

AUBURN UNIVERSITY

Salary Administration Policies

(Administrative/Professional and University Staff)

3.1 General

3.1.1 Coverage - These policies and procedures are applicable to all University jobs designated as Administrative/Professional and University Staff by the Vice Presidents, with concurrence by the President/Provost/Executive Vice President.

3.1.2 Objectives - In order to attract, retain, and motivate well-qualified employees, the objectives of the University's salary administration program are to accomplish the following:

- a) Set salaries that are equitable among all employees considering each individual's responsibilities; knowledge, skills and abilities; and performance in the work place.
- b) Set salary ranges for all jobs which, in the aggregate, are as nearly competitive with salaries paid for like jobs by other employers in appropriate geographic areas, to the extent permitted by available funds.
- c) Ensure that salary decisions provide equity across all employee subgroups identified by race, gender, ethnic background, national origin, religion, age, disability, or veteran status.

3.1.3 Responsibilities - Consistent with these objectives, the Department of Human Resources will maintain approved programs to provide salary recommendations, along with supporting documentation, to Deans, Vice Presidents, and the Provost. Final decisions regarding salary administration will be made by the respective Vice President or Dean subject to the availability of funds and any limitations or special provisions which may be promulgated by the President.

3.1.4 Individual Salary Recommendations - The pay of individual employees will be based on one or more of the following: pay structure, job evaluations, position classifications, and the compensable factors that the individual brings to the job as described in this section.

3.1.5 Terms and Definitions

- a) **Job** - A collection of duties and responsibilities to be assigned an individual employee. A job is assigned a unique title and control number, along with other codes for management and reporting purposes. A specific job may be assigned to any number of positions and, thereby, referred to as a "multiple incumbent" job.
- b) **Position** - The smallest element in the organization structure; identified by a unique numeric code and recorded as a line in the University's budget document. A position may be either occupied or vacant.

- **Job Family** - A series of progressively higher, related jobs distinguished by levels of knowledge, skills, and abilities (competencies) and other factors, and providing promotional opportunities over time.
- **Pay** - The amount of money credited to an employee in the payroll process for the performance of work and services. Excluded are benefits, allowances and other forms of remuneration.

e) **Job Evaluation** - The process for deciding a pay grade (pay range) for a job. This involves consideration of a combination of market value; education, experience, and skills required; grades of related jobs; and other factors.

f) **Position Classification/Reclassification** - The process of assigning a specific job to a position based on the duties and responsibilities assigned to the position.

g) **Job Study/Analysis** - An on-site review to determine, qualify and quantify the specific duties and responsibilities performed and the conditions under which they are performed. Job analysis facilitates the preparation of a job description and/or the assignment of a specific job to the position (i.e., position classification).

h) **Establish a New Job** - To add a record of a specific job to the data file. The new job record will include information such as job description, grade, title, minimum qualifications for entry, and management codes.

i) **Establish a New Position** - To add a new block to the organization chart; add a new line to the budget; increase the number of people authorized for employment.

j) **Wages** - See pay.

k) **Salary** - See pay.

3.1.6 **Forms, Records, Reports** - The Department of Human Resources will prepare forms, maintain records, and prepare reports for the purposes of the processing approval and control, audit trails, and management information collection and reporting in accordance with these policies, current systems in use, directives from external sources, and generally accepted salary administration principles and practices.

3.2 Jobs

3.2.1 **Background** - Basic to salary administration is the maintenance of a structure to provide a hierarchy of progressively higher pay grades, with pay ranges, along with a system for placing individual jobs into that structure. A single structure, grades one through 23, will be used for all Administrative/Professional and University Staff jobs. That structure is illustrated at our [website](#). The assignment of jobs to specific pay grades/ranges in that structure will be accomplished through the job evaluation

process using a combination of generally accepted job evaluation methods as described in section 3.6.

