
AUBURN UNIVERSITY AT **MONTGOMERY**

STAFF CLASSIFICATION AND COMPENSATION PLAN

ADMINISTRATION MANUAL

Updated: September 2012

Note: This manual pertains to all non-faculty positions/employees with the exception of the Vice Chancellor, Associate Vice Chancellor, Provost, Associate Provost, and positions designated by and reporting directly to the Chancellor.

Auburn University at Montgomery Staff Classification and Compensation Plan Administration Manual

I. INTRODUCTION

A sound classification and compensation plan is an integral part of progressive human resources management practices. Any good classification and compensation plan should be formed with consideration of both *external competitiveness* and *internal equity*. External competitiveness is the cornerstone of any classification and compensation plan and refers to the idea that the organization must compete for employees within a market of many employers. Internal equity refers to the fairness of the plan across the organization and implies that 1) classifications in the same salary band are considered to be of equal value to the organization, and 2) the ranking of salary bands reflects the relative values of the classifications in those grades to the organization. The implementation of a sound classification system also accomplishes several strategic objectives:

- Establishes significantly different salary bands, so that movement between levels within the university is distinct
- Assumes that job classifications are meaningful and established for a specific reason, serving a purpose toward accomplishing the objectives of the university
- Establishes a compensation system that is philosophically consistent, but flexible enough to meet the diverse needs of the university
- Provides the foundation for a performance-based compensation system
- Adheres to all federal, state, and local employment laws and regulations

II. PURPOSE

The Staff Classification and Compensation Plan applies to all exempt and non-exempt non-faculty positions within the University with the exception of the **Vice Chancellor, Associate Vice Chancellor, Provost, Associate Provost, and positions designated by and reporting directly to the Chancellor**. Employees are encouraged to become familiar with the information herein for it will be a viable resource in communicating the process used for the establishment and maintenance of classifications and compensation within the University. The day-to-day implementation of this Plan is the responsibility of the Office of Human Resources. The Office of Human Resources is responsible for obtaining position data, developing position descriptions, evaluating positions using established guidelines, and recommending compensation.

This manual describes the administration of the Staff Classification and Compensation Plan (hereinafter designated as the Plan) developed for Auburn University at Montgomery (AUM). Furthermore, this document establishes the policies and procedures for administering all aspects of the Plan. Any questions regarding the Staff Classification and Compensation Plan, the administration of the Plan, or the information contained within this manual should be addressed to the Senior Human Resources Officer (hereinafter designated Senior HR Officer).

The Chancellor has final authority on all matters pertaining to job placement, salaries, and classification titles.

III. UNIVERSITY RIGHTS

This Plan is developed, issued, and implemented in response to changes and revisions in internal policy, University policy, and state and federal laws and regulations. The University expressly reserves the right to change any of the information herein. This manual supersedes all previous staff classification/compensation procedures and will remain in effect until cancelled or superseded. All staff salary and salary adjustments shall be subject to the resources of the University.

IV. COMPENSATION PHILOSOPHY

Auburn University at Montgomery seeks to attract, retain, and motivate well-qualified employees through the University's salary compensation plan. Within its fiscal resources and contingent on all applicable rules and laws, the goal of the University's salary administration plan is to pay faculty, administrative, and staff employees a salary that is: (a) competitive with comparable positions offered by other employers in appropriate geographic areas and by peer institutions; and (b) equitable among all employees with regard to position responsibilities, compensable factors, and levels of performance recognized among individual employees.

Compensation policies and procedures will be consistent with all federal laws enforced by the U.S. Equal Employment Opportunity Commission (EEOC), prohibiting compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability.

V. SCOPE

The University is committed to quality and fairness in the process of recruiting and selecting new employees. Moreover, the Staff Classification and Compensation Plan represents the University's concern for internal equity in establishing staff hourly wages and annual salaries as well as its commitment to provide a clear and consistent means for advancement in employment status. Thus, the University developed the Staff Classification and Compensation Plan as one means to ensure: (a) that AUM staff salaries are competitive to those offered in the external job market, as well as those offered at peer institutions of higher education; and (b) that hourly wages and annual salaries are equitable among all AUM employees with regard to qualification, job responsibilities, and level of performance.

