: Redefine the concept of temporary position to "no more than two years" for higher education institutions.***

### **Probationary Period for New Employees**

Currently, any newly hired employee in a state agency is required to serve a probationary period as prescribed by the State Employee Grievance Procedures Act. This test period at initial employment allows state agencies to assess the performance of the employee and to determine if the employee will be allowed to continue employment and attain covered status. Section 8-17-320 (16) of the SC Code of Laws states "Probationary employee means a full-time or part-time employee occupying a part or all of an established FTE position in the initial working test period of employment with the State of twelve months' duration for noninstructional personnel, of the academic year duration for instructional personnel except for those at state technical colleges, or of not more than two full academic years' duration for faculty at state technical colleges. An employee who receives an unsatisfactory performance appraisal during the probationary period must be terminated before becoming a covered employee." This definition provides for different standards for non-instructional personnel, instructional personnel (not faculty), and faculty at the technical colleges. The committee is recommending a legislative proposal that would change the probationary period for higher education institution employees from one to eighteen months or two years, which is consistent with the current probationary period for faculty at the technical colleges. This extended amount of time would allow institutions a longer amount of time to ensure that the new employee is meeting expectations.

***Recommendation: Consider extending probationary periods from one year to eighteen months or two years, which is consistent with the current period for instructional personnel at the technical colleges.***

The State HR Regulations (19.715) provide that employees who have completed a probationary period and are promoted, demoted, reclassified, reassigned, or transferred to a new classification must serve a trial period. This is defined as "the initial working test period of six months required of a covered employee upon movement to any class or an unclassified State title in which the employee has not held permanent status." If the employee is not successful during this trial period, he may be placed back in his previous position or in a comparable position if it is vacant. When higher education institutions hire a current state employee from another agency, the employee is typically a covered employee and will serve a trial period. However, should this new hire not meet the expectations of the institution, no option exists to place the employee back in his previous position. In order to terminate the employee, the institution has to proceed with the much more complicated substandard performance process. The trial period basically serves little purpose for the institution as the

options to address the situation are limited. Therefore, the committee recommends further discussion of this issue with SHRD to identify a solution to address institutions' concerns in this area.

***Recommendation: Request further discussion with SHRD regarding the institutions' concerns about trial periods served by employees who transfer from another state agency.***

### **Approval of Personnel Settlements**

Section 19-718.11 of the State HR Regulations currently provides for the approval of personnel settlements by the Budget and Control Board. It states that in all human resources-related matters, the State Human Resources Director must review and recommend specific settlements to the Board. Furthermore, the State HR Director is given the authority to review and approve any personnel settlement of \$10,000 or less. Section 11-1-45 of the SC Code of Laws also addresses settlement of certain litigation, disputes, or claims by state agencies. It requires that "no state agency or instrumentality of the State, excluding the General Assembly, Senate, House of Representatives, local political subdivisions, special purpose districts, and special taxing districts, shall enter into a settlement of any litigation, dispute, or claim over one hundred thousand dollars (\$100,000) requiring the expenditure of monies appropriated or provided for in a general or supplemental appropriations act, or from any other source of public funds without prior written approval of the Budget and Control Board." Given the parameters provided in this existing law and the need for greater flexibility, the committee is recommending an increase in the amount of personnel settlement authority from \$10,000 to an amount equivalent to an employee's annual salary or statutory limits, whichever is less. In addition, the committee proposes that the responsibility for approving personnel settlements be given to each institution's governing board. These proposed modifications will be made to the regulations governing higher education.

***Recommendation: Authorize an institution's governing board to approve negotiated personnel settlements, not to exceed one year's salary for the employee, or the statutory limit of \$100,000, whichever is less.***

**Administrative Efficiency**

A number of the concerns experienced by the higher education institutions that support the need for reform are administrative in nature. In light of these concerns, the committee makes recommendations in the following areas.

**Definition of retroactive pay and associated process for administrative errors**

Currently, the State Human Resources Division requires institutions to submit administrative letters on any actions affecting pay that the SHRD would approve. This requirement is based on an Attorney General's opinion regarding administrative errors. While the higher education institutions understand the legal implications of Article III, Section 30 of the South Carolina Constitution as it related to retroactive pay, the committee recommends that a focus group be convened to further study the issue and to seek clarification on when this administrative letter should be required. Due to the significant amount of federal grants and funding received by the higher education institutions, and the delays that occur beyond the institutions' control, this issue can be quite frustrating. The committee is seeking a review of the administrative error criteria to ensure that all legal requirements are met in the most efficient method possible.

***Recommendation: Request the SHRD to review the administrative error criteria to ensure that all legal requirements are met in the most efficient method possible.***

**Annual Accountability Report**

Pursuant to state law, each higher education institution prepares an annual accountability report. Section 1-1-810 of the SC Code of Laws requires that "each agency and department of state government shall submit an annual accountability report to the Governor and the General Assembly covering a period from July first to June thirtieth, unless otherwise directed by the specific statute governing the department or institution." While this report was once utilized for budget and administrative decision-making purposes, it now no longer serves that purpose in state government and is an administrative effort that seems inefficient and unnecessary. The committee is recommending a legislative proposal that exempts higher education institutions from this requirement.

***Recommendation: Exempt higher education institutions from the reporting requirements of 1-1-810 (Annual accountability reports by agencies and departments of state government).***

### **Final approval of Retirement Incentive Plans (RIP) and Voluntary Separation Programs (VSP)**

The State of SC allows agencies to utilize Retirement Incentive Plans (RIP) and Voluntary Separation Programs (VSP) to realign resources and/or to downsize the workforce. These tools are valuable in strategic planning for the future workforce. Currently, when an agency implements a RIP, the Budget and Control Board approved guidelines require that "the Division of Budget and Analyses and the agency head must approve an agency's retirement incentive plan prior to implementation within the agency." In addition, pursuant to Proviso 89.38 of the 2012-2013 Appropriation Act, the Voluntary Separation Program "must be approved by the agency head and the Director of the State Human Resources Division based on ability to demonstrate recurring cost savings for realignment and/or permanent downsizing." With the understanding that the higher education institutions would continue to follow the established guidelines for implementing RIP's and VSP's, the committee is recommending that the governing board at each Institution be allowed to serve as the final approval step. This will require a change to the existing guidelines for RIP and a legislative proposal to modify the VSP proviso. The institutions may continue to seek consulting advice from SHRD as necessary as they prepare these programs for consideration by the governing boards. To ensure compliance, the VSP's and RIP's would be subject to audit by SHRD and the reporting requirements will remain as currently required.