3.2.2 Approval Responsibilities - The pay structure, which is subject to annual review and adjustment, will be recommended by the Budget Advisory Committee considering analyses, reports, and recommendations from the Department of Human Resources and then approved by the President. Pay grade decisions for individual jobs will be recommended by the Vice President(s) based on information from the Department of Human Resources and approved by the President/Provost/Executive Vice President.

3.2.3 Job Records - The Department of Human Resources will maintain a record of all jobs approved for use and initiate action to record active jobs in the central data files in accordance with current procedures. In addition to approved pay grades, records for individual jobs will include other codes for management control and reporting purposes as required by the Office of Payroll and Employee Benefits, the Department of Human Resources, Affirmative Action/Equal Employment Opportunity Office, and others.

3.2.4 Job Descriptions - To provide a basis for job evaluation, written job descriptions, along with supporting documents and records, will be prepared and maintained for all jobs. Job descriptions will be prepared by the Department of Human Resources based on input from supervisors, on-site analyses, and generally accepted human resource management principles and practices.

3.2.5 Affirmative Action Plan Compliance - Since Affirmative Action programs are dependent in part upon lines of progression through job groups, the development of new jobs/job families or the revision of current jobs will be compatible with our Affirmative Action Plan.

3.2.6 Multiple Positions - Administrative/Professional and University Staff employees, upon appropriate approvals, may engage in University activities for extra compensation. Such activity must constitute an employer/employee relationship, and will be titled as a multiple job. Multiple jobs shall not be considered as consulting, but rather a bonafide employment opportunity within Auburn University which is eligible for compensation. The primary department will be responsible for all payroll processing. [AP & US Extra Comp Form \(HR-12\)](#) must be processed for approval prior to the beginning of the assignment. Sample form may be found at our [website](#).

3.3 Position Management

3.3.1 Background - The organizational structure (i.e., the number, titles, and relationships of positions in each unit) is approved through the annual budget process. Approved positions are listed in the annual budget document effective October 1 of each year upon approval by the Board of Trustees. A unique position control number, title, appointment type (nine months or 12

months), regular pay, and account chargeable are shown for each position. The President is authorized to approve changes to the listing of budgeted positions during the fiscal year.

3.3.2.1 Organizational Changes - Changes in the organization structure (budget listing) may be made by (1) replacing or revising the job for the position (reclassification), (2) adding a new position, or (3) deleting a position. Position reclassification requests in conjunction with organizational changes may be submitted to Human Resources at any time during the year.

3.3.2.2 Changes Due to Restructuring - Positions may be changed (reclassified), added, or deleted as supervisors reorganize to more efficient structures; as varieties and quantities of work change; as goals and priorities are altered; and as funding changes. Position reclassification requests in conjunction with restructuring may be submitted to Human Resources at any time during the year.

3.3.2.3 Changes Due to Job Content Changes - Jobs may be revised, and new jobs added, as technology, methods, varieties of work, and scope of responsibilities change. Titles, grades, minimum qualifications for entry and management coding may or may not change as job content changes.

3.3.2.4 Changes Due to Programmed Promotions - Some changes may be made as a result of the assignment of higher level duties, responsibilities and accountability to individuals serving in job families affording promotional opportunity after completion of any required training, meeting specified criteria and performing at the satisfactory level for a specified time in a next lower level job. These changes will be made by reclassification from one job to a next higher level job in families identified in approved programs. Changes will generally be made in time to be included in the annual budget process and then made effective with the new operating budget. A job family example would be an Engineering Technician I, II, & III.

3.3.3 Responsibilities - Position management is the joint responsibility of supervisors, the Department of Human Resources, and Vice Presidents or Deans subject to final approval by the President/Provost/Executive Vice President.

a) **Supervisors** will regularly review organizational structures, identify sources for any additional funds which might be required, and request changes whenever there is opportunity to reduce costs, improve quality and customer service, increase productivity, meet cost containment goals, or meet other unified planning strategies.

b) **The Department of Human Resources** will assist supervisors in conducting job analyses and organizational structure reviews upon request and will make recommendations for changes to include the following:

1) Creating new jobs by preparing job descriptions, assigning recommended grades through the job evaluation process, determining minimum qualifications, and assigning management coding.