VI. HUMAN RESOURCES (HR)

The Office of Human Resources is knowledgeable about classification and compensation issues, particularly those contained within this manual and/or related to the Plan. These individuals will

make themselves available to all affected groups to discuss classification and compensation issues and concerns. The Office of Human Resources wants to ensure that all staff employees have a familiarity with and a clear understanding of the Plan.

VII. DEFINITIONS

- A **SALARY BAND** is an assigned pay level within the total range of salaries covering all positions. Most classification and compensation plans include several bands.
- A **SALARY RANGE** is the dollar amount [minimum to maximum] associated with a specific salary band. The minimum base rate of pay to the maximum base rate of pay above which employees cannot be paid, except where exceptions have been authorized in accordance with appropriate approvals.
- A **CLASSIFICATION** is a designated category based upon common duties and responsibilities found in the same title and salary band.
- **PDQ** (Position Description Questionnaire) describes the position's duties, responsibilities, skills, knowledge, abilities, and minimum requirements for qualification. It is used to assist in the classification process.
- **CLASSIFICATION DESCRIPTIONS** (CD) describe similar duties and responsibilities found in one or more positions.
- **MAINTENANCE** is the review and modification of classifications to ensure accuracy, currency, and correct placement within the Plan. The Office of Human Resources typically initiates the maintenance review.
- An **AUDIT** is a review of a specific position. The review is generally conducted through a meeting with a representative from HR, the employee, the employee's immediate supervisor, and possibly others who have direct knowledge and understanding of the position in order to clarify duties and responsibilities and assist in the classification process.
- **RECLASSIFICATION** is a change in a position that results in a different classification title and/or salary band. A reclassification results from the *significant* addition, deletion, or modification of duties and responsibilities. A reclassification occurs to a position not an individual. It does not result in a position vacancy as would occur in most promotions.
- **EXEMPT/NON-EXEMPT STATUS** is a categorization of jobs based on the level of job responsibilities. This categorization indicates whether employees are exempt from the overtime provisions of the Fair Labor Standards Act (FLSA). Identification of a position as exempt or non-exempt depends on the duties required by the position and the pay of that position. The fact that many salaried positions are exempt and non-salaried positions tend to be classified as non-exempt, is not a factor in determining exempt status, nor should it be viewed as such. Through the classification study, with information provided by the individuals in a classification, their supervisors, and/or department/unit heads, the Office of Human Resources determines the correct exempt/non-exempt status for a position.
- **WORKING DESCRIPTIONS** (WD) describe the duties and responsibilities specific to an employee who holds a designated position.

VIII. COMPENSATION AND COMPETITIVENESS [External Competitiveness]

To hire and retain employees, the University must compete with other organizations that are hiring from the same group of potential employees. To be competitive, the University examines its external market. This process involves several principles:

- Identify classifications from other organizations similar to University classifications in order to pay comparable wages to University employee performing similar work.
- Identify the appropriate markets for the University classifications in order to pay wages similar to those in the competitive areas.
- Use the same market consistently for comparative purposes.
- Review relevant markets and classifications periodically to ensure the University maintains competitiveness to the extent made possible by available resources.

IX. CLASSIFICATION SYSTEM [Internal Equity]

A good classification system defines the positions and provides a mechanism for examining the duties, levels of responsibility, and skill sets required by the position. The main outcomes of the classification system are:

- Employees performing similar work are grouped together.
- Differences in placement into classifications are based on significant differences in the level of duties, responsibilities, and qualifications required.

Consistent application of the classification system (i.e., grouping individuals into classifications based on the work performed) leads to internal equity and aids in other personnel functions including recruitment, selection, and training.

Human Resources must consider the Internal Equity of the job classifications across the organization, when establishing an approved starting salary, whether through hire, promotion, reclassification or equity adjustment. In certain circumstances, HR may also consider the Internal Equity of the job classification within individual units and/or departments.

If there are no employees currently listed in the job classification, HR will consider Internal Equity using one of the following methods:

- 1) The salary of the last employee(s) to fill the job classification, if the last employee(s) has been separated from the University for no more than six (6) months.
- 2) The salary band minimum for the job classification, if the job classification has not been filled in more than six (6) months.

