

Sam Houston State University
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Finance & Operations Human Resources Policy HR-02
Classification, Evaluation and Salary Administration of Non-Faculty Jobs

SUBJECT: Classification, Evaluation, and Salary Administration of Non-Faculty Jobs

PURPOSE: To provide for the evaluation, description, classification, and compensation of non-faculty jobs and to ensure a consistent and uniform method of determining rates of pay.

POLICY: It is the policy of Sam Houston State University (University) that all non-faculty, staff positions be classified, compensated, and employees evaluated to ensure equal pay for equal work. The University administers compensation fairly and equitably based on valid classification, performance standards, and qualifications. Personnel actions are reviewed to ensure Equal Employment Opportunity (EEO) compliance.

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1. Classification Authority

- a. The Human Resources Talent Acquisition and Compensation Department (HR) is responsible for developing, implementing, and administering the position classification program. It is vested with the authority to conduct position classification surveys, make job audits, prepare and revise job classification descriptions, evaluate jobs, allocate positions to the appropriate classification and determine salaries. The criteria used to determine classification compensation and salary administration is reviewed by the Director of HR Talent Acquisition and Compensation (Director) to assure Equal Employment Opportunity (EEO) compliance.
- b. Although the primary responsibility for administering the position classification program is vested with HR, it is also the responsibility of all levels of management and supervision to assist in its administration by recognizing the need for and initiating the necessary actions to accomplish:
 - (1) establishing new positions and job classification titles,
 - (2) abolishing unneeded positions and titles,
 - (3) revising outdated job classification descriptions, and
 - (4) reclassifying existing positions during vacancy, the market review cycles, and when there is a significant or substantial change in duties and/or responsibilities.

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- c. The Director, AVP of People and Procurement Operations (AVP), Divisional or Senior Vice President, or Department Head may initiate a job classification action.
- d. The Department Head is delegated authority to recommend updates to job classification descriptions and to designate the amount of time a position can work remotely.

2. Reclassification

- a. To initiate a request for a new position or changes to an existing position that may reclassify the job, the appropriate administrator will submit a request with supporting documents in accordance with the HR Classification Procedures in the [PeopleAdmin User Guide](#).
- b. HR conducts a review, analysis and, when necessary, audit of the job and recommends classification, title, and salary. HR will complete reclassification requests and provide recommendations or approvals to the Department Head in accordance with the schedule below.
 - i. Vacant positions may be submitted for reclassification before posting the vacancy. Requests for vacant positions are processed on an as-received basis. When requested outside of the windows for employee-occupied positions, the requests may take a maximum of forty-five (45) calendar days for completion.
 - ii. Existing, employee-occupied positions may be submitted through the position management system (PeopleAdmin) twice a year by departments as follows:
 - (1) Spring reclassification submissions. When required by the Division or Senior Vice President, approval memos must be submitted to leadership by November 15. Reclassification actions must be submitted to HR through PeopleAdmin by the end of the first week in January. Electronic Personnel Action Form (EPAF) for spring reclassifications are processed for the March 1 paycheck, when the department has available funds and communicates a request to proceed with HR's recommendations; and
 - (2) Fall reclassification submissions. When required by the Division or Senior Vice President, approval memos must be submitted to leadership by June 15. Reclassification actions must be submitted to HR through PeopleAdmin by July 15. EPAFs for fall reclassifications are processed for the October 1, paycheck when the department has available funds and communicates a request to proceed with HR's recommendations.
- c. Reclassification of existing positions is limited to no more than once every two years. With Vice President approval, exceptions are made for departmental reorganizations.
- d. Reclassification actions for existing non-exempt and exempt positions not on the President's Organizational Chart require the approval of both the Divisional or Senior Vice President and the Director or Director's designee.

3. Departmental Reorganizations

- a. Departmental reorganizations involving employee transfer or reassignment require Presidential approval under Texas Government Code § 656.026 and may necessitate a job classification audit
- b. When incumbents within a department are changed to another job with the same pay grade, regardless of the department funding account, it is considered a lateral move and usually results

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in the incumbent maintaining the same rate of pay. When a different title is involved the incumbent must meet the minimum qualifications of the position.

- c. When the reorganization requires a change in job classification that is not lateral, but to a different pay grade level or occupational category, a job audit may be conducted to verify proper classification. If the reorganization results in changing an employee to a lower pay grade level, the salary should be set at a rate within the pay range of the new title as determined appropriate by the Department Head and Director or Director's designee.

