



**Oregon State**  
University

# ADMINISTRATIVE GUIDELINES

Professional Faculty Job Grouping and Compensation Program

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# 1. PROGRAM ROLES AND RESPONSIBILITIES

## University Administration

- Endorses and applies the compensation philosophy and program and conducts periodic review and validation to ensure alignment with mission strategy
- Reviews and approves any substantive program modifications
- Communicates openly, regularly, and clearly with the University community on compensation philosophy and policies
- Revises, endorses, and proposes programs in consultation with other stakeholders at the University
- Provides / allocates resources required to maintain the program
- Sets the Institutional standard for performance management to include planning, and feedback and holding their direct/indirect reports accountable for the same standard
- Monitors pay practices for fairness and equity across the University

## Supervisors

- Collaborates with HR to maintain appropriate salaries for their employees
- Understands job responsibilities, requirements of jobs, and the skills, knowledge, experience, and performance levels of staff in their area of responsibility
- Works with staff to keep position descriptions accurate and current
- Implements Human Resource programs at the department level
- Sets performance expectations, provides feedback, and evaluates performance

## Human Resources

- Serves as a subject matter expert to establish consistent implementation and administration of compensation guidelines
- Provides recommendations to managers about appropriate salaries and ranges
- Communicates the pay program and promote understanding and alignment with compensation guidelines by staff and administrators
- Business Center Human Resources maintains accurate and current position descriptions, based upon the input from incumbents and supervisors
- Maintains and updates the program on an ongoing basis

## 2. ESTABLISHING A POSITION

Use the position description to determine the correct placement of the position in the framework:

**The Framework has three components:**

**Job Family** → Based upon common roles, responsibilities, skills, and career progression

**Job Level** → Reflects the organizational responsibility, accountability, and competency requirements of the Position Profile

**Position Profile** → Reflects primary responsibilities, level of problem solving and decision making, accountability, relationships with others and typical position requirements

### Job Title Guidelines

Due to the broad range of jobs contained in the Professional Faculty Position Profiles, departments or units may elect to use job or working titles. The assigned position title (e.g. Coordinator-Student Service 1), will be reflected in the position profile used to determine compensation. A change in job or working title will not affect placement of the position in the Professional Faculty Job Grouping and Compensation Program structure, and may not result in compensation changes.

Job titles, or working titles, should reasonably reflect the nature of the work performed, be distinct enough to differentiate the job, and be consistent with other titles where similar work is done in the job family or across the unit.

A job or working title needs to represent the work as a whole. Titles that do not accurately describe the core of the position may cause misrepresentation if expectations based on the title do not accurately reflect the real authority or autonomy of the position.

If a working title does not comport with the alignment of the position, the Office of Human Resources-Classification and Compensation will partner with the Business Center Human Resources and the unit to find an appropriate job or working title for the position.

### 3. SETTING STARTING SALARIES

The salary range associated with the position profile's grade will be used as the guideline, taking into account the level of competence and demonstrated performance.

#### **Process steps include:**

**Identify the position profile's grade and associated salary range:** Existing position profiles will have been assigned to a grade. Based on the individual position description, Business Center Human Resources will identify the appropriate family, level, and position profile with associated salary grade. If there is not an existing position profile appropriately describing the responsibilities in the position description, Business Center Human Resources will work with the Office of Human Resources, Classification and Compensation to identify or create a position profile.

**Review skills and experience of the finalist for the new position:** Once the salary grade has been determined, the individual's placement in the range will be set by the hiring manager, with guidance from BC-HR, based on the incumbent's skills, knowledge, and experience.

- **Manage pay within the grade:** Please refer to, "Managing pay within a Grade" for guidance on skills and experience pertaining to four quartiles
- **Review internal equity:** Before any salary is finalized, Business Center Human Resources will conduct a review of salaries of current employees in the same position profiles with similar jobs to advise the hiring managers regarding internal equity. Business Center Human Resources will consider comparable skills, knowledge, experience, and responsibilities in this review
- **Hiring above the 3<sup>rd</sup> quartile of a salary range:** The hiring manager has discretion to hire new professional faculty employees through the 3<sup>rd</sup> quartile of a salary range. Compensation offers for new employees above the 3<sup>rd</sup> quartile must be approved by the Assistant Vice President of Human Resources (See pg. 6 for Hiring in the 4<sup>th</sup> Quartile).