***Recommendation: Allow each institution's governing board to be final approval step when implementing a Voluntary Separation Plan (VSP) or a Retirement Incentive Plan (RIP), with SHRD providing consulting assistance as requested and making plans subject to audit by SHRD.***

### **Dual Employment and Summer Pay Approval**

When an employee in a FTE position accepts temporary, part-time employment with the same or another state agency, it is considered dual employment by the State. Differing processes and approvals are required for the management of dual employment between two agencies versus dual employment within an agency. State HR Regulations 19.713 provides the rules regarding approving, scheduling, and compensating employees who are dually employed. In addition, it outlines the recordkeeping requirements. In the higher education environment, dual employment in and among the institutions is a common occurrence. Often faculty members and staff are guest speakers or teach a class or two at other institutions. Under the current guidelines, this is considered dual employment and requires substantial paperwork to be completed by the faculty or staff member to seek approval. While this sharing of resources

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is encouraged among higher education, this process can be a deterrent to the faculty or staff members. Therefore, the committee is recommending the addition of a pay mechanism for overload pay for academic personnel in the separate higher education HR regulations that will not be considered dual employment. This will be used when academic personnel perform supplemental teaching and/or nonteaching duties which are outside of the employee's normal work assignment. Overload pay will be capped at not more than 30% of the employee's annualized base salary during the employee's base period. This additional pay mechanism should help lessen the administrative burden of managing dual employment. In addition, the committee recommends that the Council of University and College HR Directors should fully study both the internal and external dual employment processes to determine if other changes may be needed.

The management of pay for summer employment for academic personnel at the Higher Education institutions as provided under the current State HR Regulations is very complex. Currently, Section 19.706.04 distinguishes between pay for academic personnel who are teaching summer sessions outside of their base period of employment and those who are conducting sponsored research or other activities performed during the summer months. Two separate pay calculations are required based on the type of work performed. With the large number of faculty members working in these capacities during the summer months, the administrative burden of processing and approving such actions is tremendous. Therefore, the committee is recommending that the pay process for summer employment be simplified in the separate higher education HR regulations. The regulations will establish one primary method of compensation for summer pay, eliminating the complexities currently encountered. The one basic method will adhere to the current requirement that total summer pay not exceed 40% of the employee's annualized salary.

***Recommendation: Review the current processes for approving and documenting dual employment and update the regulations governing summer and overload pay to provide greater simplicity and administrative efficiency.***

### **Emergency Closures**

In case of hazardous weather or a state of emergency, the Governor has the authority to excuse employees from reporting to work. The current State HR Regulations (19.712.01 K.) outline the procedure used by the Governor to protect state employees in circumstances that would expose employees to harmful or unsafe conditions. As provided in Section 8-11-57 of the SC Code of Laws, the Governor has the authority to provide state employees up to five days

of leave with pay for each emergency. This regulation also provides: “nothing in this Section precludes the necessary immediate evacuation of a facility by an individual in an appropriate supervisory capacity in the interest of personal safety.” College Presidents shoulder a tremendous responsibility to care for and protect the students, faculty, and staff on each campus. Sensitivity to this basic responsibility would be further supported with more flexibility in this area. Therefore, the committee is recommending a legislative proposal that would allow the Presidents of the higher education institutions the authority to excuse missed work time for employees in the case of an emergency closure under this exception.

***Recommendation: Allow College and University Presidents to excuse missed work time in the case of closure of the institution in an emergency situation.***

#### **Miscellaneous Reporting Requirements**

As required by Section 89.56 of the 2012-2013 Appropriations Act and the S.C. Code of Laws Section 1-1-970, each state agency must submit updated organizational charts on an annual basis no later than September 1 of the current fiscal year to the State Division of Human Resources. In addition, any changes in the organizational structure that impact an employee’s grievance rights must be submitted within 30 days. In the past, this requirement has been fulfilled by the submission of a paper organizational chart. To increase efficiency and lessen the administrative burden, the committee is recommending that online versions of the organizational charts be considered acceptable. The committee proposes that the institutions be allowed to maintain updated organizational charts on their secure websites and to provide SHRD access to view the charts. The online versions of the organizational charts will continue to meet the legislative requirements of including all authorized positions, class title or class code, and the indicator for those who are exempt from the State Employee Grievance Procedure Act.

In addition, many other miscellaneous reporting requirements are fulfilled for other agencies that report information to the state through SCEIS. The committee further recommends this flexibility be pursued for higher education institutions, as well.

***Recommendation: Request that online organizational charts on the web pages of each institution be recognized as fulfilling statutory reporting requirements and determine how reporting data into a statewide data system will impact various other mandated reporting requirements.***

### Summary of Recommendations

The implementation of a separate and comprehensive HR system for higher education will bring much needed efficiency to higher education institutions. Below is a summary of the committee's recommendations for the comprehensive system.