- 2) Revising existing jobs by updating job descriptions and revising minimum qualifications and management coding as required.
- 3) Recommending reassignment of new, existing, or revised jobs to positions; i.e., reclassifications.
- 4) Recommending the addition of new positions.

3.3.4 **Approval** - Requests for changes will be reviewed and forwarded/rejected by the supervisory channels through the Vice Presidents. Approval of recommendations by the Department of Human Resources for changes will be made by the President/Provost/Vice President/Executive Vice President.

3.3.5 **Limitation and Guidelines**

- a) All changes are subject to the availability of funds and funding sources will be identified prior to approval of any change which requires additional funds.
- b) Positions will not be reclassified for the purpose of rewarding employees for performance or to correct perceived salary inequities. Merit and equity pay decisions, if any, will normally occur as part of the annual budget process.
- c) Supervisors will not make or commit to make any personnel actions prior to final approval of changes.
- d) Position changes will be scheduled in conjunction with the annual budget process to the maximum extent practical.
- e) Prior to initiating recruitment action for vacant positions, supervisors will review the role of the position and its classification and request reclassification or job changes as needed.
- f) Reclassifications leading to promotions are subject to Affirmative Action/Equal Employment Opportunity Office guidelines described in section 2.

3.4 **Individual Salaries**

3.4.1 **Background** - Individual salaries will be decided at the time of employment and reviewed for possible change upon promotion or demotion. Additionally, general pay raises may be awarded from time to time according to University policies for distribution of any available funds. Salaries are subject to pay ranges and strategies approved by the Board of Trustees in the annual budget process.

3.4.2 **Responsibilities** - The Department of Human Resources will maintain and apply approved models for individual salary referrals, assuring that referrals are made consistently across all

organizational units, job groups, and employee subgroups. Vice Presidents or Deans will have final approval on individual salaries, with concurrence by the President/Provost.

3.4.3 Guidelines - The following guidelines apply to individual salaries:

- a) All employees will be paid a rate equal to at least the minimum of the range for their job grades.
- b) Salaries above the range maximum may be approved by the Provost or Vice Presidents in special cases, as required.
- c) Salary decisions will be based on a consideration of the salaries of other employees in the unit having the same grade or similar jobs (in both the same and related job families) within the unit or campus wide, as appropriate.
- d) Salary offers to candidates for selection or recommendations for new salaries for current employees will not be communicated to individuals until final approval is received by the respective Vice President or Dean upon concurrence by the President/Provost.
- e) All salary decisions are subject to the availability of current and continued funding.

3.4.4 Regular Pay and Overtime Pay - In addition to a regular salary, all University Staff employees, since they are not exempted under the Fair Labor Standards Act, will be paid "overtime" pay, based on their regular rate for time worked in excess of 40 hours each week. Administration of overtime pay is described in section 3.5.

3.4.5 Procedures - Procedures for documenting and processing salary decisions for new hires, promotions, and demotions are covered in sections 3.8.3, 3.8.4, and 3.8.5.

3.5 Overtime

3.5.1 Background - The Fair Labor Standards Act (FLSA) provides guidelines for pay for all employees not specifically exempted. Generally, professionals, executives, and administrators who regularly exercise independent judgment and discretionary authority concerning the daily business of the organization may be exempted by the employer if other conditions are met. For persons not in exempted positions, the act provides for a minimum hourly pay rate (which is subject to change from time-to-time), the maintenance of detailed records of time worked, and overtime pay at a premium rate equal to one and one-half the regular rate for work in excess of 40 hours each seven-day, pay period. Public institutions are authorized to award compensatory time off at the premium rate equal to one and one-half hour off for each overtime hour worked in lieu of pay.