X. CLASSIFICATION

A. GENERAL INFORMATION

The Office of Human Resources is responsible for maintaining the Plan. Reclassification of a position is normally accomplished through either: 1) a major classification study initiated at the department level or by HR, or 2) an audit of an individual position initiated at the department level or by HR. Vice Chancellor/Provost Level approval is required prior to proceeding with such studies or audits. Reclassifications cannot be conducted within six months of a hiring or promotion decision. Furthermore, an employee must wait at least 90 continuous days after hire or promotion before applying competitively for another position within the University.

The Plan is designed to follow a five-year total maintenance process, meaning that every five years each position should be reviewed at least once. Thus, as a part of the maintenance process, approximately 20% of all staff positions are targeted for review annually during years the University is not under proration. Particular attention is given to positions (1) affected by organizational changes, (2) impacted by market changes/demands, and/or (3) that have not been reviewed during the past five years.

If a supervisor anticipates significant changes in the duties assigned to a position, that supervisor should contact the Office of Human Resources if those anticipated changes will result in the addition of new duties. These changes must be significant (i.e., will change the nature of the job). HR will determine the appropriate classification for the position, and will consult with the supervisor to establish the appropriate duties and responsibilities for the position.

Classification studies or individual position audits normally result in one of the following administrative actions:

- Retention of the position in its current classification and salary band.
- Change in classification and/or salary band with an appropriate salary adjustment.
- Change in classification with no salary adjustment.

Forms necessary to request a review of a position are available through the Office of Human Resources.

B. POSITION CLASSIFICATION REVIEW PROCESS

When a supervisor identifies a need to make a significant change in the duties and responsibilities assigned to a position, he or she should request a review of the position's classification. A significant change is one which represents a change of at least 25% in the job duties through the addition or deletion of primary responsibilities. This 25% must involve different or new activities. An increase in workload volume is not considered significant change. Please keep in mind that reclassification decisions are made by

comparing a position's assigned duties to the available job specifications as well as the knowledge, skills, and abilities required to acceptably respond to the new tasks. Reclassification decisions **are not** based on an employee's job performance or on a comparison to the work that other employees perform, either inside the University or within external organizations.

Requests for position classification reviews will only be accepted by HR from October 1 through April 30 of each fiscal year. This allows for sufficient time to incorporate any resulting changes into the following year's budget. To initiate a review of a position, the supervisor must complete a **Request and Justification for Reclassification or Reorganization Form** available through the Office of Human Resources.

If the position is vacant, the supervisor may initiate the request for position audit through the appropriate administrator, at least **one month** prior to advertising and filling the vacancy. Again, the request to change position duties must be approved prior to the employee assuming the duties. Additionally, the Office of Human Resources may also initiate a position audit when necessary. The following steps guide the audit process:

Step 1. – Request for Audit: To initiate a classification review, the supervisor is required to submit a completed **Request and Justification for Reclassification or Reorganization Form** to the office of Human Resources. This request can be prompted by either employee or supervisor perception that the employee is either working outside of his/her classification or has been given new or different job responsibilities in excess of 25%, however the supervisor must initiate the form, not the employee. Only one request can be made per fiscal year. The form is available through the Office of Human Resources.

Step 2. – Levels of Review: Upon receipt of the **Request and Justification for Reclassification or Reorganization Form**, HR will determine whether either a reclassification or reorganization is warranted based on the information and justification provided. If HR approves the request, the form will be submitted to the unit/department head to obtain approval to conduct a desk audit. If the supervisor is the department or unit head, the form should be submitted to the Vice Chancellor/Provost. **Note** - when the University is under proration, reclassifications will require Chancellor-level approval.

Step 3. – Approval Process: The **Request and Justification for Reclassification or Reorganization Form** provides for approval signatures of all persons who may be involved in the review. If at any point, any person involved in the review believes that sufficient justification has not been provided to approve the request, he or she must provide in writing a detailed explanation of the reasons why the change should be denied. The original completed form, containing all appropriate signatures, must be resubmitted to the Office of Human Resources.