4. Staff Evaluation

- a. It is the responsibility of the immediate supervisor and/or the Department Head to monitor staff employee performance and behavior and to provide timely feedback to the employee and document exceptional performance and/or behavior.
- b. Ongoing Evaluation. Staff performance evaluation is an on-going supervisory process. The immediate supervisor should recognize exceptional performance, whether poor or outstanding, and review it with the staff employee immediately. The Staff Performance Evaluation (SPE) [form](#) should be used when a written exceptional performance evaluation is necessary to record discipline for a critical incident. The SPE form must be forwarded to the HR Employee Relations personnel for review before sharing with the employee. Once administered, the SPE must be provided to HR and a copy kept in the supervisor's file to be used as a reference during the annual performance appraisal or future discipline, if any. *Please see Finance & Operations Human Resources Policy [HR-07](#), Employee Relations and Discipline of Staff Employees.*
- c. Annual Performance Appraisal.
 - (1) During the Spring Semester each staff employee shall receive an Annual Performance Appraisal (APA), provided the staff employee is employed at least thirty (30) days in advance of the beginning of the performance appraisal period established for that year. The APA will be based on objective, measurable, and consistently applied criteria as indicated in the [Supervisor's Guide to Measuring Employee Performance](#).
 - (2) The immediate supervisor, or, when circumstances dictate, the next level supervisor, will use the APA meeting to review with the staff employee their performance and compliance with policies, procedures, and work rules during the past year. Emphasis should be on the employee's performance and accomplishments above the level normally expected or required by the job. The review should also include discussion of steps expected in the coming year to help the employee develop skills, improve job performance and prepare for advancement opportunities.
 - (3) The APA is completed with and stored in the university's electronic performance management system.

5. Salary Administration Strategy and Authority

- a. The AVP is vested with the responsibility and authority to determine and administer non-student staff salary administration program with the exception of tenured faculty serving in administrative staff roles within the Division of Academic Affairs. Full cooperation at all levels of management and supervision in the administration of policy is required. The criteria used to determine compensation and salary administration is reviewed by the AVP or AVP's designee to assure Equal Employment Opportunity (EEO) compliance. Any necessary salary changes will be coordinated through the appropriate Department Head.
- b. The Provost and Senior Vice President for Academic Affairs is vested with the responsibility and authority to determine, administer, and ensure Equal Employment Opportunity compliance of

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the salaries of tenured faculty serving in administrative staff roles within the Division of Academic Affairs.

- c. HR reviews and monitors the current titles and pay grades in the Compensation Plan. The Pay Grade Table is available to all users on the HR website.
- d. To determine the proper pay grade level, various factors are considered including current market supply and demand, inflation, pay for similar jobs within the University, and comparative data from other institutions.

6. Hiring Rate

New employees are normally compensated within the hiring range, between the minimum and midpoint of the salary range applicable to their job classification. State social security benefit replacement pay is included in the minimum pay level. A starting salary above the midpoint of the salary range may be proposed by the hiring supervisor providing available budget and proper justification, usually based upon a candidate's exceptional qualifications or the current labor market rate for a comparable position, with approval from the Director or Director's designee.

7. Trainee Rate

A trainee rate is a special rate of pay applied to a position that requires formal and/or on-the-job training before the incumbent can perform the duties of the position with minimal efficiency. The trainee rate of pay will be determined based upon the employee's qualifications and may be set at an appropriate rate below the minimum of the salary range applicable to the position. The trainee rate may be necessary when there has been a deficient job search of qualified applicants. It may also be recommended as an aspect of employee development to provide promotional opportunities to current employees. The length and type of training program should be delineated, communicated to the incumbent, and usually will continue until the trainee has satisfied the minimum job specifications, obtains special certification/training, and/or has obtained a combination of education, experience, and training that will produce the required knowledge and abilities for the position. It is the responsibility of the supervisor or Department Head to initiate the necessary action to accomplish any requested salary adjustment for the employee following successful completion of the training period. A trainee rate requires prior approval by the AVP or AVP's designee.

8. Maximum Rate

The salary of an employee will not exceed the maximum rate of the salary range applicable to the employee's position except when approved for seniority merit pay or an exception approved by the President or President's designee.

9. Promotions

When an employee is promoted to a position of increased responsibility requiring a change of title and having a higher salary range, the employee will usually receive the greater of either a salary adjustment to the minimum salary range of the new position or a salary that is 5% above the employee's salary before promotion. A salary increase in excess of the 5% promotional adjustment described above may be proposed when budget is available and the candidate has additional experience and qualifications with approval of the Director or Director's designee.

10. Demotions

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When an employee changes to a position requiring a change of title to one having a lower salary range, the employee's salary will be adjusted to an appropriate level within the new salary range as agreed upon by the Department Head and AVP or AVP's designee.

11. Merit Pay Increases

Merit salary increases are normally restricted to the budget cycle. However, in exceptional cases, merit may be granted to staff employees whose job performance and productivity is consistently above that normally expected or required (meritorious service) when budget is available and as described below.

