

3341-5-3 Administrative Staff Compensation Policy.

Applicability	Administrative Staff
Responsible Office	Office of Human Resources
Responsible Administrator	Chief Human Resources Officer

(A) Policy Statement and Purpose

In order for Bowling Green State University (BGSU) to attract and retain qualified administrative staff employees, it is BGSU's policy to maintain fair and competitive grade levels and pay ranges without regard to race, sex, sexual orientation, color, national origin, ancestry, religion, age, marital status, disability, status as a Special Disabled or Vietnam-era veteran, or genetic information.

- (1) The purpose of the Administrative Staff Compensation Plan is to establish a system that reflects:
 - (a) Relationships between positions and their worth
 - (b) The principles of equitable compensation
 - (c) Competition with the external employment market

(B) Policy Scope

These policies and procedures apply to all occupied administrative staff positions and supersede all previous written or unwritten practices. The ongoing responsibility for the administration of the Administrative Staff Compensation Plan (Plan) is assigned to the Chief Human Resources Officer.

(1) Objectives

It is the intent of the Administrative Staff Compensation Plan to

- (a) Administer the Plan in accordance with the general policies of the university
- (b) Provide a compensation plan that is internally equitable (as determined by comparing similar university positions) and externally competitive with the market. When appropriate, this plan will be determined by comparing salary ranges within the university with salary ranges for similar positions outside the university.
- (c) Ensure equitable compensation for positions requiring similar educational levels, experience levels, skills, effort, working conditions, and levels of responsibilities
- (d) Ensure that the administration of the position evaluations and grade level assignments is consistent and uniform throughout the university
- (e) Provide for a review process that will address inequities
- (f) Allow for the maintenance of competitive grade levels
- (g) Provide policies and procedures which ensure that the Plan will be equitably and efficiently administered

(C) Policy Definitions

(1) Administrative Staff Advisory Team Members

The Administrative Staff (AS) Advisory Team consists of sixteen administrative staff members selected by the Administrative Staff Council (ASC) Executive Committee. Team members serve three-year terms (September 1 /August 31) with five or six new members joining the team each year. Team members must be inactive for one year after completion of their three-year term before they can be considered for re-appointment. If a committee member cannot complete his/her term, ASC's Executive Committee will appoint a

member from the same functional area to complete the term. Membership to this committee should include representatives from all functional areas.

The team's primary responsibility is to collaborate with Human Resources in the re-evaluation of Job Analysis Questionnaires (JAQ). Human Resources and past members of the Administrative Staff Advisory Team train team members to analyze, evaluate, and recommend a grade level (numeric ranking) for currently occupied administrative staff positions.

Each time an administrative staff position is re-evaluated, Human Resources selects four members from the Team to participate in the process, attempting to rotate participation equally among members. One team member must be from the same vice-presidential area as the position being re-evaluated. The other three team members should be from different vice-presidential areas. If one member of the four-person team feels it is necessary to recuse him/herself the process can continue with a three-member team. If more than one team member wishes to be recused, a new team may be assigned. The Chief Human Resources Officer appoints two members of the Human Resource staff to serve as committee members.

Administrative staff team members also participate in the Conciliation/Appeals process, but individual team members may not participate in both the re-evaluation and the appeals process for the same position.

Administrative Staff Advisory Team Member Rotation:

The Administrative Staff advisory team consists of sixteen Administrative Staff members selected by the ASC Executive Committee for staggered three-year terms.

- (a) Members will begin service on September 1 and serve for three years, ending on August 31.
- (b) Each year, five or six new members will be appointed to replace the five or six who are completing their service.

- (c) Membership to this committee should represent all of the functional areas. If the university structure changes, the next members appointed should address any committee inequities resulting from the new structure.
- (d) If a committee member cannot complete his/her term, ASC'S Executive Committee will appoint a member from the same functional area to complete the term.
- (e) No members shall serve consecutive three-year terms.

(2) Grade Level

The grade level is the numeric ranking of administrative staff positions from 5 to 23.

(3) Human Resources/Administrative Staff Advisory Team (HR/AS Advisory Team)

Two members of the Human Resources staff and the four members selected from the Administrative Staff Advisory Team comprise the HR/AS Advisory Team. This combined team is responsible for analyzing, evaluating, and recommending a grade level whenever an occupied administrative staff position is re-evaluated.

(4) Job Analysis Questionnaire (JAQ)

The Job Analysis Questionnaire is the instrument used to describe the position responsibilities. This questionnaire is used by the HR/AS Advisory Team and/or Human Resources to determine the grade level of an administrative staff position based upon the level of knowledge and work experience, problem solving, impact on operations (the consequence of action and autonomy), communications (the degree of interaction and nature of contact), supervision and level of authority. The Job Analysis Questionnaire must be completed in order for any administrative staff position to be created and/or changed.

(5) Pay Range

The pay range is the compensation for a particular grade level. Each pay range has a designated minimum, midpoint, and maximum.

(6) President's Compensation Working Group

The President's Compensation Working Group is comprised of administrators appointed by the President. This group routinely reviews issues regarding the Plan and decides the outcome of the appeals process.

