

Shawnee State University

AREA: FINANCE & ADMINISTRATION	POLICY NO.: 4.53 Rev
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SUBJECT: COMPENSATION FOR ADMINISTRATORS/ATTSS	EFFECTIVE DATE: 3-15-08
	RECOMMENDED BY: VPFA
	APPROVED BY: BOT

1.0 Introduction

Shawnee State University's administrators and administrative technical support staff (ATSS) compensation policy is specifically designed to meet the needs of a public university and its administrative (unclassified) body. The goal of the policy is to establish a fair and realistic compensation system relying upon market benchmarking and internal equity and to compensate employees based on objective and sound pay practices when adequate funds are determined to be available.

2.0 Annual Salary Adjustments

- 2.1 The Board of Trustees shall determine the salary increases to be awarded to Administrators/ATSS upon recommendation of the President considering consultation that occurs between the Vice President for Finance and Administration and the administrative governance body.
- 2.2 Salary increases are to be provided to each administrative and ATSS employee evaluated on the administrative performance evaluation as meeting or exceeding basic expectations. Employees not meeting performance expectations or who have worked under a performance improvement plan at any time during the appraisal period (April 1 – March 31) are not eligible for a salary adjustment for the fiscal year.
- 2.3 Salary increases are typically awarded in July for the previous fiscal year period of July 1 – June 30 in the following manner:
 - Employees hired the previous July 1 through December 31 awarded the status of continuous or continuous temporary contract, are eligible for 100 percent of the awarded salary increase.
 - Employees hired January 1 through March 31 receiving acceptable mid-probationary performance evaluations, are eligible for 50 percent.

- Employees hired the previous April 1 through June 30 are not eligible for an annual salary increase.
- Temporary employees are not eligible for an annual salary increase.

3.0 Market System

3.1 System Requirements

- 3.1.1 A market benchmarking methodology provides alignment with the market while continuing to recognize the importance of internal equity.
- 3.1.2 The system evaluates the position against market, not the incumbent.
- 3.1.3 Positions with responsibilities not conducive to market analysis will be slotted into the appropriate pay range among internal positions within the same job family possessing reasonably comparable credentials and job requirements.

3.2 System Review

- 3.2.1 The market system is maintained and periodically reviewed to assure it is current and it addresses the needs of the University.
- 3.2.2 The Director of Human Resources is responsible for the effective administration of the system. The Director of Human Resources will work collaboratively with the administrative governance body to ensure meaningful input is received prior to any substantive modification to the system.
- 3.2.3 The salary pay range structures will be reviewed annually and may be adjusted considering the market and the approved annual pay adjustments.

3.3 Review of Positions

- 3.3.1 The Director of Human Resources or designate is charged with utilizing the market system and/or slotting in order to place new positions and to re-evaluate existing positions so that the placement of jobs appropriately reflect market consideration.
- 3.3.2 Each classification will have a pay grade and corresponding pay range assigned which includes a minimum, midpoint, and maximum.

- 3.3.3 No employee will be compensated less than the minimum or more than the maximum of the assigned grade.
- 3.3.4 Employees will be given an opportunity to request a position review to reflect significant changes in the primary job responsibilities. Employees may initiate one such review in a twelve month period.
- 3.3.5 The Director of Human Resources and/or department heads may initiate job audits to assure that documentation of job responsibilities and job descriptions remain accurate and current.
- 3.3.6 A position re-classification requires approval by the appropriate Vice President or the President.
- 3.4 Appeal of Position Evaluations
- 3.4.1 An appeals process is available to give employees the opportunity to have their jobs reexamined in instances where they feel the re-evaluation may not have fully captured their level of responsibility.
- 3.4.2 The University's Administrative Compensation Advisory Committee will review all appeals and may offer advisory feedback to be considered.
- 3.4.3 The grade assignment may be appealed if the employee feels:
- The current job description does not adequately convey the primary job functions, level of responsibility, scope of work, degree of complexity, level of knowledge, skill and experience required.
 - The position's primary role is very comparable to that of one or more position(s) assigned to a higher grade.
 - The primary duties and responsibilities have substantially changed from the time that the description was reviewed for grade placement.
- The grade assignment may not be appealed if the employee:
- Is dissatisfied with the outcome and wishes to appeal on that basis without presenting justifiable reasons.

- Disagrees with how the job benchmarked against the market.
 - Is displeased with the salary range to which the position had been assigned.
 - Is unhappy with how the results are being implemented and how salary adjustments are determined.
- 3.4.4 Written appeals are required and must state the employee's reason for appeal, along with the required supporting documentation.
- 3.4.5 The appeal should be routed to the supervisor and the next level of management for review and comment and then forwarded to the Director of Human Resources.
- 3.4.6 Employees will have ten (10) work days to file an appeal from the date they receive notice of the grade placement.
- 3.4.7 The Committee shall prepare a written recommendation for review by the Director of Human Resources who will forward a briefing along with the Committee's recommendation to the appropriate Vice President or the President who will render a final decision.

4.0 Promotion/Reclassification

- 4.1 When an employee is promoted or reclassified to a higher grade, the pay determination shall be as follows:
- For a One Grade Change: Salary Below Midpoint 8-10%
Salary Above Midpoint 6-8%
 - For a Two Grade Change: Salary Below Midpoint 14-16%
Salary Above Midpoint 12-14%
 - For a Change of Three or
More Grades: Salary Below Midpoint 20-24%
Salary Above Midpoint 18-22%
- 4.2 Increases are subject to the minimum and maximum established for the range. If the increase is not sufficient to bring the salary to the minimum of the grade range, it will be adjusted to the minimum. Conversely, if the increase results in a salary that is in excess of the maximum of the range, the salary will be adjusted to the maximum.
- 4.3 If a position is reclassified to a lower grade, the employee will remain at his/her current salary unless it exceeds the maximum of the grade range.

- 4.4 If an employee is appointed or transfers to a different position within the same pay grade as his/her current position, the salary will normally remain unchanged except for exceptional situations not to exceed a one level adjustment.
- 4.5 If an employee is demoted to a lower graded position due to performance problems or disciplinary reasons to a lower graded position, his/her salary will be reduced to the same range penetration held in the higher grade.

5.0 Starting Salaries

- 5.1. The University will allow some latitude when setting starting salaries to take into account market conditions and the credentials of the new employee. The minimum of the range may be considered a starting rate if the candidate's qualifications only satisfy the minimum requirements and the salary offer is sufficient to attract an individual.
- 5.2. Starting salaries will typically be set between the minimum and first quartile of the range. However, when the candidate possesses strong qualifications, a request for a different salary placement may be justifiable.
- 5.3. The approval process required for starting salary offers is:
 - Starting salary requires approval of the respective Vice President
 - Salary offer above midpoint requires approval of Vice President, with the concurrent review by the Director of Human Resources in order to assess consistency in the application across the institution.
 - Salary offer above third quartile requires the approval of the President.
 - Documentation shall be provided to support salary offers above the midpoint that also includes a review of existing employees within the same grade with similar levels of education, skills, and experience.

6.0 Program Maintenance

- 6.1 Benchmark jobs will be priced at regular intervals to ensure they are properly aligned with market and assigned to appropriate grades within the structures. Market pricing may be required at more frequent intervals in situations when the University is experiencing recruiting and retention

problems or when a new position is being created and there is a need to benchmark it.

- 6.2 When a new position is established or in cases when an existing position's primary functions have significantly changed, an attempt will be made to secure market data, if possible. If the job cannot be benchmarked, it will be compared among internal positions within the same job family with reasonably comparable credentials and job responsibilities and be slotted to an appropriate grade that will achieve internal equity.