#### Governing Structure

**Recommendation:** *Create a Council of University and College HR Directors to work cooperatively with the State Human Resources Division to oversee and manage the Higher Education Classification and Compensation System, to develop and maintain HR regulations, and to propose innovative HR practices and programs.*

**Recommendation:** *Clarify the authority and responsibility of the governing boards of each institution in approving policies and procedures to implement the separate HR regulations.*

**Recommendation:** *Ensure appropriate accountability to the Budget and Control Board through the continued role of the State Human Resources Division, data reporting requirements, and continued emphasis on auditing by SHRD.*

#### Separate Classification and Compensation System

**Recommendation:** *Adopt a separate classification and compensation system that addresses the specific and unique needs of higher education institutions. The system should include:*

*Job classes and unclassified titles specific to higher education*

*Separate salary schedule that reflects the market for higher education positions*

*Operating regulations that govern how the system will be managed*

#### Other Recommendations for Greater Efficiency

**Recommendation:** *Modify current FTE reporting requirements and exempt higher education institutions from the FTE deletion processes.*

**Recommendation:** *Implement the proposed plan to transition reporting of higher education data to SCEIS no later than December 31, 2013.*

#### **Policy Flexibility**

**Recommendation:** *Request the SHRD to work with the institutions to develop and implement a separate set of model HR policies tailored to the particular needs of higher education institutions.*

**Recommendation:** *Expand the definition of time-limited employee and allow institutions to create a new category of employee/position which allows for an annual appointment, is eligible for benefits, and can be paid from any source of funds.*

**Recommendation:** *Redefine the concept of temporary position to "no more than two years" for higher education institutions.*

**Recommendation:** *Consider extending probationary periods from one year to eighteen months or two years which is consistent with the current period for instructional personnel at the technical colleges.*

**Recommendation:** *Request further discussion with SHRD regarding the institutions' concerns about trial periods served by employees who transfer from another state agency.*

**Recommendation:** *Authorize an institution's governing board to approve negotiated personnel settlements, not to exceed one year's salary for the employee, or the statutory limit of \$100,000, whichever is less.*

#### **Administrative Efficiency**

**Recommendation:** *Request the SHRD to review of the administrative error criteria to ensure that all legal requirements are met in the most efficient method possible.*

**Recommendation:** *Exempt higher education institutions from the reporting requirements of 1-1-810 (Annual accountability reports by agencies and departments of state government).*

**Recommendation:** *Allow each institution's governing board to be final approval step when implementing a Voluntary Separation Plan (VSP) or a Retirement Incentive Plan (RIP), with*

***SHRD providing consulting assistance as requested and making plans subject to audit by SHRD.***

***Recommendation: Review the current processes for approving and documenting dual employment and update the regulations governing summer and overload pay to provide greater simplicity and administrative efficiency.***

***Recommendation: Allow College and University Presidents to excuse missed work time in the case of closure of the institution in an emergency situation.***

***Recommendation: Request that online organizational charts on the web pages of each institution be recognized as fulfilling statutory reporting requirements and determine how reporting data into a statewide data system will impact various other mandated reporting requirements.***

# APPENDICES

**Appendix A**

**SC Higher Education Efficiency and Administrative Policies Act of 2011**

**SOUTH CAROLINA HIGHER EDUCATION EFFICIENCY AND ADMINISTRATIVE  
POLICIES ACT OF 2011**

**Part III  
Human Resources**

SECTION 3. The Budget and Control Board's State Office of Human Resources shall participate with five representatives selected by the respective presidents of the public institutions of higher learning and technical colleges to represent all of the public institutions of higher learning and technical colleges to study, develop, and recommend a separate, comprehensive human resources system for the public institutions of higher learning and technical colleges. The recommendation shall include, but not be limited to, prescription of a methodology to establish a uniform compensation and classification plan among the public institutions of higher learning and technical colleges. The recommendations must provide for necessary accountability to the Budget and Control Board, including a process for reporting human resources data. The recommendation must be submitted to the State Budget and Control Board for its review no later than July 1, 2012, and shall not be implemented until approved by the Budget and Control Board pursuant to Section 8-11-230.

## Appendix B

### Guiding Principles

Under the authority granted by the South Carolina Higher Education Efficiency and Administrative Policies Act of 2011, a committee “representing all of the public institutions of higher learning and technical colleges” has been working to study and develop recommendations for “a separate, comprehensive human resources system” for all Higher Education institutions in SC. As a basic premise, this proposed restructuring is not a wholesale replacement of the current human resources program or system used for the State of South Carolina, but rather a process of modifying and amending existing “systems” to better meet the needs of the Higher Education community. The end result will be a new, comprehensive HR system that allows SC public institutions to better operate and compete in the Higher Education environment. The guiding principles adopted by this committee to guide and shape this reform are outlined below.

In summary, we seek a system that will be:

- Efficient , flexible, and transparent
- Internally equitable and externally competitive
- Self-governing and sustainable
- Responsive to market changes and individual institutions’ needs

To elaborate, the following principles will shape the details of our recommendations:

- Efficiency - The proposed reforms seek to streamline and simplify current policies, processes, and procedures while increasing administrative and operational efficiency and effectiveness.
- Flexibility - The new system will allow institutions to be responsive to rapidly changing markets at the national, regional, and local levels and to be innovative in addressing the diverse needs of Higher Education institutions.
- Transparency – As public institutions, we appreciate our need for public accountability and will recommend systems that provide appropriate accountability to the general public, the General Assembly, and the Budget and Control Board.
- Internal equity and external competitiveness – The updated classification and compensation system will better meet the needs of the higher education community, allowing us to recognize the need for positions and skills that make up a diverse academically-focused workforce.
- Self-governing and sustainable – The proposed reforms recommend that higher education institutions share responsibility for overseeing the on-going administration of

the system. This will require us to work collaboratively as a Higher Education community, providing mutual accountability and oversight to ensure sound HR practices and appropriate accountability to central state government.

- Responsive to market changes and individual institutions' needs – The unique market of higher education can change rapidly, and each institution can have unique needs based on differences in location, size, and mission. The proposed reforms will help us attract and retain employees in a highly competitive market and develop individual HR strategies that will help each institution fulfill its particular mission. We will do this through continued research of human resources best practices among our peers and appropriate oversight by our governing committee.

