



## Compensation Policy for Administrators

Approved By: President Date Approved: 09/17/2005 Revised: Date of Next Review: 09/17/2008	Related Policies: Paid and Unpaid Leave for Administrators Policy; Performance Management for Administrators; Fair Labor Standards Act; Oregon Wage and Hour Law Contact Officer: Director of Human Resource Services Policy Custodian: Vice President for Finance and Administration
--	---

### A. Purpose

This policy establishes the framework for a compensation plan for administrators. This policy does not apply to faculty, classified staff, or student employees.

### B. Policy

Southern Oregon University desires to provide a level of compensation that attracts, motivates and retains highly qualified administrators whose work enables the University to achieve its goals. This policy is intended to guide the University to:

1. Achieve equitable compensation for employees, taking into account their duties and responsibilities, qualifications, experience, performance, and internal and external salary data;
2. Promote fairness and consistency in administrative compensation in the context of programs offered to other University employees;
3. Establish hiring salaries that are competitive, internally and externally;
4. Facilitate recruitment and retention of employees;
5. Provide an incentive for employees to align services and programs with SOU's mission, vision, values and goals, and to achieve and maintain performance excellence; and
6. Recognize excellence in performance, accomplishments, and professional growth.

### C. Responsibilities:

1. The Executive Council is responsible for establishing the compensation policy and objectives, determining the amount of funds available for adjustments pursuant to Board and legislative directives, and determining the types and amounts of increases that will be available each year.
2. Human Resource Services oversees the administration of the policy, provides advice, communicates policy and salary information to supervisors and employees, and provides information and assistance to the Executive Council regarding policy implementation, evaluation and modification.
3. Department heads and directors are accountable for salary decisions and recommendations, giving performance feedback and guidance to their staff, explaining criteria for salary adjustments, and communicating information about the policy to their administrative staff.
4. Employees share the responsibility for obtaining information about and understanding the compensation policy, seeking feedback and assistance from their supervisors or Human Resource Services, and identifying opportunities to enable them to meet criteria for salary adjustments.

## **D. Funding**

The awarding of salary adjustments is dependent upon the availability of funds, and University, legislative, gubernatorial, or Oregon University System directives and guidelines. The granting of any salary increase or adjustment is not based solely on the availability of funds but is subject to approval consistent with University procedures and this policy. The source of funds (self-support or general fund) does not determine the salary level for employees or eligibility for salary adjustments unless there is a stated restriction or requirement in a grant or contract that affects an employee's salary level or adjustments.

## **E. Hiring Salaries**

When a new position is established or an existing one becomes vacant, a hiring salary range is established by Human Resource Services in consultation with the hiring department. The hiring salary range is based on a variety of criteria: level of job responsibilities and requirements as documented in the position description; internal salary comparisons; professionally recognized local, regional or national salary studies for comparable positions such as those produced by CUPA, professional organizations, and state agencies; and availability of qualified applicants. The salary that is offered to a successful candidate is based on the individual's relevant experience, qualifications, education and skills.

## **F. Salary Increases and Adjustments**

The following is a description of the different types of increases that may be awarded during a fiscal year. Employees are notified each year about the type of increases or adjustments that are to be awarded in a given year, the amount of an increase or adjustment, the source of available funds, eligibility requirements, the effective date, and procedures for awarding increases and adjustments.

### **1. Annual Increases:**

#### **a. General Increase:**

- 1) General increases are, based on available funding, normally awarded annually on an across-the-board basis for employees on renewable appointments.
- 2) An employee appointed to a non-renewable appointment is not eligible for the general increase. If an employee on a non-renewable appointment is appointed to the same position for the following year, with no break in service, the employee is eligible for a n increase upon reappointment consistent with the eligibility requirements for a general increase.

#### **b. SOU Performance Increases:**

- 1) Performance increases are, based on available funding, normally awarded annually and are added to an employee's base salary. Performance increases are not automatic, but are awarded in recognition of exceptional performance and accomplishments based on how an employee meets established criteria.
- 2) Eligibility: Administrators who have completed one year of service with the University are eligible for consideration.
- 3) Funding: Funds are allocated to each department based on the relative number of administrators. Self-support departments will be advised to budget funds for increases.
- 4) Criteria: Each department and division (i.e. Academic Affairs, Finance and Administration, Student Affairs, Institutional Advancement, and the President's Office) is responsible for developing tangible and viable criteria for awarding increases in consultation with the division vice president or president that are directly related to and in support of the University's mission and goals. Each department and division is responsible for communicating criteria to administrators in that department and division.

