



**The Mico University College**  
DO IT WITH THY MIGHT

# COMPENSATION POLICY

EFFECTIVE: SEPT. 2017

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## The Mico University College

## COMPENSATION POLICY

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<b>DRAFT</b>	

**CHANGE HISTORY**

<b>DATE OF CHANGE</b>	<b>NATURE OF CHANGE</b>	<b>REVIEWER(S)</b>
June 2017	Original policy drafted.	HR Internal Committee
Sept 2019	Minor corrections to text; new policy template applied.	R. Wright

*For more information about policy development, consult the Policy Formulation and Management Policy on The Mico website at [themico.edu.jm/policies](http://themico.edu.jm/policies).*



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## 1. PURPOSE

The Mico University College has been at the cutting edge of teacher education and training and will continue along this trend-setting path while facilitating the development of entrepreneurial, creative, amenable and competent graduates for the labour market. This objective requires that employees of The Mico themselves are experts positioned at the fore of their respective field exuding qualities of transformational leadership, integrity, excellence in performance and a hallmark of service to others.

Cognizant of its mandate, the Institution recognizes that its staff members play an important and critical role in the Institution's successes and growth. In acknowledging this crucial role of its human resource, the University College must provide compensation that will attract and retain personnel qualified and capable of contributing to its operations and mission and therefore to organize funding that will support this goal.

The University College is funded through its own resources as well as through Government funding and must incorporate both sources in designing a compensation system which is robust and flexible. The University College must ensure that the compensation system meets the challenges endemic to the continuous improvement required in productivity, engagement and retention.

## 2. SCOPE

This policy applies to all non-unionized staff with the exception of the President and will therefore apply to all categories of staff including Academic, Administrative, Professional, and Ancillary, as well as, to Adjunct and other Part-time employees. Unionized staff members shall negotiate their compensation package.

## 3. DEFINITIONS

Full-time Employee	- A staff member employed in a permanent capacity for engagement in a 40-hour work week, having served the requisite probationary period.
Academic	- An employee whose primary assignment is instruction, research and scholarship. These staff members may hold a position on the establishment or may be employed on a yearly contract. This category of staff includes members who hold academic ranks with titles such as Lecturer, Professor, Dean, Head of Department or any other academic rank.



Administrative	- An employee who is employed in the non-academic operations of the institution. These staff members may hold a position on the establishment or may be employed on a yearly contract. This category of staff includes members who have Senior Administrative positions.
Professional Employee	- An employee engaged in specialized work consistent with exercise of discretion and judgment in its performance e.g. Personnel in IT, Marketing and PR.
Ancillary Employee	- An employee who is not academic or administrative but provides support services for the operations of the institution.
Adjunct Employee	- An employee in a part-time capacity but who makes regular and significant contribution to the teaching, research and scholarship of the University College.
Part-Time Employee	- An employee who is not employed full time, but makes regular and significant contribution to the administrative operations of the institution.
Compensation	- The acknowledgement of service by way of reward both financially and non-financially through various benefits
Salary	- Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. Salary is commonly paid in fixed intervals, usually monthly.
Wage	- Monetary compensation paid by an employer to an employee in exchange for work done. Payment is usually calculated at weekly or fortnightly intervals or on the completion of specific tasks.
Allowance	- Amount paid to employees as part of their salary package, or to defray their out of pocket expenses incurred on behalf of the institution (e.g. travelling allowance)
Employee benefits	- Various types of indirect non-cash, or cash compensation provided to employees in addition to their normal salaries or wages (e.g. health insurance).



## 4. POLICY STATEMENTS

### 4.1 Source of Funds

The University College will continue to fund compensation for its staff members through funds received from two main sources

- a) The Ministry of Education for those positions on the establishment
- b) Tuition fees

The University College shall also employ various strategies to increase funding from other sources such as research and entrepreneurial activities in order to diversify its funding.