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**Appendix C**

**Summary of Approach to Reforms**

Components of a Comprehensive HR System	Current SC Equivalent	Recommended Approach
Method for evaluating and pricing jobs	Uniform Classification and Compensation Plan	<p>Maintain the "classification method" of job evaluation for evaluating jobs and the ten band salary schedule for pricing jobs.</p> <p>Add higher education-specific job classes and eliminate job classes used by other state agencies but not needed for higher education</p> <p>Update the salary schedule to reflect the market in which higher education institutions compete for talent.</p>
Rules and regulations to govern recruiting, hiring, movement, compensation, and separation	State Human Resources Regulations	<p>Recommend a separate set of regulations to govern the recruitment, hiring, movement, compensation, and separation of college and university employees. Many of these regulations will place ultimate authority for classification and compensation activities at the individual institution level.</p> <p>Many regulations will be consistent with those governing the rest of state government, but others will address the specific needs of higher education institutions</p>
System(s) for recording employee and position information	State's HRIS/SCEIS	Recommend that higher education institutions maintain their current separate systems for managing employee and position data, and report agreed-upon information (content and format) to the State Office of Human Resources on a regular basis.
Policies	Five OHR-approved Human Resources Policies and agency-specific policies	<p>Review the five mandatory policies for higher education-specific changes that might be needed (EPMS, Progressive Discipline, RIF, Grievance, Overtime)</p> <p>Continue to allow agencies to develop other policies that meet their needs</p>
Applicable state and federal laws	Specific budget provisos and state statutes, along with applicable federal laws	<p>Recommend changes to specific budget provisos or state statutes as needed</p> <p>Pursue proviso and statutory changes as a package in 2013 legislative session</p>
Executive compensation	Agency Head Salary Commission	No changes recommended
Benefits programs	State's EIP program and Retirement Systems	No changes recommended
Training and development programs	OHR and agency-specific training programs	No changes recommended

## Appendix D

## Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
AA20	Clerical Specialist	01
AA25	Administrative Specialist I	02
AA50	Administrative Specialist II	03
AA75	Administrative Assistant	04
AA80	Sales Associate	03
AA85	Sales Representative	04
AB10	Postal Specialist I (NEW TITLE)	02
AB20	Postal Specialist II (NEW TITLE)	03
AB30	Postal Center Director I	04
AB40	Postal Center Director II	05
AC01	Supply Specialist I	01
AC03	Supply Specialist II	02
AC05	Supply Specialist III	03
AC07	Supply Manager I	04
AC09	Supply Manager II	05
AC10	Procurement Specialist I	04
AC20	Procurement Specialist II	05
AC30	Procurement Manager I	06
AC40	Procurement Manager II	07
AC50	Procurement Director I (NEW TITLE)	08
AD01	Fiscal Technician I	03
AD03	Fiscal Technician II	04
AD05	Auditor I	03
AD08	Auditor II	04
AD10	Auditor III	05
AD12	Auditor IV	06
AD15	Audits Manager I	07
AD18	Audits Manager II	08
AD20	Accountant/Fiscal Analyst I	04
AD22	Accountant/Fiscal Analyst II	05
AD25	Accountant/Fiscal Analyst III	06
AD28	Accounting/Fiscal Manager I	07
AD30	Accounting/Fiscal Manager II	08
AD32	Accounting/Fiscal Manager III	09
AD40	Insurance Claims Examiner I	03
AD43	Insurance Claims Examiner II	04
AD58	Economic Development Manager I	05
AD60	Economic Development Manager II	06
AD63	Economic Development Manager III	07

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Current/Proposed Class Code	Proposed Class Title	Band
AD64	Economic Development Department Manager	08
AD70	Economist	07
AE10	Attorney I	05
AE20	Attorney II	06
AE30	Attorney III	07
AE40	Attorney IV	08
AE50	Attorney V	09
AE60	Attorney VI	10
AG05	Human Resources Specialist	04
AG10	Human Resources Manager I	05
AG15	Human Resources Manager II	06
AG20	Human Resources Director I	07
AG25	Human Resources Director II	08
AG28	Human Resources Director III	09
AG30	Instructor/Training Coordinator I	04
AG35	Instructor/Training Coordinator II	05
AG40	Training and Development Director I	06
AG45	Training and Development Director II	07
AG50	Benefits Counselor I	04
AG55	Benefits Counselor II	05
AG60	Benefits Manager	06
AH10	Administrative Coordinator I	05
AH15	Administrative Coordinator II	06
AH20	Administrative Manager I	07
AH25	Administrative Manager II	08
AH30	Program Assistant	04
AH35	Program Coordinator I	05
AH40	Program Coordinator II	06
AH42	Senior Consultant	07
AH45	Program Manager I	07
AH50	Program Manager II	08
AH55	Program Manager III	09
AI10	Executive Assistant I	06
AI20	Executive Assistant II	07
AI30	Executive Assistant III	08
AJ14	Agency Chief Information Officer	09
AJ20	Systems Support Technician	05
AJ55	EDP Production Services Supervisor I	04
AJ58	EDP Production Services Supervisor II	05

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## Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
AK03	Project Coordinator	06
AK04	Project Manager I	07
AK05	Project Manager II	08
AK06	Director of Project Management	09
BA10	Communications Specialist I	02
BA20	Communications Specialist II	03
BA30	Communications Specialist III	04
BA40	Communications Coordinator	05
BA45	Communications Technician	05
BA50	Communications Manager	06
BA55	FTS Technician I	03
BA60	FTS Technician II	04
BA65	FTS Technician III	05
BA70	FTS Manager I	06
BA75	FTS Manager II	07
BB10	Statistical and Research Analyst I	03
BB20	Statistical and Research Analyst II	04
BB30	Statistical and Research Analyst III	05
BB40	Research and Planning Administrator	06
BB50	Planning and Research Director I (NEW TITLE)	07
BB53	Statistician I	04
BB55	Statistician II	05
BB57	Statistician III	06
BC10	Public Information Specialist	04
BC20	Public Information Coordinator	05
BC30	Public Information Director I	06
BC40	Public Information Director II	07
BC50	Director of Information Services	08
BD10	Printing Equipment Operator I	02
BD20	Printing Equipment Operator II	03
BD30	Printing Manager I	04
BD40	Printing Manager II	05
BD50	Printing Manager III	06
BE10	Grants Coordinator I	04
BE20	Grants Coordinator II	05
BE30	Grants Administrator I	06
BE40	Grants Administrator II	07
BG10	Graphics Manager I	05
BG13	Graphics Manager II	06