5) Process:

- a) Supervisors assess employee performance against established criteria based on annual performance assessments and other evidence of an employee's accomplishments and achievements. Supervisors are encouraged to obtain feedback from other individuals with whom an employee interacts (e.g. co-workers, students, other department personnel, and other supervisors/managers) and incorporate it in annual performance assessments and recommendations to award employees a performance increase.
- b) Directors submit recommendations for employee increases to their vice president or president. Recommendations include the amount of the increase and rationale. In making a recommendation, directors may take into consideration other salary adjustments an employee received during the preceding year.
- c) Prior to the awarding of increases, a committee of directors from each division reviews recommendations to ensure consistency and forwards the recommendations with comment to vice presidents.
- d) The final decision to award increases rests with the Executive Council. Increases should not be communicated to an employee until approval has been received from the Executive Council.

2. Adjustments Based on Changes in Position and Responsibilities:

- a. Appointment to a different position and job title with greater responsibilities and authority: A salary increase may be granted commensurate with the position's responsibilities, taking into consideration the employee's current salary and other factors described in Section E, Hiring Salaries.
- b. Additional responsibilities assigned to an employee's current position may not warrant a title or position change but may support a salary adjustment providing the additional responsibilities represent a significant change in responsibility and are a regular vs. temporary assignment. An increase in workload volume does not normally warrant a salary adjustment. Approval for an adjustment and the amount is dependent on the level and scope of responsibilities, as well as the employee's current salary and other factors described in Section E, Hiring Salaries.
- c. Temporary salary adjustments: A temporary salary adjustment may be warranted for an employee's appointment to an interim position at a higher level of responsibility, the assumption of additional and greater responsibilities for defined period of time, or to work on and complete a limited-term project. An increase in workload volume does not normally warrant a salary adjustment. The amount of the adjustment is dependent on the nature of the assignment, required responsibilities, and duration. Salary increases awarded to an employee's base salary are not applied to the adjustment.
- d. Lateral adjustments: When an employee is appointed to a different position and title, but the position has a comparable level of responsibility and authority as the former position, the employee's salary may remain the same.
- e. Transfer to a position with less responsibility and authority: A decrease in salary is considered upon an employee's appointment to a position with less responsibility and authority. The amount of the adjustment is dependent on the level and scope of responsibilities, as well as the employee's current salary as compared to internal and external salary data.

3. Other Salary Adjustments:

- a. Equity adjustments are based on a variety of factors, including but not limited to: the employee's salary history; the relative gap between an employee's current salary and the external market benchmark salary ; internal salary comparisons with positions of comparable responsibility and authority, job performance, the employee's years of service in the current position and total years of University service, and years of prior related experience. An equity adjustment may be effective at the time the general increase is effective, or it may be effective at other times with appropriate administrative and budget approvals. Responsibility for recommending an equity adjustment rests with department directors in consultation with Human Resource Services. Human Resource Services is responsible for reviewing all applicable factors and data in making a recommendation. Recommendations are submitted to the appropriate vice president for final approval.
- b. A compression adjustment may be warranted when a supervisory employee's salary is less than or equal to the highest paid employee being supervised. Factors that are taken into consideration in deciding whether to approve a compression adjustment include: the nature and responsibilities of the supervisor and employee's positions; required knowledge and experience; performance; length of service in the position; and internal and external salary data. Responsibility for recommending a compression adjustment rests with department directors in consultation with Human Resource Services. Human Resource Services is responsible for reviewing all applicable factors and data in making a recommendation. Recommendations are submitted to the appropriate vice president for final approval.

**G. Overtime**

Human Resource Services determines exempt or non-exempt status based on applicable laws and regulations.

1. Non-exempt positions are eligible to receive overtime compensation for actual hours worked over 40 hours in a workweek and may be paid on a salaried or hourly basis. The workweek begins on Sunday and ends on Saturday. Overtime may be compensated in cash or compensatory time (comp time).
  - a. Overtime pay (cash) is calculated at one and one-half the employee's hourly rate.
  - b. Compensatory (comp) time is a form of leave and is earned at a rate of one and one-half times each hour or fraction of an hour worked over 40 hours in a workweek. The maximum amount of comp time that can be accumulated is 120 hours.
  - c. Approval to work overtime should be granted in advance by an employee's supervisor, absent any extenuating circumstances.
2. Exempt positions are not eligible for overtime and must be paid on a salaried basis.
  - a. Salaried basis means an employee receives a predetermined amount each pay period, which is only reduced for permissible reasons such as an approved leave without pay, unpaid leave under FMLA or OFLA, and disciplinary suspensions.
  - b. Exempt employees who have insufficient leave to cover a partial day's absence are compensated for the day unless an alternative work schedule has been arranged between the supervisor and employee.

**H. Benefits**

The University provides a benefits package as part of an employee's total compensation. Comprehensive information and details are available in Human Resource Services, the Payroll and Benefits Office, located in Churchill 160.

---

**I. Policy Revision**

This policy may be revised at any time without prior notice. All revisions supersede prior policy and are effective upon approval.