## Hiring in the 4<sup>th</sup> Quartile of the Salary Range

Compensation offers in the 4<sup>th</sup> Quartile of the salary range for new employees, or for existing employees moving into a new position, must be approved by the Assistant Vice President of Human Resources.

### **Process steps include:**

**Letter of Justification:** The hiring manager will compose a letter of justification addressing the following:

- Identify the Posting Number and Finalist
- How the finalist has been determined to meet Expert level skills and experience, either demonstrated capability at OSU or in prior positions
- How the finalist demonstrates broad and deep knowledge of the position, as well as related areas, and would serve as an expert resource and/or mentor to others
- Discuss the depth and breadth of experience, specialized skills, or perspectives that would add significant value to the institution.
- Submit the Letter of Justification to:  
[classification.compensation@oregonstate.edu](mailto:classification.compensation@oregonstate.edu)

**Classification and Compensation Manager or Officer** will review the request, and compile:

- Letter of Justification
- The Posting and Minimum Qualifications for the position
- The finalist's application materials
- Internal and external salary comparators based on identified benchmarks and OSU structure

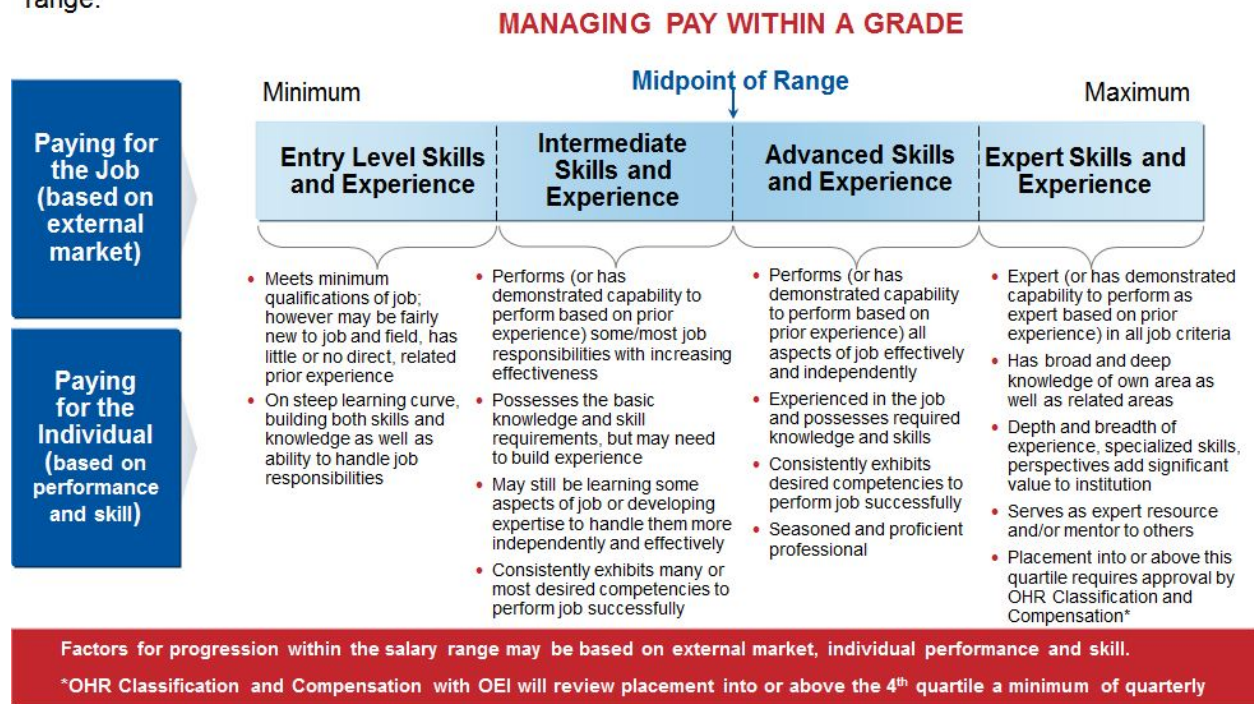
**Assistant Vice President of Human Resources** will review all materials and approve or deny the request.

