Personnel Welfare Committee - Correspondence 1988-1989

Follow this and additional works at: https://scholarworks.bgsu.edu/asc

Repository Citation
https://scholarworks.bgsu.edu/asc/185
Pre-Microfilm Inventory

Collection: Bowling Green State University
Administrative Staff Council, UA-022

Location: Bowling Green, Ohio

Title of Series: Personnel Welfare Committee - Correspondence

Inclusive Dates: 1988-1989

Format: ___ Bound  X  Loose

Order: ___ Alpha  X  Chronological  ___ Numerical

Index: ___ Included  ___ Separate  X  None

Notes

1. Colored Ink
2. Photocopies
Based on the results of the recent Administrative Staff Fringe Benefit Survey, the Administrative Staff Council hereby recommends the following additions/changes to the Administrative Staff fringe benefit package effective July 1, 1988. Although our additions/changes are ranked in priority order, we request that all items be given full consideration.

1. In order to support the concept of preventive medicine as a means to the ultimate reduction of long term, high cost medical treatment, the Administrative Staff requests that the University cover the Reasonable Customary Cost of a preventive physical examination every two (2) years exclusive of diagnostic tests and the laboratory cost of an annual pap smear.

2. Administrative Staff throughout the campus feel strongly, and request frequently, that the employee contribution to the cost of family health insurance benefits be eliminated. We understand that the plan to raise the University's contribution toward family health insurance benefits to 92% beginning January 1, 1988 has been deferred due to budget constraints. We request that the University's contribution toward family health insurance benefits be increased to 100%.

3. The Administrative Staff requests that the University provide full coverage of family dental/vision benefits. Again this would assist with the desire to remain competitive with other state colleges and universities and area employers.

4. The Administrative Staff requests that all benefits provided for full-time Administrative Staff be available to part-time Administrative Staff on a prorated basis.

5. In an effort to promote both a healthy lifestyle and preventative health measures, and to hold the cost of medical payments paid by the University to a minimum, the Administrative Staff requests that Administrative Staff who join the Student Recreation Center and participate in the FITWELL program, maintaining a designated level of participation, be provided each semester thereafter, as a benefit, a Student Recreation Center Lift pass. This pass would be provided so long as an individual maintained the designated level of participation. The staff member would be permitted to pay the difference for a regular membership.

6. The Administrative Staff requests that two days of annually accrued sick leave be considered personal days with unconditional usage.
MEMORANDUM

TO:        Suzanne Crawford, Chair, Administrative Staff Council

FROM:      Rich Hughes, Chair, Personnel Welfare Committee

RE:        Issues Considered by the Personnel Welfare Committee during 1987-88

Following is a list of the issues considered by the Personnel Welfare Committee during the 1987-88 academic year.

**Issues considered and resolved:**

1. Proposed revisions to the "Contract Information" and "Grievance and Hearing Procedures" sections of the Administrative Staff Handbook, making non-renewal of contract a grievable issue, were forwarded to and passed by Council.

2. The Administrative Staff were surveyed regarding fringe benefits and a recommendation regarding fringe benefits for Administrative Staff for the 1983-89 fiscal year was forwarded to and passed by Council.

3. A recommendation regarding salary increases for Administrative Staff for the 1983-89 fiscal year was forwarded to and passed by Council.

4. A General Harassment policy was forwarded to and passed by Council.

5. A Flexible Work Schedule policy was forwarded to and passed by Council.

6. The Administrative Staff Handbook was edited. Additions to the handbook included non-renewal as a grievable issue, the General Harassment policy and the Flexible Work Schedule policy. Other minor editorial revisions were recommended. All additions and editorial revisions were forwarded to and passed by Council.

7. Reviewed the new Short Term disability benefit and recommended it be accepted and passed by Council.

**Issues considered but not resolved:**

1. Discussion regarding the possibility of securing fringe benefits for part-time administrative staff. Due to pending federal legislation regarding this issue, it was decided to table this issue for the remainder of the year.
Recommended issues for consideration during the 1988-89 academic year:

1. Resolve all issues considered but not resolved during 1987-88.

2. There is a belief that externally funded administrative staff are paid a higher salary than internally funded administrative staff with the same job. Investigate this issue and, if true, recommend means to rectify the situation.

3. Investigate the possibility of securing professional leave for administrative staff.

4. Investigate the possibility of evaluating job responsibilities of administrative staff in relation to compensation to determine if any inequities exist and, if so, recommend means to rectify the situation.

5. Follow up with Chris Dalton on fringe benefits. If some were not approved by administration or trustees, inquire as to why. Then use this information to determine strategy for requesting fringe benefits for the 1989-90 fiscal year.

6. Follow up with Chris Dalton on policy recommendations/handbook revisions not accepted by President and Vice Presidents.

7. Address the issue of ASC members' accountability to their constituents. This seems to be lacking on the part of some ASC members.

8. Investigate the possibility of adopting a policy within the "Code of Standards and Responsibilities for Administrative Staff" which deals with the willful introduction of computer viruses into university computing facilities.