(D) Policy

(1) New Administrative Staff Hire

New administrative staff generally is hired between the minimum and midpoint of a grade level. A salary assigned above the midpoint requires prior approval by the Vice-President, after consultation with the Offices of Human Resources and Equity and Diversity.

(2) Upgrade

Definition: A position is re-evaluated and assigned to a higher-grade level as a result of significant expansion in the position's existing duties and responsibilities. The incumbent is guaranteed at least a five percent increase in salary or the minimum salary for the new level, whichever is greater.

(3) Promotion

Definition: An incumbent moves from a position requiring a certain level of skill, effort, and responsibility to a position requiring a significantly greater degree of skill, effort, and responsibility. When an employee is promoted, she/he is guaranteed at least a five percent increase in salary or the minimum salary for the new level, whichever is greater.

(4) Interim/Acting Positions

Definition: A staff member is assigned to a position on an interim/temporary/ acting basis. If the assignment is longer than thirty calendar days and is in a higher grade level, the staff member receives a premium for the time served equal to at least a five percent increase in salary or the minimum for the interim grade level, whichever is greater.

(5) Demotion

Definition: An incumbent staff member moves from a position requiring a certain level of skill, effort, and responsibility to another position in a lower grade level requiring a lesser degree of skill, effort, and responsibility. When a demotion occurs, the incumbent's salary is reduced to a level in the lower pay range equivalent to his/her level in the original pay range. (Approved by Board of Trustees, September 13, 1996) The President, in consultation with the Vice-President and Human Resources, must approve any exceptions to this policy.

(6) Downgrade

Definition: A position is reassigned to a lower grade level as a result of significant reduction in the position's existing duties and responsibilities. When a position downgrade occurs, the incumbent's salary is reduced to the level in the lower pay range equivalent to his/her level in the original pay range. The President, in consultation with the Vice-President and Human Resources, must approve any exceptions to this policy.

(7) Transfer

Definition: An incumbent staff member moves from a position requiring a certain level of skill, effort and responsibility to another position requiring the same degree of skill, effort, and responsibility that is assigned to the same grade level. When a transfer occurs, normally the incumbent's salary will not be adjusted. The President, in consultation with the Vice-President and Human Resources, must approve any exceptions to this policy.

(8) Market Exceptions

Definition: A market exception is a special salary premium established for particular positions when unusual market conditions exist, causing excessive turnover, salary midpoints well below market average, and/or failure of current salary to attract qualified candidates. A special market salary premium may be paid for these positions.

(9) Pay Above Maximum

Administrative staff salaries are capped at the maximum or above the maximum of a pay range. However, staff members whose salaries are currently at or above the maximum are exempt for a period of three years. Effective July 2000, the salaries of any staff still above maximum MAY be frozen until such time as those salaries are within his/her range. If, at any time during the three years, a staff member's salary should fall within range, the exemption ceases to apply to that staff member and the capped maximum will be enforced.

Staff at the maximum will be considered for a merit increase not to exceed the percentage adjustment of the pay range.

Staff above the maximum is eligible each year for a one-time, merit-based bonus not to exceed the percentage of the salary pool designated for merit each year. This will occur only when the Board of Trustees authorizes bonuses and will not be added to base salaries.

(10) Progression Through the Pay Range

Definition: Progression through a pay range is the method by which an incumbent moves through his/her assigned pay range. Staff progress through pay ranges based on meritorious performance.

(11) Title Revision

Title changes may be requested to more accurately reflect position responsibilities. A Job Analysis Questionnaire is completed and

forwarded to Human Resources in accordance with established procedures. If the proposed title accurately reflects the responsibilities, the HR/AS Advisory Team may recommend that the title be changed regardless of any change in the grade level. No title change occurs without approval from the supervisor, Vice-President, and Human Resources.

(12) Salary Range Adjustments

Effective 1997-98, the ranges for each grade level will be adjusted in a three-year recurring cycle. In the first two years of the cycle, the pay range of each grade level will move up annually by an amount that is one percent less than the average salary increase paid to staff that year. Every third year beginning with 1999-2000, the university will re-evaluate the ranges in light of current market conditions, as well as other relevant factors, and adjust the ranges in accordance with that re-evaluation.

(13) Administrative Compensation Plan Position Evaluation/Re-evaluation Processes

The position evaluation process is the method by which positions are evaluated against a uniform set of criteria and assigned to established grade levels and appropriate pay ranges. Human Resources conducts the evaluations for new positions. Human Resources and the Administrative Staff Advisory Team jointly conduct the re-evaluation of occupied positions. Re-evaluation occurs when initiated by the incumbent, the supervisor(s), or Human Resources. It is anticipated that re-evaluation initiated by the incumbent or the supervisor(s) for a specific position will occur no more than once every two years. Position evaluations/re-evaluations are normally completed in twelve weeks from the time the Job Analysis Questionnaire is submitted to Human Resources unless there is an agreement to extend the timelines and all parties are informed.