## 4. MANAGING PAY WITHIN A GRADE

The grades of the new salary structure are wide enough to provide appropriate pay for employees with a variety of skills, knowledge, experience, and performance levels. Salary decisions will be made using the following model:

### Administrative Guidelines IV. Managing Pay within a Grade Tool

The grades of the new salary structure are wide enough to provide appropriate pay for employees with a variety of skills, knowledge, experience and performance levels. The following model may be used by departments as a guide for typical employee pay within a grade or range:



Factors for progression within the salary range may be based on external market, individual performance and skill.

\*Office of Equity and Inclusion will review placement in the 4<sup>th</sup> quartile a minimum of quarterly



## 5. CHANGES TO JOB CONTENT

On occasion, there may be changes to jobs, some of which may warrant a salary action. A request for a position review may be requested by the Supervisor or Manager of the position or the incumbent in the position.

### Types of change:

- a) **Change in the job tools used to perform the job:** Changing how the work is done or the tools does not typically warrant a salary adjustment (See *“Changes in Tools or Processes for Current Job”* for specific guidelines)
- b) **Additional responsibilities permanently added to the job:** A salary adjustment for additional responsibilities assigned permanently should be calibrated to the magnitude of change (See *“Expanded Responsibilities in a Job”* for specific guidelines and managing pay within a range)
- c) **Taking on additional duties on a temporary basis:** Additional responsibilities that are assigned on a temporary basis should not be compensated by a permanent adjustment to salary (See *“Temporary Assignments / Interim or Acting Appointments”* for specific guidelines)
- d) **Interim or Acting appointments:** Temporary assignments of duties while a search is being conducted, or to replace a regular unclassified employee on leave. (See *“Interim or Acting appointments”* for specific guidelines)
- e) **Position Profile change:** Some changes or additions may impact the job definition significantly enough to influence its market value or internal equity (See *“Position Profile Change”* for specific guidelines)

## Change in Tools or Processes for Current Job

### Criteria:

- A change in how work is done or the tools used (e.g., automating manual processes, switching to different software package) does not typically warrant a salary adjustment unless it requires a higher level of skill and performance
- While such a change may require training to learn new software or methods, it does not usually *change the purpose or overall accountabilities of the job*
- If the introduction of new tools and/or software significantly changes the job's responsibilities or requirements see "*Position Profile Change*" for guidelines; this may become a position profile change

### Process:

Position Description update recommended. Contact your Business Center Human Resources.

## Expanded Responsibilities in a Current Job

### Criteria:

- Additional responsibilities may be added to a job without changing the position profile
- Even though this typically does not result in a position profile change, the University strives to compensate taking on additional responsibilities within a position profile using the following criteria:
  - Permanent additional functions, depending on the complexity of the new function, its similarity to the current function, and the magnitude of change as a result of the additional responsibilities
  - Increased impact of decision making
  - Additional complexity as a result of supervision or a leadership role in the function

### Process:

- **Position Description and Org Chart Update:** Contact Business Center Human Resources to initiate the process for a position description update and revised organizational chart
- **Managing Pay Within a Grade for Expanded Responsibilities:** Please see “Salary Adjustment Guidance” below for guidance on appropriate salary within the quartiles of the grade
- **Increase Approval Process:**
  - Increases up to 10% will be reviewed and processed by the Business Center Human Resource Manager
  - The department manager will compose a letter of justification addressing the following:
    - Identify the Incumbent and position
    - Describe the incumbent’s skills, experience and performance that justify the compensation in the quartile of the assigned salary range for the position profile. This includes skills and