Step 4. – Desk audit: An HR representative will contact the department/unit and provide additional information regarding the audit process, as well as make arrangements with the employee to review the position. An HR representative will discuss the details

of the audit with the employee, immediate supervisor, and/or others knowledgeable of the position.

Step 5. – HR Decision: An HR representative will review the results of the desk audit to render a classification decision. If the HR representative approves reclassification of the position to a different salary band level, he/she will make a salary recommendation to the supervisor.

C. POSITION AUDIT DECISION

Salary Increase

When a position audit results in an upward classification change, the current employee's hourly rate or annualized salary will be increased, if necessary, in accordance with the policy for employee promotions (Section XII. B.). Prior to making a request to reclassify a position to a higher level, thereby increasing the pay rate or salary for that position, the department/unit head should review the new salary requirements to ensure sufficient funds are available to support the recommended increase. The increase in pay must come from the department/unit to which the employee is assigned. A department/unit head should not sign a Request and Justification for Reclassification or Reorganization form, recommending a position reclassification, *unless* the department/unit has funds sufficient to cover any resulting salary increase or has consulted with an appropriate University official to determine the appropriate funding source for the increase.

Salary Band Reduction

If the audit of a position results in reclassification to a lower salary band, the employee's hourly rate or annualized salary will not be impacted.

Salary Adjustment Implementation

If a position is reclassified, the effective date shall be the first day of the pay period following the date the completed working description with all required signatures is received and date-stamped in the Office of Human Resources. No salary adjustment will be given during the formal budget process.

If the reclassification request is not approved, the Office of Human Resources will meet with the employee, supervisor, and department/unit head. The Office of Human Resources will describe the rationale for denying the request and make recommendations for realignment of job duties to ensure that the employee is not performing significant duties of a level other than that for which he/she is being compensated. The supervisor, department/unit head, and the employee will receive a copy of the decision.

D. REQUESTS FOR CHANGES IN MINIMUM QUALIFICATIONS

As minimum qualifications provide the lowest acceptable education and/or experience that can be required to ensure the satisfactory performance of a candidate, it is even more

important that the necessary steps are taken to protect both a new incumbent and the University due to requests for changes in the minimum qualifications.

Therefore, with each request, HR will require documentation to enable the University to substantiate that all changes are consistent and appropriate. To this end, the hiring supervisor or manager will need to submit a rationale statement regarding any proposed changes to the existing minimum qualifications. The rationale statement should document the reason(s) for the proposed changes and the specific revisions being suggested.

Furthermore, both HR and the Chancellor or his/her designee must approve the request for revisions. Accordingly, pay structure is partly dependent upon the education and experience needed for the position, it should be noted that changing the minimum qualifications of a class will affect the pay for that classification as pay structure.

It should be noted that minimum qualifications cannot be changed while there is an incumbent in the position with a lower level of qualifications than the requested minimum.

E. APPEAL OF CLASSIFICATION DECISION

An employee may appeal the position's classification assignment through written correspondence. The appeal should include an outline of the specific details including why the reclassification should be approved. The individual making the appeal should focus on providing new or additional information not provided in the original request for reclassification. The appeal must be delivered to the Office of Human Resources within fifteen [15] working days after the employee or supervisor receives the decision from the HR Representative.

A written statement indicating the grounds for a final appeal must be submitted to the Chancellor or his or her designee within seven [7] working days of receipt of HR's decision. Appeals shall be restricted to the information already submitted to HR and the grounds for appeal shall be limited to HR's failure to follow appropriate procedures in making this classification decision.

Upon receipt of a written appeal, the Chancellor or his or her designee shall evaluate the evidence and make a determination. The decision shall be binding on all parties and shall be conveyed to all involved within twenty [20] working days.

F. MAINTENANCE OF THE CLASSIFICATION SYSTEM

The Office of Human Resources is responsible for ensuring that each position is appropriately classified based on the established classification descriptions. This requires HR representatives to compare the contents of the Working Description (if available) or the position detail data available in the AUM Jobs employment system with the established classification descriptions determine which classification is the most appropriate "match". If a position does not "match" an existing classification, the HR

representative, in cooperation with the supervisor and/or department/unit head, may develop a new classification description and assign an appropriate salary band based on the position details outlined within AUM Jobs.