- (a) Positions are evaluated when one of the following occurs:
 - (i) A new position is created. A supervisor, area head, dean, Vice-President, or President/Designee, in consultation with Human Resources, is responsible

for submitting a completed Job Analysis Questionnaire to Human Resources.

- (ii) A position becomes vacant. A supervisor, area head, dean, Vice-President, or President/Designee in consultation with Human Resources is responsible for submitting a completed Job Analysis Questionnaire to Human Resources.
- (b) Positions are re-evaluated when one of the following occurs:
- (i) A significant change in responsibilities occurs or is proposed in existing positions. Re-evaluations are initiated by the incumbent or the supervisor submitting a completed Job Analysis Questionnaire to Human Resources.
 - (ii) Reorganization occurs. Re-evaluations are initiated by an area head, dean, Vice-President, or President/designee prior to the reorganization and in consultation with Human Resources. Reorganization may result in significant changes in position responsibilities.
- (c) Re-evaluation Process for Administrative Staff Positions Initiated By The Incumbent and/or Supervisor:
- (i) The initiator completes the Job Analysis Questionnaire that is found on Human Resources web site. The criteria used in the grading process are also on this web site. If the initiator is the employee, the completed Job Analysis Questionnaire is forwarded to both the immediate supervisor and the second-level supervisor for signature and comment. When an initiator is a supervisor, area head, or Vice-President, the supervisor meets with the incumbent to discuss position responsibilities and obtain signatures on the Job Analysis Questionnaire. The supervisor comments, signs, and forwards the Job Analysis

Questionnaire to the second-level supervisor. Supervisor and employee retain a copy.

- (ii) Upon receipt of the Job Analysis Questionnaire, the second-level supervisor evaluates, comments, signs, and forwards the Job Analysis Questionnaire to Human Resources.
- (iii) Upon receipt of the completed Job Analysis Questionnaire, Human Resources logs in the Job Analysis Questionnaire, notifies the initiator, and begins a tracking/timeline. Human Resources review all documents for completeness, gathers additional information as needed, and distributes the documents to the HR/AS Advisory Team. Any changes, additions, or deletions made to the Job Analysis Questionnaire by Human Resources must be forwarded to the employee and supervisor.
- (iv) The HR/AS Advisory Team analyzes, evaluates, and recommends a grade level based on the established criteria. In the event the HR/AS Advisory Team requests additional information, Human Resources gathers the additional information and forwards it to the Team.
- (v) Human Resources forwards the results of the re-evaluation to the immediate supervisor and the appropriate Vice-President for consideration. If the position reports directly to the President, it is forwarded to the President/Designee for consideration.
- (vi) After input from the immediate supervisor and/or the secondary supervisor, the Vice-President or President/Designee reviews all documents and forwards a written decision about the position to Human Resources.
- (vii) Immediately following the Vice-Presidential or Presidential/designee decision, Human Resources

forwards copies of the re-evaluation results, including documentation that supports the committee's recommendation to the employee and the appropriate supervisory structure.

- (viii) Administrative staff and/or initiators who do not agree with the determination may meet with Human Resources and, if appropriate, the immediate supervisor for further explanation. If there is still no agreement, the staff member and/or initiator may follow the Conciliation/Appeals process.

(14) Conciliation/Appeals Process

The purpose of the Conciliation/Appeals Process is to ensure prompt resolution of disagreements regarding the results of position re-evaluations and subsequent placement in the Plan.

- (a) There are three steps in the process:

- (i) Conciliation Meeting
- (ii) Appeals Board
- (iii) Presidential Appeal

- (b) Conciliation Meeting

The Conciliation Meeting, facilitated by the Chief Human Resources Officer/designee, provides the initiator of the conciliation process and the Vice-President with an opportunity to resolve the complaint in a collaborative, informal fashion. If the position reports directly to the President, the President/designee will participate in the conciliation process. Participants in the meeting include:

- (i) Employee
- (ii) Immediate Supervisor
- (iii) Vice-President or President/designee

- (iv) Chief Human Resources Officer/designee
- (v) ASC Review Team member from the initial re-evaluation team

The process is normally completed within four weeks unless there is an agreement to extend the timelines and all parties are informed.

(c) Appeals Board

The Appeals Board provides the initiator of the appeals process an opportunity to achieve resolution through the involvement of administrative staff in reviewing the appeal and making recommendations to the President's Compensation Working Group. The Appeals Board consists of five members of the Administrative Staff Advisory Team who have not been involved in the re-evaluation or conciliation process. Human Resources is available as a resource.

The process is normally completed within sixteen weeks unless there is an agreement to extend the timeline and all parties are informed.

(d) Presidential Appeal

Within seven calendar days of receiving the decision of the President's Compensation Working Group, the initiator or Vice-President appeals in writing to the President or his/her designee. The designee cannot be from the initiator's Vice Presidential area, Human Resources, or President's Compensation Working Group. If the position reports directly to the President, the President appoints a designee for this process. Within thirty calendar days after receiving the appeal, the President or designee makes a decision and notifies in writing the initiator, supervisor, Vice-President, President's Compensation Working Group, and Human Resources.

The decision of the President or designee is final.

Registered Date: March 17, 2015