3.5.2 Responsibilities

- a) **The Department of Human Resources** will review all positions in conjunction with establishing new positions or reclassifying current positions, or upon the request of a supervisor, to determine whether or not the position may be declared "exempt."
- b) **Supervisors** are responsible for maintaining detailed records of time worked, preparing reports, and managing any compensatory time off in accordance with the procedures found in the in the [Financial Policies and Procedures](#).
- c) **Vice Presidents and Deans** will establish strategies for utilizing and distributing overtime among employees; promulgate policies for the use and control of compensatory time-off in lieu of cash payment; and establish procedures for approving overtime.

3.5.3 Guidelines - The following guidelines will be followed:

- a) Decisions to award compensatory time-off in lieu of overtime may be made by the supervisor in accordance with University policy.
- b) Compensatory time-off may be accumulated in an amount up to 240 hours (for 160 overtime hours worked).

Once the maximum compensatory time is accumulated, any additional overtime worked must be paid as overtime in the current pay period.

Compensatory time worked shall be recorded on a Biweekly Payroll Time Sheet (or equivalent automated timekeeping system) using the appropriate code. The use of accrued compensatory time shall be requested on form HR-8, Report and Application for Leave, and shall also be recorded on a Biweekly Payroll Time Sheet (or equivalent automated timekeeping system) using the appropriate code. Both forms may be accessed at:
<http://www.auburn.edu/administration/facilities/organization/hr/forms.html>.

- c) Prudent use of overtime is in many cases an economical alternative to additional staffing to cover unexpected work, seasonal peaks, or repetitive work of short duration; however, alternatives such as rescheduling the work week/shift, using temporary or part-time employees, or rescheduling work should be considered.
- d) Except in emergencies, overtime will be approved in accordance with divisional policies and procedures prior to commencing work.
- e) Any time spent at the work site either before or after the regularly scheduled shift might be subject to overtime; therefore, supervisors must ensure that all the time spent at the work site is included as time worked and employees are not permitted to report to work before or remain after the shift if they are not expected to perform their job responsibilities during these times.
- f) The regular work week commences at 12:01 a.m. Sunday and ends at 12:00 midnight on Saturday.

g) Compensatory time off will be taken within a "reasonable" time and in accordance with a schedule approved by the supervisor.

h) Generally, take-home work is not permitted for nonexempt employees since it is not possible to keep accurate records of time worked away from the usual work station.

3.5.4 Special Cases - The FLSA makes provisions for determining hours worked for after-hours training programs and out-of-state travel. The Department of Human Resources will provide detailed guidelines on all special cases.

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

3.5.6 Holidays - Auburn University considers holidays to be time worked for purposes of overtime calculations.

Procedures

3.6 Job Evaluation Procedures

3.6.1 Background - The current 23-grade pay structure was implemented in 1990 and salary range values have been increased overall by varying percentages since then to reflect the cost of living (market) increases to the extent that funds have been available. The current pay structure was implemented, job descriptions were prepared for each position and grades were assigned to jobs to be compatible with the pay structure through the job evaluation process. Since that time as technology, methods, and organizational units have changed, some new jobs have been added and some have been deleted in response to University needs.

3.6.2 Job Evaluation Methods - While there are a variety of formal job evaluation methods in general use by colleges and universities--usually varying by job category (i.e., executive, administrative, professional, clerical, skilled craft, and service-related jobs) - no particular method is dominant. The University has chosen a combination of acceptable formal methods including market pricing, whole job ranking, and classification factor scoring.

3.6.3 Systems - The Department of Human Resources uses two dedicated systems, "Compmaster" and "Jobmaster," to store market and other job data, process evaluative data, maintain a listing of approved jobs/codes and generate reports appropriate to the capabilities and parameters of these systems for job evaluation purposes. Job descriptions will be prepared, revised, and maintained using the "Jobmaster" system.