During years the University is not under proration, approximately 20% of all classifications in the Plan are targeted for review each year, leading to a review of each classification at least once every five years. During this review process each classification is analyzed to ensure accuracy of the description and appropriateness of the salary band assignment. This maintenance approach gives the University an on-going logical review of its classification system.

In identifying positions to include in the annual review process or determining the need to conduct additional reviews of classifications, the Office of Human Resources considers the following priorities:

Review Priority #1 – Positions/Classifications Impacted by Reorganization

The University must be responsive to organizational change. Changes in managerial objectives and policies, changes in technology and changes in (or newly established) interrelationships/roles/conflicts between departments/units may each result in reorganization and a subsequent need to re-examine and adjust classification descriptions and/or placement in the salary band.

Administrators must keep HR informed of any contemplated changes or reorganization affecting the University's organizational structure, which may have an impact on matters involving classification. As administratively approved change/reorganization is initiated for the purpose of furthering the University's goals or its objectives/effectiveness, classification studies will be undertaken to ensure that working descriptions, classification descriptions, and salary bands are accurate for positions/classifications impacted.

Review Priority #2 – Classifications with High Turnover Rates

High termination or turnover problems can indicate a need to review a classification. HR representatives will monitor termination rates and reasons for increased termination/turnover. It is possible that this information could be related to compensation or classification issues covered by the Plan. If, for example, such an analysis reveals that the existing salary structure is a primary cause for high turnover in a classification or series of classifications, classification reviews will be conducted.

Review Priority #3 – Positions/Classifications Selected Based on Other Criteria

Through discussions with supervisors and department/unit heads, HR representatives will identify classifications that (1) require special skills and/or have unique training/development needs, or (2) are difficult to fill in terms of current recruitment/compensation strategy. These positions will be targeted for classification review. In addition, individual positions will be reviewed as they become vacant for the purpose of verifying duties/responsibilities, classification assignment, and salary band.

XI. PAY FOR EMPLOYEES

NEW HIRE

The Office of Human Resources will approve all starting pay rates established through discussions with the supervisor and/or department/unit head. AUM bases all salary recommendations for new hires on compensable factors such as education, experience, impact to public relations, demands, complexity, decision authority, etc. Internal equity is also used as a factor in determining a final recommendation. As a general rule, starting pay rates/salaries will be set at the minimum of the assigned salary band. There are two exceptions.

First, additional education and/or experience that is relevant to the job and exceeds the minimum experience and education required is quantified using consistent measures. This being said, it is important to note that if the minimum qualifications indicate 2-4 years of experience, every candidate within that time period will be considered as “the same” for compensatory purposes.

Second, setting a starting salary above the minimum may be made for applicants of a classification “impacted” by market conditions. Market impact of a classification is seen when qualified applicants can not be recruited and retained with starting salaries up to the midpoint of the assigned salary band range for a given classification. If market conditions necessitate the use of premium hiring salary rates and/or a special salary range assignment, a higher starting salary may be justified. This exception shall be rare and should be presented only after discussions with the Office of Human Resources and the supervisor and/or department/unit head. Often direct recruitment efforts may preclude the need to make an exception for market impact. HR representatives should work with the supervisor and/or department/unit head to implement recruitment strategies designed to attract the best candidates. Furthermore, experience will be quantified as seen below:

- Working Knowledge: 6 months or less experience
- Basic: 6 months to 1 year of experience
- General : 1- 2 years of experience
- Intermediate: 2-4 years of experience
- Advanced: 4-6 years of experience
- Significant: 6-8 years of experience
- Extensive: 8 or more years of experience

Operationalizing this data will help translate market data as well as ensure the consistency of pay rates for experience that exceeds the minimum.

The Office of Human Resources will work with the supervisor and/or department/unit head to establish the starting pay rates for employees. In determining the starting pay rate, these individuals will consider (1) the employee’s relevant training and level of experience as they relate to the minimum qualifications of the position for which he/she

is hired, (2) internal equity issues, (3) special exceptions (noted above, if such exceptions exist), and (4) the amount currently budgeted for the vacant position. As a general rule, employees meeting the minimum qualifications will start at or near the minimum of the assigned classification's salary band range. Those employees exceeding minimum qualifications are placed appropriately in the salary band range, after approval by the Office of Human Resources.