- a. To be eligible for a merit pay increase, an employee must be in good standing with and not have any outstanding debt owed to the University. Provided however, that employees who clear their debt or enter into a payment plan with the University Payroll Department by May 1st may be considered for merit.
- b. A merit pay increase may be requested by the supervisor as a result of performance as documented in the APA or SPE. The request is submitted by the employee's immediate supervisor, through the Department Head, to the Budget Office.
- c. Under special circumstances a merit pay increase may be approved by the President for all or a specific subset of employees. To request a special merit pay increase, a SPE and an EPAF approved by the Department Head and the Divisional or Senior Vice President must be submitted to the AVP at least one pay period prior to the effective date. The AVP will assure equity, compliance with SHSU policies and procedures, evaluate the justification, and make a recommendation to the President.
- d. Merit may not be awarded until six months after the employee's the most recent merit salary increase.

12. Seniority Merit Pay

Seniority merit pay allows employees with a minimum of ten years of service at the University who reach the maximum pay level for their current job classification to receive a merit pay increase based on meritorious service. Seniority merit pay allows employees to exceed the maximum of their job classification pay range based on years of service at the University as follows:

<u>Years of Service</u>	<u>% Added to Maximum</u>
10-14	10%
15-19	15%
20+	20%

13. Special Pay Adjustments

Adjustments to pay rates may be made when necessary to assure compensation is adequate to retain good employees.

- a. Six-Month Pay Adjustment – At the discretion of the supervisor, new employees (external hires with either no prior SHSU employment history or 30-day break in service as defined by the State) may receive a six-month pay adjustment, up to, but not exceeding 6%, upon completing six months of service. It is the responsibility of the supervisor to timely evaluate the employee's performance, complete a Six-Month Review in Talent Management and process an EPAF for, the six-month pay adjustment at a time as near as possible to the completion of six-months in the new job. Adjustments will not be made retroactively.

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- b. Market Adjustment – A market adjustment is appropriate when requested by the Department Head and HR determines the market data collected demonstrates adjustment is necessary to stay competitive in the labor market. To explore a market adjustment for a staff job, the Department Head should submit a proposal to HR Talent Acquisition and Compensation. Market adjustment requests may be submitted twice a year:
 - i. Spring requests. When required by the Division or Senior Vice President, approval memos must be submitted to leadership by November 15. Requests must be submitted to HR by the end of the first week in January. EPAFs for spring market salary adjustments are processed for the March 1 paycheck, when the department has available funds and communicates a request to proceed with HR's recommendations; and
 - ii. Fall requests. When required by the Division or Senior Vice President, approval memos must be submitted to leadership by June 15. Requests must be submitted to HR by July 15. EPAFs for fall market salary increases are processed for the October 1 paycheck when the department has available funds and communicates a request to proceed with HR's recommendations.

14. Special Duty Pay

The Appropriations Act does not provide for bonus pay or the augmenting or supplementing of an employee's salary with state funds unless specific grants of authority are provided by law or act. However, state employees when approved in advance by administration are eligible for extra duty pay and/or a pay differential for certain tasks that are not a part of their regular duty assignment. These tasks are usually temporary, occasional, sporadic and/or for special duties.

- a. Temporary Assignment -- To facilitate the work of the University during emergencies or other special circumstances, an employee may be assigned temporarily to other duties for a period which may not exceed six (6) months within a twelve (12) month timeframe, and during that time, may receive the appropriate rate of pay for the temporary assignment.
- b. Extra-Duty Pay -- Services performed outside the regular duty assignment such as professional services explained in Academic Policy Statement 940202, and non-related regular duty tasks such as but not limited to score keeping, test proctoring, ushering, etc. qualify for extra-duty pay.
- c. Pay Differential -- A pay differential is a rate added to an employee's regular rate of pay for services performed during their regular duty schedule that is not required in their regular duty assignments. Usually, the pay differential is for only the time spent on the special assignment. An example of a special duty assignment could be asbestos abatement.
- d. Standby and Call-In Duty Pay -- This is an agreed upon amount of pay for such services performed as explained in the HR Policy Work Schedules & Employee Compensation.
- e. One-Time Payments -- This is a method of payment used to process salary payments for services performed for a variety of different tasks. It may be used to process payments for professional services, a temporary assignment, extra-duty stipend, a pay differential or to pay an employee hired only for a temporary job. The timing and frequency of one-time payments is determined in advance by the Department Head.
- f. The "comments" section of the EPAF should include a justification of the one-time payment amount, stating the hours or period worked and hourly

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rate.

- g. All payments to employees are governed by the Fair Labor Standards Act, U.S. Department of Labor regulations, and as such may be subject to overtime or compensatory time for non-exempt employees.

15. Student Wage Rate

The student employment process is decentralized to the hiring supervisor, Office of Financial Aid for college work study students, and University Colleges and Academic Affairs for student teaching positions such as assistant instructors and doctoral fellow. The respective employing areas are responsible for setting the rates of pay on an equal pay for equal work basis across the department.

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