

PROCEDURE MANUAL

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Section:	Human Resources	Subject: Salary Administration for Employees

PURPOSE

This procedure outlines the guidelines for administering employee salaries across the college, ensuring all employees are paid fairly and consistently based on established salary schedules.

PROCEDURE

1. The President of the College establishes the basis for salaries subject to final approval by the District Governing Board. The following has been developed to provide guidelines for administration of salaries.
2. Faculty
 - 2.1 Faculty Salary Schedules
 - 2.1.1 The Full-Time Faculty Salary Schedule will be in alignment with faculty minimum qualifications. The current faculty salary schedule is on file in the Human Resources Department and is available on the website. It remains in effect until changed by the District Governing Board.
 - 2.1.2 Part-time faculty (Adjunct) are paid according to the Adjunct Faculty Salary Schedule.
 - 2.2 New Hires
 - 2.2.1 New hires are allowed an increase to the base of 1% for each year of directly related teaching experience (for academic areas) and/or 1% for each year of directly related occupational experience (for vocational areas). The total experience factor may not exceed 6%.
 - 2.2.2 Part-time faculty (Adjunct) will be paid according to the Adjunct Salary Schedule, per equated load hour and must meet the minimum course enrollment requirements.
 - 2.2.3 Faculty/Coaches; Faculty that also coach an athletic program for the College will be paid a 9-month salary plus 20% of the Masters rate. The salary is for 10 months work, and the faculty/coach will be required to teach a set number of credits per semester.
 - 2.2.4 The President or the Chief Human Resources Officer may approve increases beyond 6% for high need or hard to fill positions.

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3. Professional/Administrative and Classified

3.1 Professional/Administrative and Classified Salary Schedules

- 3.1.1 Salary Grade: The salary schedules consist of a series of salary grades which progress in an orderly alignment from the lowest to the highest grade.
- 3.1.2 Salary range: Each grade level is identified with a salary range consisting of a minimum salary and a maximum salary.
- 3.1.3 The starting salary for new employees is dependent upon the individual's qualifications. When the individual meets the minimal requirements for the position, the minimum starting salary will be used.
- 3.1.4 Experience Factor for Professional/Administrative Employees
An experience factor for directly related experience will be added to the minimum starting salary. It will not exceed 6 years of directly related experience beyond the minimum experience. The experience factor will be computed at 1% per year of experience, not to exceed 6%.
- 3.1.5 Experience Factor of Classified Employees
An experience factor for directly related experience will be added to the minimum starting wage. It will not exceed 6 years of directly related experience beyond the minimum experience. The experience factor will be computed at 1% per year of experience, not to exceed 6%.
- 3.1.6 Part-Time Salary Schedules represent 70% of the wage for the corresponding full-time position or minimum wage whichever is higher. A part-time position may be paid at a higher rate based on a market study. There is no experience factor for part-time positions.

4. Exception for Full-Time Employees with Less Than One Year Break in Service

- 4.1 Employees returning to the same position after a break in service of less than one year may be considered to return to the same salary documented at the last date of employment. Salary placement is not guaranteed and may be subject to salary placement guidelines described in points 2 or 3.

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- 4.2 Employees returning to the same position after a break in service greater than one year will be subject to the salary placement guidelines described in points 2 or 3.
- 4.3 Part-time employment with the College in any capacity (defined as anything less than full-time) following a break in service will be subject to salary structure and compensation level for the position hired.
- 4.4 A break in service is defined as any separation from employment, including resignation, and retirement.
5. Annual Salary Increases
 - 5.1 Annual salary increases may be considered and determined from fiscal year to fiscal year. Annual salary increases are subject to District Governing Board approval.
 - 5.2 Individuals whose date of hire is on or after April 1 will not be eligible for an annual salary increase approved to start effective the fiscal year immediately following the date of hire.
6. Movement within a Salary Grade
 - 6.1 An employee will not be moved to a different position within the salary grade until the position has been described, evaluated, classified and approved by the President.
 - 6.2 When moved within the salary grade, an employee will not receive an adjustment in salary unless experience factors or market conditions apply and is approved by the President.
7. Movement to a Higher Salary Grade
 - 7.1 A full-time employee will not be moved to a different position in a higher salary grade until the position has been described, evaluated, classified and approved by the President.
 - 7.2 When moved to a higher salary grade by appointment, reclassification, reorganization, or transfer, an employee's salary will be determined by treating the employee as a new hire and giving credit for experience, giving the employee the minimum of the new pay grade, or giving up to a 5% increase, whichever is higher.

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7.3 Employees temporarily moved to a position with a higher pay grade to fill a position on an acting or interim basis will receive the minimum pay aligned with the salary structure and compensation level or a 5% increase, whichever is higher, and for a temporary period of time until the position is filled.

8. Movement to a Lower Salary Grade

- 8.1 An employee will not be moved to a position at a lower salary grade until the position has been described, evaluated, classified and approved by the President.
- 8.2 The employee's current salary will be reduced and aligned with the updated position's salary structure and compensation level.
- 8.3 Employees who apply for and accept positions at a lower salary grade will be moved into that position's salary structure and compensation level.
- 8.4 The President may override and approve a higher salary for individuals moving to a lower salary grade.

9. Position Changes or Adjustments to Institutional Band and Grade Classification or Salary Restructuring

- 9.1 The President will approve the method used in applying position changes resulting in title or classification change. Documentation of the change used will become part of the employee's file.
- 9.2 The President may override and independently approve or disallow position changes.
- 9.3 Institutional updates to salary band and grade or salary structure re-classification may not result in an adjustment of pay.

10. Grants

- 10.1 All Grant funded employees will be paid at a rate of pay based on the equivalent full-time employees' rate, including an annual increase if approved by the District Governing Board.
- 10.2 Exceptions to this may be made based on Grant funding language.

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10.3 Termination of employment can be based on Grant funding availability. A Grant funded employee may be released at any time.

10.4 Refer to Procedure 402.6 for additional information.

11. Salary Adjustments

11.1 Salary adjustments may be considered to address inconsistencies or other compensation-related concerns. All such requests should be channeled through the appropriate Cabinet Member for referral to Human Resources for review.

12. Market Impacted Positions

12.1 Occasionally, there may be positions that, due to unique market circumstances, demand compensation outside of the established salary schedule in order to attract and retain qualified candidates. In these instances, the Human Resources Department may conduct a market study to determine whether or not the position's salary warrants adjustment based upon market conditions.

12.2 A market study may be initiated for a given position if the Human Resources Department encounters a difficult time attracting a pool of qualified applicants for a vacant position or, in the case of an incumbent, at the request of the President or Vice President.

13. Commission Bonus or Incentive

13.1 Arizona Western College bans the use of commissions, bonuses, or other incentive payment programs given to employees or contractors for the purpose of securing enrollments of Service members.