3.6.4 General Procedures - New jobs are evaluated as they are established, and current jobs may be reevaluated either when there are significant changes affecting compensable factors or when it is necessary to increase the pay grade to maintain market competitiveness in order to

recruit and retain competent employees. Evaluation will generally be recommended and approved in conjunction with the position management process covered in section 3.7. The following procedures are followed:

a) **Routine Evaluation** - When recommending pay grades, the Department of Human Resources uses generally accepted principles and methods for collecting and interpreting market data, ranking jobs according to like or different characteristics, verifying and scoring evaluative factor information, and classifying according to general standards. New or revised job descriptions, pay grade recommendations and supporting documentation will be provided to the appropriate department for all positions. Once a job is approved, the Department of Human Resources will update the central, master payroll job class table.

b) **Reevaluations to Meet Market** - Whenever there is a high turnover coupled with a lack of qualified applicants for vacancies, current jobs may be reevaluated upward subject to certain conditions. Reviews may be initiated by either the department head or the Department of Human Resources. Whenever there is mutual agreement that all conditions have been satisfied and reevaluation is appropriate, a recommendation for a pay grade change will be submitted to the President/Provost/Executive Vice President, along with supporting documents, to show that the following conditions have been satisfied:

- 1) The appropriate recruitment area has been identified and used.
- 2) Thorough analysis has been made to ascertain that persons are leaving for a job at the same level for higher pay and not for other reasons.
- 3) The Auburn University pay grade is below the appropriate market to a degree greater than that of other jobs in the same pay grade.
- 4) A department head with this job in his or her respective unit must concur with the recommended new grade.

Final pay grade decisions will be made by the President/Provost. Upon approval, the Department of Human Resources will initiate action to update the central, master payroll job class table in accordance with applicable procedures for systems in use. (**Note:** Whenever positions for the job are occupied, reclassification actions will be initiated and processed to document promotion in accordance with section 3.3.)

3.6.5 **Forms** - Sample forms may be found at our [website](#).

3.7 Position Management Procedures

3.7.1 **Coverage** - The following are procedures for adding new positions, deleting current positions, and revising (reclassifying) current positions.

3.7.2 General Information - When a new position is added, it will be assigned a specific job. An existing job may be assigned or a new job may be developed and evaluated. An existing position may be reclassified by assigning a different job. Positions may be deleted through the budget process.

3.7.3 General Procedures

a) **Requests** - Requests to establish new positions or to reclassify current positions will be submitted on system compatible forms provided by the Department of Human Resources, through supervisory channels to the respective Vice President or Dean. Approved requests will be forwarded to the Department of Human Resources with any qualifying information. The Department of Human Resources will acknowledge receipt of requests and provide information for follow-up.

b) **Analyses** - The Department of Human Resources will schedule a conference with the requesting supervisor to discuss the request; conduct an on-site analysis if the position is filled; and either prepare a new job description or select an existing job appropriate to the duties, responsibilities, and knowledge, skills, and abilities required for the position.

c) **Recommendations** - Recommendations for the job title and grade will be forwarded via the Vice President for Auxiliary Services, and the respective Vice President or Dean, to the President/Provost using a completed [Position Management Action Form \(HR-35\)](#). This form will be accompanied by a copy of the request from the respective Vice President or Dean, a copy of the new/revised job description, and supporting information. If the position is filled and a salary change is called for due to promotion or demotion, a recommended salary will be computed in accordance with section 3.4 and included on the Form HR-35. In an effort to minimize salary inequities prior to establishing any new salary recommendations or referrals, the Department of Human Resources will consider such factors as salaries of other employees in the division having the same grade and similar jobs within the division or campus-wide, as appropriate.

d) **Approval** - Approval will be documented by the signature of the President/Provost, or respective Vice President, and returned to the Department of Human Resources along with any qualifying information.

e) **Signed HR-35 Form** - Upon receipt of the approved Form HR-35, the Department of Human Resources will update logs, files, and records to record the action taken, and provide a copy of the form HR-35, along with a copy of the job description to the supervisor. If a promotion is involved, a cover letter will accompany the HR-35 to give special instruction for obtaining the Vice President's or Dean's approval prior to communicating any changes to the employee.

f) **Documentation** - The Department of Human Resources will maintain and update the records of position management actions for control and reporting purposes and initiate any central payroll system job class table changes required by current system procedures.