experience, either demonstrated capability at OSU or in prior positions

- Submit the Letter of Justification to the designated Business Center Human Resource Department
  - If the increases are done in groups, please submit the requests as a package by department
  - Using the “Managing Pay Within a Grade Tool”, Business Center Human Resources will assess the skills, experience and performance of the employee to advise the department regarding compensation within the quartiles.
  - Before any salary is finalized, Business Center Human Resources will conduct a review of salaries of current employees, in the same department, assigned to the same position profiles, with similar jobs to advise the hiring managers regarding internal equity. Business Center Human Resources will consider comparable skills, knowledge, experience, and responsibilities in this review.
  - Please forward any requests for University wide equity reviews to: [classification.compensation@oregonstate.edu](mailto:classification.compensation@oregonstate.edu)  
Review internal equity: Before any salary is finalized, Business Center Human Resources will conduct a review of salaries of current employees in the same position profiles with similar jobs to advise the hiring managers regarding internal equity. Business Center Human Resources will consider comparable skills, knowledge, experience, and responsibilities in this review
- Increases above 10% need approval by the Assistant Vice President Human Resources
  - Increases into or above the 4<sup>th</sup> quartile need approval by the Assistant Vice President Human Resources
  - The department manager will compose a letter of justification addressing the following:

- Identify the Incumbent and position
- Describe the incumbent's skills, experience and performance that justify the compensation in the quartile of the assigned salary range for the position profile. This includes skills and experience, either demonstrated capability at OSU or in prior positions
- Submit the Letter of Justification to:  
[classification.compensation@oregonstate.edu](mailto:classification.compensation@oregonstate.edu)
- If the increases are done in groups, please submit the requests as a package by department

# SALARY ADJUSTMENT GUIDANCE

## GUIDANCE FOR SUPERVISORY DISCRETION IF THEY ELECT TO CHANGE PAY IN CONSIDERATION OF EXPANDED RESPONSIBILITIES

MANAGING PAY for Expanded Responsibilities			
0%	1%-5%	6-10%	Above 10%*
Minimal or No Difference	Slightly Noticeable Difference	Moderately Noticeable Difference	Significantly Noticeable
<ul style="list-style-type: none"> <li>A change in how work is done or the tools used (e.g., automating manual processes, switching to different software package)</li> <li>May require training to learn new software or methods, but it does not <i>change the purpose or overall accountabilities of the job</i></li> <li>Work remains in the same unit, with little or no changes to authority or budget controls</li> <li>Additional steps or tasks that are similar to current responsibilities</li> <li>Same types of decisions made, with the same consequence of errors</li> <li>No additional risk</li> </ul>	<ul style="list-style-type: none"> <li>Additional competencies or skills are required to successfully perform the work (e.g. courses or training series, but not necessarily leading to a degree or certificate)</li> <li>Additional supervision of employees performing similar work in the same unit</li> <li>Slight addition to decision making responsibility, with increased consequence of error and risk</li> <li>Broader scope of communication, perhaps outside of unit</li> </ul>	<ul style="list-style-type: none"> <li>Completion of specialized certification or licensure related to position responsibilities required</li> <li>Draw on greater amount of professional experience that requires increased complexity of problems encountered in the course of work</li> <li>Increase in breadth of responsibility (e.g. from Unit to University wide)</li> <li>Expanded budget authority or resources</li> <li>Additional supervision of employees performing different work, or in a different unit</li> <li>Increased autonomy and independence in position</li> <li>Accountable for communicating metrics and results to higher levels</li> </ul>	<ul style="list-style-type: none"> <li>Completion of an advanced degree (Masters or higher); or extensive training course (e.g. FBI Academy or SPHR)</li> <li>Responsibility for compliance and implementation of new State and/or Federal Regulations</li> <li>Additional supervision or oversight of another unit</li> <li>Significant increase of spending authority or discretion, or additional funding sources</li> <li>Increased responsibility to set policy for unit, department, or university</li> <li>Authority to grant exceptions to policy</li> </ul>

\*Position profile change should be considered.

\*Salaries should not be increased outside of the range associated with the identified position profile.