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Current/Proposed Class Code	Proposed Class Title	Band
BG20	Graphic Artist I	03
BG30	Graphic Artist II	04
BG40	Media Resources Technician	02
BG50	Media Resources Specialist I	03
BG60	Media Resources Specialist II	04
BG70	Media Resources Consultant	05
BH10	Records Analyst I	03
BH30	Records Analyst II	04
BH40	Records Analyst III	05
CA10	Curriculum Coordinator I	05
CA20	Curriculum Coordinator II	06
CA30	Educational Specialist	04
CB05	Education Associate	07
CB10	Teacher	05
CB30	Teacher Assistant	02
CB35	Associate Teacher/Center Director	03
CB40	Care Center Coordinator	04
CB45	Dean of Students/Principal	06
CB50	Interpreter I	03
CB55	Interpreter II	04
CB60	Interpreter III	05
CB65	Student Services Program Coordinator I	04
CB70	Student Services Program Coordinator II	05
CB75	Student Services Manager I	06
CB80	Student Services Manager II	07
CB85	Student Services Manager III	08
CC10	Alumni/Development Coordinator I	04
CC20	Alumni/Development Coordinator II	05
CC30	Alumni/Dev Manager I	06
CC40	Alumni/Development Manager II	07
CD10	Library Technical Assistant	03
CD20	Library Specialist I (NEW TITLE)	04
CD30	Library Specialist II (NEW TITLE)	05
CD40	Library Manager (NEW TITLE)	06
CE02	Archaeological Assistant	03
CE05	Archaeologist I	04
CE10	Archaeologist II	05
CE15	Curator I	04
CE20	Curator II	05

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## Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
CE30	Archivist I	02
CE40	Archivist II	03
CE50	Archivist III	04
CE60	Archivist IV	05
CE70	Archival Supervisor	06
CE80	Arts Coordinator I	05
CE90	Arts Coordinator II	06
CG05	Production Assistant I	02
CG10	Production Assistant II	03
CG15	Production Manager I	04
CG20	Production Manager II	05
CG25	Production Manager III	06
CG30	Production Manager IV	07
CG35	Broadcast/Engineer Maintenance Technician I	03
CG40	Broadcast/Engineering Maintenance Technician II	04
CG45	Broadcast/Engineering Maintenance Technician III	05
CG50	Broadcast/Engineering Maintenance Technician IV	06
EA10	Licensed Practical Nurse	03
EA15	Licensed Practical Nurse II	04
EA20	Registered Nurse I	05
EA30	Registered Nurse II	06
EA40	Nurse Practitioner I	05
EA50	Nurse Practitioner II	06
EA60	Nurse Practitioner III	07
EA65	Nurse Practitioner IV	08
EA70	Nurse Administrator/Manager I	06
EA80	Nurse Administrator/Manager II	07
EA90	Nurse Administrator/Manager III	08
EB05	Physical Therapist Assistant I	04
EB07	Physical Therapist Assistant II	05
EB08	Occupational Therapy Assistant	04
EB10	Occupational Therapist I	06
EB12	Occupational Therapist II	07
EB15	Physical Therapist	07
EB20	Physical Therapy Chief	08
EB25	Pharmacist	07
EB30	Clinical Pharmacist	08
EB35	Physician's Assistant	07
EB40	Physician I	09

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Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
EB50	Physician II	10
EB51	Psychiatric Resident	06
EB52	Dentist	09
EB55	Speech and Hearing Assistant	03
EB60	Speech and Hearing Therapist I	04
EB65	Speech and Hearing Therapist II	05
EB85	Radiation Therapy Technologist I	06
EB90	Radiation Therapy Technologist II	07
EB95	Health Educator I	04
EB96	Health Educator II	05
EB97	Health Educator III	06
EC05	Medical Assistant	01
EC10	Medical Assistant Technician I	02
EC15	Medical Assistant Technician II	03
EC20	Technical Medical Associate I	04
EC25	Technical Medical Associate II	05
EC30	Technical Medical Associate III	06
EC35	Hair Care Specialist	02
EC40	Recreation Specialist I	01
EC45	Recreation Specialist II	03
EC50	Recreation Specialist III	04
ED03	Microbiologist I	05
ED05	Microbiologist II	06
ED07	Microbiologist III	07
ED10	Chemist I	05
ED12	Chemist II	06
ED15	Chemist III	07
ED17	Laboratory Aide	01
ED18	Laboratory Assistant	02
ED20	Laboratory Specialist I	03
ED25	Laboratory Specialist II	04
ED30	Laboratory Specialist III	05
ED35	Laboratory Technologist I	04
ED40	Laboratory Technologist II	05
ED45	Laboratory Technologist III	06
ED50	Laboratory Technologist IV	07
ED55	Research Specialist I	04
ED60	Research Specialist II	05
ED65	Research Specialist III	06

