

PROCEDURE TITLE:	ADMINISTRATION OF COMPENSATION FOR ADMINISTRATIVE EMPLOYEES
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RESPONSIBLE ADMINISTRATOR:	VPFA
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APPROVED BY:	PRESIDENT

1.0 PURPOSE

These procedures amplify provisions of Policy 4.53Rev, Compensation for Administrative Employees. Compensation practices shall be administered in compliance with applicable federal and state employment laws governing equal pay, non-discrimination, wage and hour requirements, and related employment protections. Nothing in this procedure creates a contractual entitlement to a salary increase, specific grade or salary placement, continued employment, or compensation adjustment. All compensation actions are subject to available funding; approval within the University's operating budget; and other provisions of Policy 4.53Rev. and this procedure.

2.0 PLACEMENT OF ADMINISTRATIVE POSITIONS WITHIN THE COMPENSATION STRUCTURE

- 2.1 The Director of Human Resources or designee is responsible for evaluating new and existing administrative positions' responsibilities and requirements to determine the commensurate grade placement within the compensation structure by utilizing a market benchmarking and internal comparisons methodology. This methodology provides alignment with the market while continuing to recognize the importance of internal equity. Internal equity considerations may include scope of responsibility, supervisory authority, organizational impact, required qualifications, degree of complexity, budget responsibility, and relevant experience.
- 2.2 Positions with responsibilities not conducive to market analysis will be slotted into the appropriate pay grade among internal positions within the same job family possessing reasonably comparable credentials and position requirements.
- 2.3 Positions will be placed into the appropriate pay grade based on the positions' responsibilities and requirements, not the incumbent's specific experience and skills.

3.0 RE-EVALUATION OF POSITIONS

- 3.1 A re-evaluation of a position may be initiated by the Director of Human Resources or designee, department heads, or an employee when there is a significant change (at least 50% change) in position responsibilities. An employee may initiate one such review in a twelve-month period.

- 3.1.1 The Department of Human Resources via the Chief Operating Officer retains final authority regarding compensation analysis methodology, grade placement recommendations, and interpretation of compensation procedures, subject to the approval authority outlined herein.
- 3.2 The Department of Human Resources may initiate an evaluation of position responsibilities as part of a comprehensive market study. Salary adjustments associated with a comprehensive market study will be established within the market study, which may supersede the provisions of this procedure.
- 3.3 Market benchmarking and re-evaluation of a position's grade placement may be required for certain positions at more frequent intervals in situations when the University is experiencing issues with recruitment and retention.

4.0 RECONSIDERATION OF POSITIONS

- 4.1 Within 10 working days after being notified by the Department of Human Resources of the outcome of a re-evaluation, an employee may submit a written request for reconsideration of their grade placement.
- 4.2 Such written request must be submitted to the immediate supervisor and the next higher level of management for review and comment. The supervisor/manager will forward the request for reconsideration within 30 working days to the Department of Human Resources with a copy to the appropriate Senior Executive.
- 4.3 To be accepted for reconsideration, the request must specifically address the basis for why the grade placement does not accurately reflect the following items:
 - 4.3.1 The employee's current primary job functions,
 - 4.3.2 The level of responsibility,
 - 4.3.3 The scope of work, and
 - 4.3.4 The degree of complexity, level of knowledge, skill and experience required for the position
- 4.4 Within 15 working days from receipt, the Director of Human Resources will conduct the reconsideration including the supporting documentation and submit the recommended outcome of the reconsideration to the appropriate Senior Executive or the President who will render a final decision.
- 4.5 A request for reconsideration will be rejected if the basis for the request is due to:
 - 4.5.1 Dissatisfaction with the outcome that does not present justifiable reasons based upon factors described in par. 4.3 above,
 - 4.5.2 Displeasure with the pay grade to which the position is assigned,

4.5.3 Discontent with how the results are being implemented and how salary adjustments are determined; or

4.5.4 Inadequate supporting documentation.

5.0 STARTING SALARIES

- 5.1 The Department of Human Resources will establish a salary market rate for each administrative grade based on market data gleaned from higher-education related compensation reports. The primary source for market data is the College and University Professional Association for Human Resources (CUPA), which provides comprehensive and up-to-date salary data specific to Midwest institutions with the same Carnegie Classification and similar operating budgets and enrollment. Market rates for each position will be utilized to establish a composite salary rate (i.e., market point) for each administrative position grade. Market data and market point calculations are tools utilized to assist compensation administration and do not create an entitlement to a specific salary placement or adjustment.
- 5.2 The starting rate for a newly employed administrative employee will be set at 80% of the market point as long as the prospective employee's qualifications fully satisfy the minimum requirements of the position and the projected salary is sufficient to attract the desired talent.
- 5.3 Some latitude (up to 90% of the market point) may be considered in order to employ essential University talent within the existing market, and/or to acquire the credentials possessed by the prospective employee.
- 5.4 In rare instances, and only with evidence that the prospective employee possesses credentials that greatly exceed the minimum required and are essential for the operating unit, will a request for a starting salary above 90% of the market point be considered justifiable.
- 5.5 The approval process to establish a starting salary offer is as follows:
 - 5.5.1 Starting salaries of 85% - 90% of the market point, require recommendation by the Director of Human Resources and approval of the respective Senior Executive.
 - 5.5.2 Starting salaries above 90% up to the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the institution and approval by the respective Senior Executive. Documentation should include specific justification related to recruitment difficulty, specialized credentials, institutional need, market competition, retention concerns, or demonstrated exceptional experiences, as applicable.
 - 5.5.3 Starting salaries above the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the

institution, written evidence of credentials and the essential need for the credentials, approval of the respective Senior Executive, and approval of the President.