## Temporary Assignments

### Criteria:

- When an employee is assigned additional or different responsibilities on a temporary basis, compensation may be warranted and provided
  - Temporary assignment must be a significant, clearly defined addition of responsibilities to the normal workload
- Temporary assignments can vary greatly and should be considered on a case by case basis; length of time is be at least 30 calendar days; typically not more than one year

### Process:

- Manager will submit the following information to appropriate Business Center Human Resource Manager:
  - Reason for assignment / appointment
  - Expected duration
  - Resources required
  - Criteria for selecting the employee
  - Proposed compensation for the individual taking on the Temporary Assignment / Interim Appointment
  - For temporary assignments with the intent to recruit, provide the search timeline
- Available options to address compensation for temporary assignments:
  - Stipend: <http://hr.oregonstate.edu/manual/administrative-stipend>
  - Overload: <http://hr.oregonstate.edu/manual/overload-compensation>

## Interim or Acting Appointments

### Criteria:

- Interim appointments are those positions filled on a *temporary basis while a search is being conducted or reorganization is taking place*. If the department wishes to appoint someone to the interim position, a Waiver of Search is required through the Office of Equity & Inclusion. Follow the detailed instructions for completing a non-competitive search at <http://oregonstate.edu/affact/hiring>. A non-competitive “fill” action must be submitted through the online recruitment system. Obtain permission from EOA before submitting the action to the HR Liaison.
- Acting appointments are those positions filled on a temporary basis *to replace a regular unclassified employee on leave*. The appointee is seated to an Academic Wage appointment and his/her regular position is placed on leave.

### Process:

- Contact Business Center Human Resources to initiate Interim or Action Appointment process with position description and organizational chart
- To determine the appropriate salary range for the Interim or Acting appointee, Business Center Human Resources will contact the Office of Human Resources, Classification and Compensation:  
[classification.compensation@oregonstate.edu](mailto:classification.compensation@oregonstate.edu)
- See the following website for process information:
  - Interim and acting appointment:  
<http://oregonstate.edu/admin/hr/jobs/oeshtxt/064>
- For waiver of search review/approval, Business Center Human Resources will contact Office of Equity and Inclusion. Please see the following website for process information:
  - Waiver of search: <http://eoa.oregonstate.edu/policy-and-procedures-waiver-regular-search-process>
- For developmental opportunities policy, please see the following website:  
<http://oregonstate.edu/admin/hr/ercc/doa>



## 6. POSITION PROFILE REASSIGNMENT, ADVANCEMENT WITHIN A POSITION PROFILE, NON COMPETITIVE APPOINTMENT

### POSITION PROFILE REASSIGNMENT

May occur when a position evolves such that significant changes in assigned duties, scope, or impact of decisions warrant the reassignment of the position to a different position profile in the professional faculty structure.

#### Criteria:

A position profile reassignment is appropriate when the change to assigned duties:

- Does not result in a vacancy and the body of work of the current position will not be backfilled; *and*
- the primary purpose of the position remains substantially the same, *and*
- the unit reporting structure remains substantially the same;

If there are employees in the direct reporting structure in similarly situated positions who could reasonably assume the additional duties, a waiver of search may be required.

Updates to a vacant position may also result in OHR Class & Comp reassigning the position to a different profile in the structure, but with no incumbent in the position, the criteria related to waiver of search are not relevant.

Position profile reassignment determinations are reviewed and approved on a case-by-case basis by OHR Classification & Compensation.

### Process:

Contact your Business Center Human Resource Department or OHR Classification/Compensation to inquire about the reassignment process. A position description update; an updated organizational chart with showing the position and all reporting relationships; and a justification letter addressing the following:

- Reason/circumstances for change in position
- Will the current position be backfilled?
- Why the current incumbent is the best choice for the position. Are there others in the organization with similar skills or others within the organization interested in the newly assigned responsibilities?

Position Profile Reassignments are typically effective the first of the month following the date the request was made to Human Resources, including an updated position description, organizational chart and justification letter.