The delegated administrative authority for setting starting salaries for employees:

Minimum to 1 st Quartile	Hiring Supervisor or Dept/Unit Head and HR
1 st Quartile to Midpoint	Appropriate Vice Chancellor/Provost and HR
Above Midpoint	Chancellor, in consultation with HR

Exceptions to these stated authorities require the approval of the Chancellor, and must be submitted in writing to the Senior HR Officer.

XII. INDIVIDUAL CHANGES IN HOURLY RATE OR ANNUALIZED SALARY DUE TO:

A. TEMPORARY ASSIGNMENTS

An administrator may, upon written approval from the Senior HR Officer, temporarily (1) assign an employee to a different position, or (2) assign responsibility for the work of a position vacated by reason of an incumbent's extended leave. Such assignments may be made for a period not to exceed one year. An employee temporarily assigned for a time period of less than 30 days shall receive no change in pay. If the temporary assignment exceeds thirty 30 days and involves a classification in a salary band higher than the grade of the employee's regular position, the employee's hourly rate or annualized salary may be increased *temporarily*. The temporary increase may be approved for the duration of the assignment. The temporary adjusted salary will equal the employee's current salary plus 10% of that salary or the minimum of the salary range of the temporary assignment, whichever is greater. If the salary band for the classification of the temporary assignment is the same as, or lower than, the salary band of the employee's regular position, the employee's hourly rate shall remain unchanged. Only the hourly rate shall be changed for temporary assignments. The title will not change.

B. PROMOTION

When an employee is promoted to a position classified in a higher salary band than the one he or she currently holds, the employee's hourly rate or annualized salary will be increased using one of the following methods: 1) 5% percent of the employee's current pay rate for each salary band increase, or 2) the minimum of the new salary band, or 3) to

an amount that reflects current market data and compensable factors such as required education and experience, complexity, decision authority, and additional relevant experience, whichever decision will result in the highest salary for the employee and keeping in consideration internal equity.

C. VOLUNTARY REASSIGNMENT

When an employee requests and is approved by the department/unit head, to be reassigned to a different classification in a lower salary band, the employee's hourly rate or annualized salary will be decreased to an amount appropriate in the lower band. The Office of Human Resources, in consultation with the supervisor and/or department/unit head, will determine the amount of the decrease.

D. LATERAL TRANSFER

Lateral transfer to the same classification or to a classification in the same salary band will not result in an hourly rate or annualized salary change (increase or decrease). However, the classification title may change.

XIII. OVERTIME COMPENSATION

Pursuant to FLSA guidelines, all **non-exempt** employees are eligible for overtime compensation when required to work in excess of 40 hours per standard workweek. Overtime work must be approved prior to the employee working the overtime hours. When possible, the employee who works overtime hours should receive compensatory time off instead of overtime pay. The supervisor must approve payment for approved overtime service.

Non-exempt employees who are called back to work outside of their regular schedule are guaranteed at least four hours of paid time. This policy does not apply when an employee who is still at work is asked to continue working past the normal working hours or when an employee is called to start the work shift early.

XIV. ANNUAL PAY ADJUSTMENTS

The University administration typically makes pay plan recommendations to the Auburn University Board of Trustees for implementation on October 1st of each year. While this is the tradition, this practice may be altered based upon the financial resources of the University. The Board of Trustees determines the annual pay adjustments. To be eligible for an annual pay adjustment an employee must be employed with the University prior to June 1st of the year of the adjustment.

To receive an annual pay adjustment a person must be in an active working pay status. In the unusual circumstance that the pay increase results in an employee's pay exceeding the maximum of the band, the increase must be justified to and approved by the Chancellor.

XV. ANNUAL COMPENSATION PLAN REVIEW

Each year, the Chancellor's Senior Staff will review the Plan to ensure the University is maintaining a competitive salary band structure. Factors such as cost of living increases and market impact analyses may impact these decisions. Following a thorough analysis, the Office of Human Resources will make a recommendation regarding the need to move the salary band structure, and by what amount within each band. The Chancellor will review recommendations, gather any additional information necessary, and make a decision regarding salary bands.