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Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
GA10	Human Services Assistant I	01
GA20	Human Services Assistant II	02
GA30	Human Services Specialist I	03
GA40	Human Services Specialist II	04
GA50	Human Services Coordinator I	05
GA60	Human Services Coordinator II	06
GA70	Human Services Coordinator III	07
GA80	Chief Psychologist	07
GB55	Social Worker I	03
GB60	Social Worker II	04
GB65	Social Worker III	05
GB70	Social Worker Director	06
GC10	Chaplain I	04
GC20	Chaplain II	05
GC30	Chaplain III	06
HA15	Digitizer I	03
HA20	Digitizer II	04
HA25	GIS Analyst	05
HA30	GIS Manager I	06
HA35	GIS Manager II	07
HB40	State Planner I	03
HB50	State Planner II	04
HB60	State Planner III	05
HB70	State Planner IV	06
HC30	Campus Developer	07
HD05	Electronics Technician I	03
HD10	Electronics Technician II	04
HD15	Drafter I	03
HD20	Drafter II	04
HD30	Drafter III	05
HD35	Engineering/Geodetic Technician I	02
HD40	Assistant Geodetic Technician	03
HD45	Associate Geodetic Technician	04
HD50	Senior Geodetic Technician	05
HD55	Chief Geodetic Technician	06
HD60	Engineer/Associate Engineer I	05
HD65	Engineer/Associate Engineer II	06
HD70	Engineer/Associate Engineer III	07
HD75	Engineer/Associate Engineer IV	08

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Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
HD80	Director of Engineering	09
HD83	Associate Architect	05
HD85	Architect/Design Engineer	06
JA05	Investigator I	03
JA10	Investigator II	04
JA15	Investigator III	05
JA20	Investigator IV	06
JA25	Investigator V	07
JA60	Criminalist I	05
JA65	Criminalist II	06
JA70	Senior Criminalist	07
JA75	Inspector I	03
JA80	Inspector II	04
JA85	Inspector III	05
JB10	OSHA Officer I	04
JB20	OSHA Officer II	05
JB30	OSHA Officer III	06
JB40	Environmental Health Manager I	05
JB50	Environmental Health Manager II	06
JB60	Environmental Health Manager III	07
JC10	Law Enforcement Officer I	04
JC20	Law Enforcement Officer II	05
JC30	Law Enforcement Officer III	06
JC40	Law Enforcement Officer IV	07
JC50	Law Enforcement Officer V	08
JC60	Fire Safety Officer I	03
JC70	Fire Safety Officer II	04
JC80	Fire Safety Officer III	05
JD05	Security Specialist I	01
JD10	Security Specialist II	02
JD15	Security Specialist III	03
JE10	EP Coordinator I	05
JE20	EP Coordinator II	06
KA05	Building/Grounds Specialist I	01
KA10	Building/Grounds Specialist II	02
KA15	Building/Grounds Specialist III	03
KA20	Building/Grounds Supervisor I	04
KA25	Building/Grounds Supervisor II	05
KA30	Building/Grounds Manager	06

## Appendix D

## Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
KA40	Laundry Worker I	01
KA45	Laundry Worker II	02
KA50	Laundry Worker III	03
KA55	Laundry Manager	04
KA60	Director of Laundry Services	05
KB05	Food Service Specialist I	01
KB10	Food Service Specialist II	02
KB15	Food Service Specialist III	03
KB20	Food Service Specialist IV	04
KB25	Food Service Specialist V	05
KB30	Food Service Specialist VI	06
KB35	Nutritionist I	03
KB40	Nutritionist II	04
KB45	Nutritionist III	05
KB50	Nutritionist IV	06
KB55	Dietitian Director/Consultant	07
KC10	Trades Specialist I	01
KC20	Trades Specialist II	02
KC30	Trades Specialist III	03
KC40	Trades Specialist IV	04
KC50	Trades Specialist V	05
KC60	Trades Manager	06
KD05	Mechanic I	02
KD10	Mechanic II	03
KD15	Mechanic III	04
KD20	Pilot I	05
KD25	Pilot II	06
KD30	Chief Pilot	07
KD35	Equipment Operator I	01
KD40	Equipment Operator II	02
KD45	Equipment Operator III	03
KD50	Vehicle Maintenance Supervisor	04
KD55	Watercraft Captain I	05
KD60	Watercraft Captain II	06
LA05	Agricultural Aide	01
LA10	Agricultural/Animal Assistant I	02
LA15	Agricultural/Animal Assistant II	03
LA20	Agricultural/Animal Associate I	04
LA25	Agricultural/Animal Associate II	05

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Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
LA30	Volunteer Coordinator I	02
LA35	Volunteer Coordinator II	03
LA70	Field Specialist I	03
LA75	Field Specialist II	04
LA80	Field Specialist Supervisor	05
LA85	Livestock Control Officer I	04
LA90	Livestock Control Officer II	05
LA95	Farm Foreman I	03
LA97	Farm Foreman II	04
LB10	Park Technician	02
LB20	Park Ranger	03
LB25	Senior Park Ranger	04
LB30	Park Manager I	04
LB40	Park Manager II	05
LB50	Park Manager III	06
LC05	Geologic Technician	04
LC10	Geologist/Hydrologist I	05
LC20	Geologist/Hydrologist II	06
LC30	Geologist/Hydrologist III	07
LD10	Forestry Warden I	02
LD20	Forestry Technician I	03
LD30	Forestry Technician II	04
LD40	Forestry Technician III	05
LD50	Forester I	04
LD60	Forester II	05
LD70	Forester Supervisor I	06
LD80	Forester Supervisor II	07
LE10	Veterinarian	07
LE20	Veterinarian Specialist	08
LE50	Wildlife Biologist I	04
LE60	Wildlife Biologist II	05
LE70	Wildlife Biologist III	06
LE80	Wildlife Biologist IV	07
LE85	Natural Resource Technician I	01
LE90	Natural Resource Technician II	03
LE95	Natural Resource Technician III	04
LE97	Natural Resource Technician IV	05
AC60	Procurement Director II	09
AD19	Audits Director	09