## **ADVANCEMENT WITHIN A POSITION PROFILE**

### Criteria

- Assigned a higher salary and a change of title within the position profile by identifying a higher level knowledge and skills, scope of responsibilities and/or range of impact

### Process:

- For advancement within a position profile, see “Expanded Responsibilities in a Current Job” for process

## **NON-COMPETITIVE APPOINTMENT –WAIVER OF SEARCH**

### Criteria

- Employer initiated movement to a new position for reasons including, but not limited to:
  - Failed search
  - Unique qualifications
  - ADA accommodation
  - Workers' compensation placement
  - Reorganization, requiring a new position
  - Emergency or other compelling circumstances

### Process:

- The Office of Human Resources (OHR), Academic Affairs, the Office of Equity and Inclusion (EOA), and the Office of General Counsel (OGC) will work together to address employer-initiated movements within the structure.
- Business Center Human Resources will update employee records
- Please see the EOA website regarding Waiver of Search, <http://eoa.oregonstate.edu/policy-and-procedures-waiver-regular-search-process>

## **VOLUNTARY MOVEMENT TO A JOB IN A LOWER SALARY GRADE**

### Criteria:

When an employee voluntarily takes a job in a lower salary grade, the new manager/supervisor may negotiate salary within the new grade based upon skills and experienced (see *“Managing Pay Within A Grade”*)

### Process:

For voluntary movement to a position in a lower salary grade, see the following website, <https://jobs.oregonstate.edu/hr> for competitive appointment. The new hiring manager/supervisor may negotiate salary within the new grade based on skills and experience (see *“Managing Pay Within A Grade”*)

## 7. SALARY INCREASES AND ADJUSTMENTS

### Equity and Market Adjustments

- It may be necessary and appropriate to adjust salaries to
  - Establish / maintain internal equity
  - Recognize significant market changes
- Equity adjustments refer to adjustments made to ensure an individual employee's salary continues to maintain equity in relation to OSU employees in similar position profiles
- Market adjustments refer to adjustments made to recognize changes in the competitive market salary for a job and will be determined by the University

### Off-Cycle Salary Increases

- Off-cycle salary increases are discretionary increases that can occur at any time during the year outside the normal increase cycle
- New unclassified fixed-term employees are not eligible for salary increases during their first year of employment. Exceptions must be approved by Academic Affairs.
- A Supervisor must obtain approval from the Dean, Vice President or other Administrative Unit Head. Business Center HR to determine if the increase is justified, compatible with the market, and consistent with the University's pay guidelines. Any increases within the 4<sup>th</sup> quartile must have approval by OHR Classification Compensation. Office of Equity and Inclusion shall review such increases at least on a quarterly basis (see *"Hiring in the 4<sup>th</sup> Quartile of the Salary Range"* for process)

### Increase Approval Process

- Increases up to 10% will be reviewed and processed by the Business Center Human Resource Manager
- Review internal equity: Before any salary is finalized, Business Center Human Resources will conduct a review of salaries of current employees in the same position profiles with similar jobs to advise

the hiring managers regarding internal equity. Business Center Human Resources will consider comparable skills, knowledge, experience, and responsibilities in this review

- Increases above 10% need approval by the Assistant Vice President Human Resources (please use the same process as increase requests into or within the 4<sup>th</sup> quartile; see pg 6 for more detail)
- Increases into or within the 4<sup>th</sup> quartile need approval by the Assistant Vice President Human Resources (see pg. 6 for more detail)

**Salaries below the minimum of the range or above the maximum**

- The University aspires to pay all employees within the range associated with their job's salary grade so that no one is paid below the minimum or above the maximum
  - When salaries of employees are below the minimum of the range, salaries should be adjusted to fall within the salary range

## 8. MAINTAINING THE PROGRAM

### Updating the Salary Grade Structure

- The Office of Human Resources (OHR) is responsible for maintaining a current and competitive salary structure consistent with the University's compensation strategy
  - OHR is responsible for reviewing the salary grades biennially, by collecting and analyzing market data for comparable jobs within the respective comparison markets
  - The overall structure will be reviewed on a biennial basis by considering market trends inside and outside higher education
- Proposed changes to the current structure will be reviewed by the Senior Vice Provost for Academic Affairs and the Assistant Vice President of Human Resources in consultation with University Legal Counsel and the Office of Equity and Inclusion.