5.5.4 Documentation must be provided to the Director of Human Resources prior to any offer being made to a prospective employee that supports a starting salary above 90% of the market point. Starting salaries above 90% of market point require documented justification demonstrating exceptional institutional need.

5.6 Starting salaries for employees transferring from an Administrative Technical Support Staff (ATSS) or non-administrative position to an administrative position will be in accordance with the provisions of this section.

6.0 PROMOTIONS/RECLASSIFICATIONS/TRANSFERS

6.1 When an administrative employee is promoted or reclassified to a higher grade within the administrative group, the resulting salary will be established between 85%-90% of the market point for the new grade, unless otherwise approved pursuant to these procedures.

6.2 If a position is reclassified to a lower grade due to a re-evaluation of the position duties and the employee's current salary is higher than the lower grade market point, the university may adjust the employee's salary following review of market alignment, internal equity, operational needs, and budgetary consideration. This re-evaluation may result in lower pay.

6.3 If an employee is appointed or transferred to a different position within the same grade as their current position, the salary will normally remain unchanged. If there are extenuating circumstances in which the Senior Executive wishes to recognize performance, credentials, or experience, etc., a salary adjustment of 5% - 8% may be extended. Such action requires documentation that describes the basis for the salary increase.

6.4 If an employee is demoted to a lower graded administrative position due to performance problems or disciplinary reasons, their salary will be reduced to no more than 90% of the market point for the lower assigned position's grade.

7.0 GENERAL (ACROSS THE BOARD) SALARY INCREASES

7.1 General or across the board salary increases that are approved by the President are typically awarded in the following manner:

7.1.1 Employees with 6 or more months of service will be eligible for 100 percent of the general salary increase.

7.1.2 Employees between 3 and 6 months of service will be eligible for 50 percent of the general salary increase.

7.1.3 Employees hired less than 3 months prior to the effective date of the increase will not be eligible for a salary increase.

7.1.4 The above schedule also applies to employees who received an increase in accordance with Section 6.1.

8.0 SUPPLEMENTAL JOB ASSIGNMENTS

8.1 Employees who perform duties unrelated to their primary job assignment for a continuous period may be eligible for a separate payment that is distributed over the duration of the assignment. The amount of the additional payment will be determined based on the nature and extent of duties.

8.2 The amount of payment for supplemental assignments and other additional payments requires the recommendation of the Director of Human Resources, or designee, and approval of the respective Senior Executive or President (for direct reports) prior to the employee performing the additional duties.

8.3 Supplemental pay for non-exempt employees must be in accordance with the Fair Labor Standards Act.

9.0 ACTING APPOINTMENTS

9.1 An existing administrative employee who is assigned to an acting appointment for a higher graded position, or who is assigned to a higher graded position to cover a vacancy due to an extended leave of absence or reassignment, may be eligible for a salary increase while serving in that role.

9.2 Salary increases associated with acting appointments will be eligible for a 5% - 10% salary increase, or 80% of the market point for the acting position's applicable grade, whichever is higher.

10.0 SPECIAL SALARY ADJUSTMENTS

10.1 A special salary adjustment may be required to address an internal or external pay matter not addressed elsewhere in this procedure. All special salary adjustments require review and explicit documentation supporting the adjustment by the Director of Human Resources or designee and approval by the appropriate Senior Executive and President.

10.2 In rare instances, the President may authorize a special salary adjustment for retention purposes if requested by the respective Senior Executive. The involved parties will be expected to provide written documentation as required by the Director of Human Resources.

11.0 INCENTIVE & BONUS COMPENSATION

- 11.1 The University may provide one-time, non-base compensation payments, including sign-on bonuses, retention incentives, and merit-based bonuses, to support institutional recruitment, retention, and performance objectives.

11.1.1 Eligibility Requirements

- 11.1.1.1 The individual must be in active pay status on the date the bonus is paid, unless otherwise specified in an approved written agreement; and
- 11.1.1.2 The individual must have satisfied all employment eligibility and onboarding requirements; and
- 11.1.1.3 The bonus must not be promised or paid prior to required approvals.

11.1.2 Compliance Requirements

- 11.1.2.1 All bonus payments will be administered in accordance with applicable federal and state laws, including the Fair Labor Standards Act (FLSA), particularly with respect to inclusion in the regular rate of pay for non-exempt employees when applicable; and
- 11.1.2.2 Bonus payments are considered supplemental wages and will be taxed in accordance with IRS and State of Ohio requirements.

11.1.3 Approval and Documentation

- 11.1.3.1 All bonus payments must include a written justification outlining the business need and approval by the appropriate Senior Executive and President.

11.1.4 Other Conditions

- 11.1.4.1 Sign-on and retention bonuses may include repayment agreements if the employee separates within a defined time frame.
- 11.1.4.2 Bonus payments do not increase base salary and are not considered in future salary calculations unless specifically authorized.
- 11.1.4.3 Bonuses are not guaranteed and remain subject to available funding and institutional priorities.

12.0 EXTERNAL (GRANT) FUNDED SALARIES

- 12.1 Department heads and/or grant managers must consult with the Director of Human Resources or designee prior to establishing a salary for a position funded by external sources.

- 12.1.1 Grant Managers must be in conformance with any approved budget(s) for salary administration as documented in the Office of the Controller.
- 12.2 Starting salaries for externally funded positions and any salary adjustments will be established in accordance with applicable provisions of this procedure.
- 12.3 Salary adjustments must be initiated by the University to ensure alignment with Policy 4.53 and related procedures. These adjustments will be discussed with the appropriate grant manager in advance of any adjustment to address funding issues.
- 12.4 In cases in which an employee's salary may be impacted by changes in funding sources, the grant manager will consult with the Director of Human Resources or designee to determine what action, if any, should be taken.

History

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