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## Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
AD80	Financial Aid Coordinator I	04
AD82	Financial Aid Coordinator II	05
AD85	Financial Aid Manager I	06
AD87	Financial Aid Manager II	07
AD90	Financial Aid Director	08
AD92	Financial Aid Technical Services Coordinator	05
AH27	Administrative Manager III	09
AJ50	Business Development Manager I	07
AJ60	Business Development Manager II	08
AL20	Information Technology Analyst I	05
AL23	Information Technology Analyst II	06
AL25	Information Technology Analyst III	07
AL27	Information Technology Analyst Senior	08
AL30	Information Technology Architect I	07
AL33	Information Technology Architect II	08
AL35	Information Technology Architect III	09
AL40	Information Technology Consultant I	05
AL43	Information Technology Consultant II	06
AL45	Information Technology Consultant III	07
AL47	Information Technology Consultant Senior	08
AL50	Information Technology Engineer I	06
AL53	Information Technology Engineer II	07
AL55	Information Technology Engineer III	08
AL57	Information Technology Engineer IV	09
AL60	Information Technology Manager I	07
AL63	Information Technology Manager II	08
AL65	Information Technology Manager III	09
AL67	Information Technology Manager IV	10
AL70	Information Technology Programmer I	04
AL72	Information Technology Programmer II	05
AL73	Information Technology Programmer III	06
AL75	Information Technology Programmer IV	07
AL77	Information Technology Programmer V	08
AL79	Information Technology Programmer VI	09
AL80	Information Technology Specialist I	03
AL82	Information Technology Specialist II	04
AL83	Information Technology Specialist III	05
AL85	Information Technology Specialist IV	06
AL87	Information Technology Specialist V	07

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Proposed Job Classes - Higher Education Classification and Compensation Plan

Current/Proposed Class Code	Proposed Class Title	Band
AL89	Information Technology Specialist Senior	08
AL90	Information Technology Technician I	04
AL92	Information Technology Technician II	05
AL93	Information Technology Technician III	06
AL95	Information Technology Technician Senior	07
BB51	Planning and Research Director II	08
BE50	Grants Administrator III	08
BE60	Grants Administrator IV	09
CA25	Curriculum Manager I	07
CC50	Development Officer I	07
CC60	Development Officer II	08
CC70	Development Officer III	09
EA35	Registered Nurse III	07
EB37	Physician's Assistant II	08
EB70	Clinical Counselor	06
ED70	Research Laboratory Manager	07
JB70	Environmental Health Manager IV	08
JD30	Parking Attendent	03

TOTAL: 447

## Appendix D

## Proposed Unclassified Titles - Higher Education Classification and Compensation Plan

UNCLASSIFIED CODES	UNCLASSIFIED TITLES
hUA01	AGENCY HEAD
hUA10	PRESIDENT-TECH
hUA18	CHANCELLOR
hUA19	VICE CHANCELLOR
hUB03	NON CERTIFIED TEACHER
hUB26	PSYCHIATRIST
hUC03	SENIOR VICE PRESIDENT
hUC04	VICE PRESIDENT
hUC61	ASSOCIATE VICE PRESIDENT
hUC63	ASSISTANT VICE PRESIDENT
hUD03	PROVOST
hUD05	VICE PROVOST
hUD07	ASSOCIATE PROVOST
hUD09	DEAN
hUD11	ASSOCIATE DEAN
hUD13	ASSISTANT DEAN
hUD14	DEPARTMENT CHAIR/HEAD
hUE01	COMMANDANT OF CADETS
hUE03	ACADEMIC PROGRAM DIRECTOR
hUE04	ASSOC ACADEMIC PROG DIRECTOR
hUE05	ASST ACADEMIC PROG DIRECTOR
hUE06	DIRECTOR/ADJUNCT FACULTY
hUE07	ACADEMIC PROGRAM MANAGER
hUG70	INSTRUCTOR
hUG71	SENIOR INSTRUCTOR
hUG72	LECTURER
hUG74	ASSISTANT PROFESSOR
hUG75	ASSOCIATE PROFESSOR
hUG76	PROFESSOR
hUG77	CLINICAL ASSOCIATE
hUG79	CLINICAL INSTRUCTOR
hUG80	CLINICAL ASSISTANT PROFESSOR
hUG81	CLINICAL ASSOCIATE PROFESSOR
hUG82	CLINICAL PROFESSOR
hUG83	RESEARCH ASSOCIATE
hUG84	RESEARCH ASSISTANT PROFESSOR
hUG85	RESEARCH ASSOCIATE PROFESSOR
hUG86	RESEARCH PROFESSOR
hUG87	VISITING INSTRUCTOR
hUG88	VISITING ASSISTANT PROFESSOR

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Proposed Unclassified Titles - Higher Education Classification and Compensation Plan

UNCLASSIFIED CODES	UNCLASSIFIED TITLES
hUG89	VISITING ASSOCIATE PROFESSOR
hUG90	VISITING PROFESSOR
hUG91	ADJUNCT PROFESSOR
hUG93	ALUMNI PROFESSOR
hUG95	NAMED PROFESSOR
hUG97	ENDOWED CHAIR
hUG99	RESEARCH INSTRUCTOR
hUH01	LIBRARIAN
hUH06	HEAD LIBRARIAN
hUH07	DIRECTOR OF LIBRARY
hUH09	MASTER TEACHER
hUH11	ATHLETICS DIRECTOR
hUH14	ATHLETICS COACH
hUH16	ATHLETICS ADMINISTRATOR
hUK03	ASSISTANT SCIENTIST
hUK05	ASSOCIATE SCIENTIST
hUK07	SCIENTIST
hUK09	SENIOR SCIENTIST
hUK41	EXTENSION ASSOCIATE
hUK43	EXTENSION AGENT-ASSISTANT
hUK45	EXTENSION AGENT-ASSOCIATE
hUK47	EXTENSION AGENT
hUK49	SENIOR EXTENSION AGENT
hUK51	EXTENSION DIRECTOR-ASSISTANT
hUK53	EXTENSION DIRECTOR-ASSOCIATE
hUK55	EXTENSION DIRECTOR
hUK57	SENIOR EXTENSION DIRECTOR
hUK59	DIRECTOR RESEARCH & EXTENSION
hUK61	RESIDENT/INTERN
hUK63	POST DOCTORAL FELLOW
NEW CODE TO BE CREATED	Adjunct Faculty
NEW CODE TO BE CREATED	Teaching Associate
NEW CODE TO BE CREATED	Administrator
NEW CODE TO BE CREATED	Director
NEW CODE TO BE CREATED	Registrar
NEW CODE TO BE CREATED	College/University Attorney
NEW CODE TO BE CREATED	Senior Vice Chancellor
NEW CODE TO BE CREATED	Assistant Coach
NEW CODE TO BE CREATED	Athletic Trainer
NEW CODE TO BE CREATED	Chief Development Officer