3.7.4 **Forms** - The Department of Human Resources will provide the following forms for initiating and processing personnel management actions:

- a) Request for reclassification action
- b) Request to establish a new position
- c) Proposed job description
- d) Evaluation questionnaires
- e) Position Management Action Form

3.8 **Procedures for Determining Individual Salaries/Pay Rates**

3.8.1 **Coverage** - The following are procedures for determining individual salaries at the time of employment, promotion, and demotion. Periodic improvements for merit, across-the-board, equity, and cost of living are covered in separate policies and procedures as issued by the President.

3.8.2 **General** - Individual salaries will be compatible with the salary range for the assigned grade, the formal education, and prior, related work experience that the individual brings to the job and the salaries of current employees similarly situated. Formal education and applicable work experience will be determined by review of available employee application forms, resumes, and the Department of Human Resources records.

3.8.3 **New Hires** - Using the applicant's application form and resume, the Department of Human Resources will review the selected candidate's work history and education and will assist the hiring department in determining an appropriate salary within the salary range for the position. This will be the "referral" salary provided to the selecting supervisor prior to an offer of employment. In an effort to identify any potential salary inequities prior to establishing new salary recommendations or referrals, the Department of Human Resources will consider such factors as the salaries of other employees in the division having the same grade and similar jobs within the division, or campus wide, as appropriate. Vice Presidents and Deans are encouraged to seek the guidance of the Department of Human Resources when considering salaries different from the referral amount.

3.8.4 **Promotion** - For upward reclassification actions and competitive selection for promotion, the Department of Human Resources will recommend a new salary not to exceed the employee's current salary plus the difference between the minimum of the range for the new grade and the minimum of the range for the old grade. This recommended salary will be included in the HR-35 document. In an effort to minimize any potential salary inequities prior to establishing any new salary recommendations or referrals, the Department of Human Resources will consider salaries of other employees in the unit having the same grade and similar jobs in grades higher and lower within the division or campus-wide, as appropriate. Vice Presidents and Deans, upon

consultation with the Department of Human Resources, may authorize promotion increases in excess of this amount where appropriate factors suggest a higher salary level. Again, the salary levels for other employees in the hiring unit with the same salary grade will be reviewed. Final salary actions will be processed on the [Personnel Action Forms \(PAF's\)](#), unless such actions are part of the annual budgetary process.

3.8.5 Demotion - For involuntary demotions not resulting from poor performance or misconduct on the part of the incumbent but subject to a reduction in pay, the Department of Human Resources will recommend a new salary comparable to the highest salary for other employees in the unit in the same grade and EEO6 category having comparable creditable education and experience. If a reduction is not called for, the salary will remain unchanged. For voluntary demotions, a reduction not to exceed the difference in minimums of the salary ranges for the old and new grades will be recommended. In an effort to minimize salary inequities prior to establishing any new salary recommendations, the Department of Human Resources will consider salaries of other employees in the division having the same grade and similar jobs in grades higher and lower within the division or campus-wide, as appropriate.

3.8.6 Additional Pay - Additional pay may be authorized for overtime worked by nonexempt personnel, and acting/interim appointments as authorized by the President, Provost, Vice Presidents, and Deans.

3.8.7 Salary Exceptions - Salary referrals provided by the Department of Human Resources authorize a department to make an offer of employment or adjust a salary rate not to exceed the amount stated on the referral or the HR-35. Should the department head believe that a rate in excess of this amount is justifiable, such justification must be submitted in writing via the Assistant Vice President of the Department of Human Resources. The Assistant Vice President will review the pertinent factors, and notify the department head of the recommendation.