XVI. EQUITY ADJUSTMENT

It is the practice of Auburn University at Montgomery to award salary increases through annual budget cycles. However, there are occasions when the University must respond to unusual circumstances that have the potential to cause inequities in pay. The intent of equity adjustments is to provide consideration to critical and/or atypical pay administration problems. An equity adjustment provides a mechanism for addressing salary inequities arising from external pressure in high demand field; internal salary equity; and retention considerations. The request for an equity adjustment may be justified in the following situations:

- Retention of key personnel, defined as individuals with special skills or experience that are uniquely critical to the program or completion of high-priority projects, and whose current salaries are within the top 2.5% of the University.
- To correct for a substantial increase in ongoing responsibilities due to restructuring that is not sufficient to warrant reclassification, but has resulted in an increased level of responsibility or direct reports that receive higher pay. A request submitted with this justification will require a Desk Audit for confirmation.
- To correct an unacceptable internal equity issue between positions that are of comparable worth. HR must also investigate to determine if there are any other positions within the job classification that experience the same internal inequity.
- To correct an unacceptable salary inequity between an employee's pay and the average salary of similar positions in comparable universities. Any positions used as comparators must also be similar in terms of salary range and minimum qualifications.
- To correct a salary when the difference is not explainable by differences in qualifications, type or length of experience, the work itself, the value to the organization, performance/productivity, and/or market. A request submitted with this justification will require a Desk Audit for confirmation.

Eligibility: To be considered for an equity adjustment, an employee:

- Must have completed the probationary period
- Must not have been reclassified in the prior six months
- Must not have been hired or promoted within the prior six months

Equity Adjustments:

- Must have the approval of the Chancellor
- Must have the approval of the Vice Chancellor/Provost in the given area
- Data must be confirmed by the Office of Human Resources
- Must be able to be sustained by the department's budget at the time of the request.
- Except in extremely rare circumstances, the adjustment may not exceed the internal salary average of the job classification, OR the midpoint of the salary band. Under no circumstances may the salary adjustment exceed 15% of the current salary or the maximum of the salary band.

Considerations:

- Equity adjustments are separate and distinct from the annual increases given by the University.
- Equity adjustments cannot be used to reward job performance.
- Equity adjustments should not be used to circumvent the AUM's salary increase programs.
- Equity adjustments should only occur on a very limited basis.
- A desk audit may be required to confirm justification.
- Equity adjustment applications submitted with an unacceptable internal equity justification must prove that the inequity is unique to this employee among others within the job classification.
- Equity adjustment applications submitted with an unacceptable external equity justification must provide external salary data from comparable universities that is similar to the position in every way, including classification title, salary range, and minimum qualifications. Please note: HR must also measure ALL other positions within the classification at the university against external salary data, and if an inequity is discovered across multiple positions within the classification, a standard average percentage inequity of the salary average will be established, and the equity adjustment increase may not exceed this standard.
- It should be noted that with all requests for salary increases, a compelling argument and strong justification must be made as to the need to increase an employee's base salary.

Process:

1. Equity adjustments are typically requested by the direct supervisor to correct a salary issue. This initial request must occur at the Vice Chancellor/Provost level. The necessary forms must be retrieved from them.

2. If the Vice Chancellor/Provost does not believe there is sufficient justification, he/she will provide a written explanation to the supervisor.
3. If the Vice Chancellor/Provost determines there is sufficient justification to move forward, he/she will give the supervisor the appropriate form.
4. Once completed, the form and all supporting documentation will be sent back to the Vice Chancellor/Provost over the area.
5. If the Vice Chancellor/Provost approves the request, he/she will sign in the appropriate area and send the entire packet for HR to review and confirm the information.
6. If confirmed, the Office of Human Resources will then send the form to the Chancellor for final approval.
7. If data cannot be confirmed, HR will work with the supervisor to try and confirm data. If data is still not able to be confirmed, HR will deny the application and send it on the Chancellor for approval.

XVII. FILLING STAFF POSITIONS

The process for filling staff positions relies on the information created through the classification and compensation study. The process for filling open or vacant positions is outlined in the *AUM Human Resources User's Guide*. For questions regarding procedures for posting positions, please contact HR.