### 4.2 Integration with Strategic Goals

The compensation system shall be integrated with the strategic goals of the Institution and shall support its objective to meet the Institutional needs of the 22nd century.

In order to achieve the strategic goals, the compensation system shall be reviewed on a bi-annual basis to ensure support of and compatibility with the:

- a) Overall strategic objectives
- b) Efficacy of the performance management system
- c) Reference points and positioning within the labour markets
- d) Internal equity and consistency of the pay provisions.

### 4.3 Compensation

The Compensation system shall be so organised as to ensure the integrity of the system and hence fairness, equity, reliability and transparency.

The Compensation for any employee shall make provision for:

- a) Basic salary/wages: to be determined from an analysis of the trends in the market and the profile of the required employee. In calculating the basic salary/wage the computation shall include the base rate itemized in the subvention provided by the Ministry of Education, as well as, additional sums in line with the University College's ability to pay. The University College will supplement the base rate from the Ministry in order to attract and retain the quality staff required. Where the position is not on the Ministry's establishment, the salary offered will be in keeping with the trends in the market and the University College's ability to pay.



- b) Applicable allowances: to be assigned to the respective positions as determined by the requirements of the job as well as the other skills and competencies of the staff member.
- c) Employee benefits: to be determined by industry standards; the Ministry of Education, with respect to staff on the establishment; and the University College's ability to provide. Benefits will be used to attract and retain staff.
- d) Incentive scheme: to make provision for the achievements attained through the increase in productivity whether these are through cost savings, innovation or excellent service.

## **5. RESPONSIBILITY**

### **5.1 The HR Committee of the Board**

The HR Committee of the Board shall:

- a) Review all senior appointments or promotions and the attendant compensation package for recommendation to the full Board.
- b) Consider any applications for an adjustment in salary.

### **5.2 The Management**

The Management of the University College shall:

- a) Ensure that the institution's finances are so ordered as to support the compensation system that will attract and retain qualified staff in all areas of operations.

### **5.3 The HR Director**

The HR Director shall:

- a) Have the overall responsibility for the Policy and see to its implementation.
- b) Prepare all letters for new appointments, promotions, temporary promotions and transfers detailing the compensation applicable.
- c) Recommend to the Ministry of Education persons to fill the positions on the establishment in respect of new appointments, promotions, temporary promotions and transfers
- d) Provide opportunities for all employees regardless of their mode or duration of engagement to be aware of the elements, provisions and processes required under this Policy.



- e) In the absence of the President, chair any internal HR Committee that considers and new appointments, promotions, temporary promotions and transfers and the attendant compensation package.

#### **5.4 The Bursar**

The Bursar shall:

- a) Ensure that payment to staff is in accordance with the terms and conditions of the compensation package advised by the HR Department.

#### **5.5 All Employees**

All employees shall

- a) Ensure that they are fully aware of the provisions of this policy to mitigate against suspicion with respect to payment issues.

### **6. COMPENSATION SYSTEM**

#### **6.1 Compensation Package**

The University College recognizes the individuality of each employee and in its compensation package shall seek to include elements which will resonate at the individual level. Therefore, there will be a basic three (3) tiers consisting of:

- Direct financial compensation i.e. the regular payments received at regular intervals in the form of wages, salaries, bonuses and commissions;
- Indirect financial compensation i.e. all other cash payments not classified as direct compensation that are part of the social contract between the employer and employee such as benefits, leave, retirement plans, educational assistance and employee services; and
- Non-financial compensation i.e. areas such as career development, advancement and recognition opportunities as well as work environment and conditions.



## 6.2 Salary/Wage Scale

### 6.2.1 For Full-Time Employees

The University College's salary/wage scale shall be a combination of the scale used by the Ministry of Education as well as funding from the University College in line with its own priorities. The combined salary/wage scale shall indicate the ranges consisting of no fewer than five (5) and no more than eight (8) points.

### 6.2.2 For Part-time Employees

The salary/wage scale for Part-time employees shall be determined by applying the appropriate proration of actual number of hours worked compared to the standard number of working hours.