**Appendix D**

**Proposed Unclassified Titles - Higher Education Classification and Compensation Plan**

<b>UNCLASSIFIED CODES</b>	<b>UNCLASSIFIED TITLES</b>
NEW CODE TO BE CREATED	Development Officer
NEW CODE TO BE CREATED	Master Teacher II
NEW CODE TO BE CREATED	Professor of Practice
NEW CODE TO BE CREATED	Senior Lecturer
NEW CODE TO BE CREATED	Assistant Department Chair/Head
NEW CODE TO BE CREATED	Clinical Lecturer
NEW CODE TO BE CREATED	Clinical Senior Lecturer
NEW CODE TO BE CREATED	Department Chair/Assistant Professor
NEW CODE TO BE CREATED	Department Chair/Associate Professor
NEW CODE TO BE CREATED	Department Chair/Professor
NEW CODE TO BE CREATED	Senior Research Associate
NEW CODE TO BE CREATED	Senior Teaching Associate
NEW CODE TO BE CREATED	Visiting Faculty
NEW CODE TO BE CREATED	Affiliate Librarian
NEW CODE TO BE CREATED	Assistant Librarian
NEW CODE TO BE CREATED	Associate Librarian
NEW CODE TO BE CREATED	Physician
NEW CODE TO BE CREATED	Physician Asst/ Nurse Practitioner
NEW CODE TO BE CREATED	Veterinarian
NEW CODE TO BE CREATED	Pharmacist

**TOTAL 100**

## Appendix E

### Proposed Process – SCEIS Implementation

The scope of this plan is to clarify plan for meeting all data reporting requirements to the Budget and Control Board while transitioning away from HRIS and eliminating the dual-keying requirement.

Transition plan should be completed by December 31, 2013.

1. Project contact from SCEIS, SHRD, and higher education
  - a. Cassandra Alston (SCEIS), Michelle Piekutowski (Clemson), TBD (SHRD)
2. The file layout for periodic reporting of data to SCEIS
  - a. Field requirements by SHRD in SAP for higher education
  - b. FTP secure transmission
  - c. Institutional requirements for IT support
  - d. Required reports by SHRD and needed reports by higher education
    - i. Small higher education committee (USC, Coastal Carolina, College of Charleston, Clemson)
3. Data transmission frequency and methodology, including error reports
  - a. SCEIS group recommend nightly inbound transmission to SAP
  - b. No outbound transmissions other than error reports
4. Testing plan to ensure accuracy of the process, including pilot University
  - a. Identify Requirements:
    - i. Hardware and file requirements
      1. Different systems used at each institution
  - b. Field mapping requirements
  - c. Institutional level technical and functional support person(s)
5. Develop file
  - a. Clemson will serve as a pilot group to develop the first file transfer
    - i. Final field mapping and file transfer developed between Clemson and SCEIS, in collaboration with SHRD
6. Test file transfer into SCEIS
  - a. Initial test will be from PeopleSoft (Clemson's HRIS)
  - b. Test, identify problems, retest
7. Once test is successful:
  - a. Clemson serves as a pilot for 4-6 weeks to continue testing
  - b. Other institutions finalize field mappings and prepare for testing to begin
  - c. Testing begins for all other institutions

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Recommendations for Creation of a Comprehensive Human Resources System for Higher Education

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- i. SCEIS, in collaboration with SHRD and higher education will develop rollout plan for institutions
  - ii. SCEIS and each IT contact from each institution work together to test
8. Detailed proposal regarding licensing requirements and costs, training, and ongoing delivery needs.
9. Detailed proposal regarding licensing issues and training to be provided based on how the system will be used.
  - a. Licenses and Training:
    - i. SAP licenses, Business Objects licenses, any other licenses
    - ii. SAP, Business Objects, Inbound transfer process, any other applicable training

**Appendix F**

**Membership of Six Member Committee**

Dr. David DeCenzo, Co-Chairman  
President, Coastal Carolina University

Dr. Fred Carter, Co-Chairman  
President, Francis Marion University

Michelle Piekutowski, Chief Human Resources Officer  
Clemson University

Susan Carullo, Director of Human Resources  
Medical University of South Carolina

Susan Jones, Associate VP Human Resources  
Greenville Technical College

Chris Byrd, Vice President for Human Resources  
University of South Carolina

**Appendix G**

**Membership of Classification and Compensation Subcommittee**

Michelle Piekutowski, Chief Human Resources Officer  
Clemson University

Chris Byrd, Vice President of Human Resources  
University of South Carolina

Susan Carullo, Director of Human Resources  
Medical University of South Carolina

Susan Jones, Associate VP Human Resources  
Greenville Technical College

Lisa Cowart, Associate Vice President Human Resources  
Winthrop University

Kim Sherfese, Director of Compensation and Operations  
Coastal Carolina University

Leah Schonfeld, Deputy Director of Human Resource  
The Citadel

Dee Cole, Associate Director of HR  
College of Charleston

Charlene Wages, Vice President for Administration  
Francis Marion University

Connie Thompson  
University of South Carolina