



<b>BUSINESS POLICY AND PROCEDURE MANUAL</b>	Date Issued:  12/99	Revision Date:	Page: 1 of 1
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	Section:  PERSONNEL		
Subject:  SALARY ADMINISTRATION			

GENERAL STATEMENT OF POLICY

The University will administer staff salaries in a fair and equitable manner. To help staff understand salary actions, the University will develop salary procedures for promotions, transfers, lateral moves, demotions, job reevaluations, and initial salary placement for newly hired individuals.

The Vice President for Business and Finance will be responsible for assuring that operating procedures are issued and implemented in support of this policy.



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OPERATING PROCEDURES

**1. Administrative/Professional Jobs**

A. Promotions -

Promotion is movement from an administrative or professional position to a job evaluated at 115% or more points than the job being vacated. For example, an employee in a job at 300 points who is moved to a job at 357 points (119%) would be promoted, whereas moving to a 315-point job (105%) would not be considered a promotion but would be considered to be a Transfer. Promotions will conform to these principles:

- i. A salary increase should be given for a promotion exclusive of any coincidental normal salary adjustments.
- ii. The size of the proposed increase will be recommended by Human Resources to the designated Executive Staff member. The recommended salary will consider the employee's relevant experiences, special qualifications, any market conditions which might exist, or other factors that would serve to justify the new pay level.
- iii. The recommended salary must be approved by the Dean or Director and the designated Executive Staff member. In cases where there is disagreement about the recommended salary between Human Resources and the Division, the matter will be reviewed by the Vice President for Finance and Administration (or the Provost or President's designee for jobs in Finance) who will make the decision.
- iv. If the salary placement results in a value above mid point and/or an increase in excess of 10%, the President must approve the recommended salary before it can be offered.
- v. Promotion to an administrative or professional position from a clerical, technical, service or crafts position should conform to principles 1 through 4 above.

*\*(Compa-ratio is found by dividing the proposed salary by the midpoint of the salary range and multiplying the quotient by 100. The midpoint can be obtained from Human Resources.*



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**B. Transfers and Lateral Moves -**

A transfer or lateral move is movement to a job, which has job points evaluated from 87% to less than 115% of the job being vacated. Lateral moves may be initiated by the employee through the job bid process and transfers may be initiated by the University. Generally, there are no salary changes made for lateral moves or transfers. Under unusual circumstances, the division executive may approve a salary change for a transfer or lateral move. In these cases, the division executive should ask Human Resources to perform a salary analysis and use this information as the basis for his or her decision, which will then be communicated in writing to Human Resources.

**C. Demotions -**

A demotion is movement to a job evaluated at less than 87% of the job points of the current job. Demotions can be employee initiated or initiated by the University because of reorganization or other reasons.

Demotion normally carries with it a salary decrease. However, if it is determined to be in the University's interest, a salary decrease may not be required. The division executive must outline in writing the rationale for not requiring a decrease and send the document to Human Resources for retention in its files. If a salary decrease is to occur, the process below will be followed:

- i. An analysis of the salary will be performed by Human Resources. Human Resources will then consult with the employee's division or college executive and department head.
- ii. If the demoted employee's new salary exceeds the salary range maximum for the new position, the employee may be eligible for merit increases, depending on the factors present, with approval from the division executive.
- iii. The recommended salary must be approved by the Dean or Director and the affected division's executive. In cases where there is disagreement about the recommended salary between Human Resources and the Division, the matter will be reviewed by the Vice President for Finance and Administration (or the Provost or President's designee for jobs in Business and Finance) who will make the decision.

**D. Re-Evaluations -**

Salary actions occurring because of job reevaluation will parallel the promotion, transfer, or demotion salary processes. The proper process will be determined by the results of the reevaluation.



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E. Initial Salary Placement of New Hires -

The salary placement of all new hires will be governed as follows:

- i. All salary approvals must be obtained before a salary is offered to a prospective new employee.
- ii. Human Resources will recommend the initial salary. The recommended salary should consider the employee's relevant experiences, special qualifications, any market conditions which might exist, or other factors which would serve to justify the new pay level.
- iii. The recommended salary must be approved by the Dean or Director and the division executive. In cases where there is disagreement about the recommended salary between Human Resources and the Division, the matter will be reviewed by the Vice President for Finance and Administration (or the Provost or President's designee for jobs in Finance and Administration) who will make the decision.
- iv. All initial salary placements above the midpoint of the salary range must be approved by the President before they can be offered.

**2. Clerical/Technical/Service Jobs (non-bargaining unit, non-Public Safety certified or licensed positions)**

A. Promotions -

Promotion is movement to a job in a higher pay range. Promotion will follow these rules:

- i. A salary increase should be given for a promotion exclusive of any coincidental normal salary adjustments.
- ii. The size of the promotional increase will be at least 6.0%. After salary analysis is completed by Human Resources, the suggested amount will be reviewed by Human Resources with the department.
- iii. In cases where there is disagreement about the recommended salary between Human Resources and the Division, the matter will be reviewed by the Vice President for Finance and Administration (or the Provost or President's designee for jobs in Business and Finance) who will make the decision.