### 6.2.3 Hiring Salary

- An employee shall receive at the time of hiring, a salary that is at least equal to the minimum of the salary/wage scale for the position and grade.
- That starting salary/wage may be higher than the minimum of the salary/wage scale, with a justification from the HR Director.

*The compensation system shall be so organized as to ensure its integrity. Therefore in an effort to regularise the present compensation system, adjustments may become necessary to ensure that all positions fall overtime within the required scale.*

### 6.2.4 Salary Increase

Where the University College can afford to – there may be salary increases depending on:

- A revision of the salary scale; and/or
- A cost of living increase, as determined by the government or the University College. (A cost of living increase may be an increment or a proportion of an increment. Where the employee is at the top of the scale, a lump sum will be provided); and/or
- A merit increase / honorarium depending on the annual performance appraisal (i.e. where the performance standards have surpassed the required in accordance with the Incentive Scheme of the University College).

An increase in salary may be applied for where

- A staff member offers more than the required skills and competencies for the position;



- Where a staff member through his/her own initiative becomes more qualified in order to support the University College's thrust towards the maintenance of excellence, e.g. in areas such as research and publications;

*Applications will be considered for approval by the internal HR Committee and referred to the HR Committee of the Board for a recommendation to the full Board.*

There is no provision for a decrease in salary. However:

- In the rotational cycle with respect to Vice Presidents, Deans and Heads of Department, the allowance paid during the tenure will cease at the end of the period). The value of the allowance will vary depending on the substantive position of the incumbent.
- If an employee receives salary payment(s) at a higher than the normal rate for the employee, caused by a genuine error in calculation, the employee will be asked to refund the monies paid in error.

#### 6.2.5 Transfer to New Positions

**A PROMOTION:** is a transfer to a new position with a higher grade. An employee receiving a promotion will be granted a promotional increase of at least one or two increments within the scale or to raise the employee's salary to the minimum of next scale in accordance with the position and grade. (This provision includes the rotational cycle for Vice Presidents, Deans and Heads of Department, however the allowance provided during the tenure will cease at the end of the period. The value of the allowance will vary depending on the substantive position of the incumbent).

**A LATERAL TRANSFER:** is a transfer to a position for which the grade is identical to the grade of the employee's previous position. No salary adjustment shall be made in the event of a lateral transfer.

**A DOWNWARD TRANSFER:** is a transfer to a position, such that the new grade for the position is lower than the grade of the employee's previous position. The salary of an employee who voluntarily transfers to a position at a lower grade will remain unchanged if the salary is within the salary scale of the lower grade. If the salary exceeds the salary scale maximum of the new grade, the salary will be reduced to the maximum of the new grade.

**A TEMPORARY PROMOTION:** is the promotion of an employee for a temporary period of not less than two (2) months or more than one (semester), for the purpose of replacing an employee in a position with a higher grade, who is absent due to illness, leave of absence or termination of service. Where the position is on the Ministry of Education's establishment, the Ministry shall be advised of the temporary promotion and the compensation shall be in accordance with the Ministry's policy. Where the position is not on the establishment the



compensation shall be determined by the University College in alignment with the position and grade.

All appointments letters as a result of new appointments, promotions, temporary promotions, and transfers shall be generated by the Human Resource Department and shall include the details regarding the compensation applicable.

### **6.3 Special Salary Adjustments/Honorarium**

Requests for special salary adjustments/honorarium may be granted to an employee to recognize project delivery outside an employee's normal workload, such as:

- Additional temporary responsibility
- Special Projects

### **6.4 Overtime**

Compensation with respect to Overtime shall be in accordance with the Overtime Policy

## **7. APPLICABLE LAWS**

- Overtime Policy, The Mico University College
- Incentive Scheme of The Mico University College

*The Mico University reserves the right to amend this document at any time it deems fit and shall take into consideration the views of any unionized groups.*