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- iv. In all cases, the employee must be paid at least the minimum salary established for the promoted job. In no case will a promoted employee be paid more than the maximum salary.
- v. If the salary placement results in a value above mid point and/or an increase in excess of 10%, the President must approve the recommended salary before it can be offered.

**B. Transfers and Lateral Moves -**

A transfer or lateral move is movement to a job which is in the same pay range as the job being vacated. Lateral moves may be initiated by the employee through the job bid process (See Policy 03-07) and transfers may be initiated by the University. Generally, there are no salary changes associated with lateral moves or transfers. Under unusual circumstances, the division executive may approve a salary change for a transfer or lateral move. In these cases, the division executive should ask Human Resources to perform a salary analysis and use this information as the basis for his or her decision, which will then be communicated in writing to Human Resources.

**C. Demotions -**

A demotion is movement to a job in a lower pay range than the current job. Demotions can be employee initiated through the job bid process (See Policy 03-07) or initiated by the University.

Demotion normally carries with it a salary decrease. However, if it is determined to be in the University's interest, a salary decrease may not be required. The division executive must outline in writing the rationale for not requiring a decrease and send the document to Human Resources for retention in its files. If a salary decrease is to occur, the process below will be followed:

- i. An analysis of the salary will be performed by Human Resources. Human Resources will then consult with the employee's division or college executive and department head.
- ii. If the demoted employee's new salary exceeds the salary range maximum for the new position, the employee may be eligible for future merit increases, depending on the factors present, with approval from the division executive.
- iii. The recommended salary must be approved by the Dean or Director and the affected division's executive. In cases where there is disagreement about the recommended salary between Human Resources and the Division, the matter will be reviewed by the Vice President for Finance and Administration (or the Provost or President's designee for jobs in Finance and Administration) who will make the decision.



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D. Re-Evaluations

Salary actions occurring because of job reevaluation will parallel the promotion, transfer, or demotion salary processes. The proper process will be determined by the results of the reevaluation.

E. Initial Salary Placement of New Hires -

The initial salary placement of all new hires will be governed as follows:

- i. All salary approvals must be obtained before a salary is offered to a prospective new employee.
- ii. Human Resources will recommend the initial salary. The recommended salary should consider the employee's relevant experiences, special qualifications, any market conditions that might exist, or other factors which would serve to justify the new pay level.
- iii. In cases where there is disagreement about the recommended salary between Human Resources and the Division, the matter will be reviewed by the Vice President for Finance and Administration (or the Provost or President's designee for jobs in Finance and Administration) who will make the decision.
- iv. All initial salary placements above the midpoint of the salary range must be approved by the President before they can be offered.

**3. Movement from Clerical or Service (non-bargaining unit, non-Public Safety certified or licensed) position to any bargaining unit covered position -**

The above Operating Procedures do not apply in cases of movement to any bargaining unit covered position. In such cases, the terms, conditions, and wages set forth in the bargaining unit resolution will prevail.

**4. CPS and CAP Certification -**

- A. Southeast Missouri State University recognizes the value of the contributions made by its Clerical, Technical and Service staff. Accordingly, the University has instituted two programs whereby Regular or Term CTS employees will be awarded variance to their salaries for one or both of the following professional certifications:



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- i. \$1,200 increment (\$0.577 per hour x 40 hours per week x 52 weeks) as a variance to their salaries upon completion of the requirements for Certified Professional Secretary (CPS) certification and receipt of the certificate (or written evidence thereof from International Association of Administrative Professionals - IAAP). For part-time employees, the \$1,200 salary variance will be pro-rated to the employee's percent of full-time assignment.
  - ii. \$400 increment (\$0.192 per hour x 40 hours per week x 52 weeks) as a variance to their salaries upon completion of the requirements for Certified Administrative Professional (CAP) certification and receipt of the certificate (or written evidence thereof from International Association of Administrative Professionals - IAAP). For part-time employees, the \$400 salary variance will be pro-rated to the employee's percent of full-time assignment.
- B. To have the increment added to their salaries, CTS employees must provide Human Resources with written communication that they have qualified for CPS and/or CAP certification. The increment then becomes effective the pay period following the submission of a copy of the Certified Professional Secretary Certificate and/or Certified Administrative Professional Certificate to Human Resources.
- C. The University will reimburse an eligible staff member once for the CPS certification examination and once for the CAP examination. The reimbursements should come from departmental operating budgets.
- D. To maintain the CPS and/or CAP salary variance, CTS employees must become re-certified in accordance with the requirements of the International Association of Administrative Professionals and present evidence of their re-certification to Human Resources.
- E. A copy of the current certificate will be maintained in the employee's personnel file.