9. It has been noted that the Administrative Staff Handbook sorely lacks a consistent writing style and layout. It is recommended that an adhoc Handbook Editorial committee be established through ASC which would report to PWC. The responsibility of this adhoc committee would be to establish a consistent writing style, layout, etc. within the Administrative Staff Handbook.
<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jill Carr</td>
<td>2011</td>
</tr>
<tr>
<td>Gregg($(underline}Bclim)</td>
<td>2843</td>
</tr>
<tr>
<td>Becky Heyman</td>
<td>7947</td>
</tr>
<tr>
<td>Rich Hughes</td>
<td>2011</td>
</tr>
<tr>
<td>Greg Jordan</td>
<td>2764</td>
</tr>
<tr>
<td>Ed O'Donnell</td>
<td>2891</td>
</tr>
<tr>
<td>Charles Schultz</td>
<td>2911</td>
</tr>
<tr>
<td>David Stanford</td>
<td>2451</td>
</tr>
<tr>
<td>Linda Swaisgood</td>
<td>2716</td>
</tr>
<tr>
<td>Dick Zolman</td>
<td>2911</td>
</tr>
<tr>
<td>(Annmarie Heldt)</td>
<td>2558</td>
</tr>
</tbody>
</table>
September 13, 1988

MEMORANDUM

TO: Jill Carr  Ed O'Donnell  David Stanford
    Annmarie Helit  Diane Regan  Linda Swaisgood
    Becky Hayman  Charles Schults  Dick Colman
    Greg Jordan

FROM: Rich Hughes, On-Campus Housing

RE: Personnel Welfare Committee Meetings

This is to confirm our committee’s regular meeting time as decided on 9/12/88. Our committee will meet from 3:00 pm to 5:00 pm in the conference room on the 3rd floor of the Student Services Building, room 310, on the dates listed below:

Thursday, September 29th
Thursday, October 20th
Thursday, November 17th
Thursday, December 18th
Thursday, January 19th
Thursday, February 16th
Thursday, March 16th
Thursday, April 20th
Thursday, May 18th

Unfortunately, the Ice Arena lounge did not work out for the Fall Semester.

RH/jm

cc: Pat Fitzgerald
9/15/88

MEMORANDUM

TO:    Rich Hughes
FROM:  Diane Regan
RE:    Work of the Personnel Welfare Committee

Since I continue to have this nagging fear that we will come up empty-handed at salary request time, I have been wondering if we can get our data collection off the ground by establishing a specific charge for Annmarie Heldt and copying Chris Dalton so he is aware of our efforts and of the demands we are making on her time. If they both think the collection of salary data for administrative staff is a high priority, then we are more likely to see it come to fruition.

I also have the sense that despite lots of conversation that in the give and take, the material we are actually seeking has been lost or perhaps never clearly articulated. I am worried about that, as well.

Do you think the group or a sub-group could make a very specific list of salary data that needs to be collected? I feel that if we don't define our needs at next month's meeting that we won't accomplish what we need to get done for February.

Annmarie has indicated to me that a specific charge would be helpful to her.

c: Pat Fitzgerald
    Jill Carr
MEMORANDUM

TO: Rich Hughes, Chair
Personnel Welfare Committee

FROM: Annmarie Heft, Director
Administrative Staff Personnel Services

This is written to inform you and the ASC Personnel Welfare Committee that two (2) of the four (4) outlined strategies resultant of the June 27, 1988 PWC meeting are in line and "ready to go." I am concerned, however, about the 50 position titles ASC wishes to survey (those positions not appearing in the published CUPA survey). I am requesting that the ASC Personnel Welfare Committee with the input of the council make the determination as to which positions should be included.

Your committee's direction and assistance in this matter are appreciated.

AII:mmb
xc: Pat Fitzgerald
   Norma Stickler
1. Split PWC into 2 Subcommittees -- Salary and Fringe Benefit

   A. Subcommittee Chairs

2. Strategy for Salary Committee:

   A. Clarify Subcommittee's Goals

   1. Compile Database for Salary Recommendations

   2. Examine and make recommendations regarding criteria for and
distribution of Market Adjustment monies.

   3. Examine and make recommendations regarding criteria for and
distribution of Superior Merit monies.

   4. Examine and make recommendations regarding inequities between
internally and externally funded positions.

   B. Define and identify salary data resources
   - Do we recruit nationally or regionally?
   - Do we compete with the private sector or other institutions?

1. Within the university:
   a. A. Heldt will obtain university organizational charts and will
      record 1988-89 salary information for each administrative staff
      member.
   b. A. Heldt will develop a list of all BGSU administrative staff
titles (from Resource Planning Handbook organizational charts.)
      From this list, 50 position titles, not appearing on the annual
      CUPA survey, will be drawn by PWC and/or ASC. These 50 will
      represent 'secondary' positions, i.e., assistant/associate
directors. Heldt will develop a 1-2 sentence description for
      each of the secondary positions and will ask personnel directors
      from IUC schools to supply salary information for these
      positions. Effort should be placed on obtaining this information
      from Kent, Miami, and OU.
   c. A survey instrument should be developed which asks each BGSU
      administrative staff member to briefly outline their position
      responsibilities and to list their 1988-89 salary. This survey
      would allow us to determine salary inequities within the
      institution which should be addressed.
2. Within the state
   a. Ohio CUPA studies
   b. IUC data
   c. Miami, Kent, and OU

3. Regionally
   a. Regional professional organizations or associations

4. Nationally
   a. CUPA studies

5. Private sector

C. Define Methodology of Data Collection

D. Define Database Media
   1. paper vs. electronic
      a. what resources are available?
   2. tools
      a. software & hardware
      b. pencil & paper
   3. data organization and input
      - who, how?
      - clerical support
   4. report generation
      - who, how?
      - clerical support

3. Strategies for Fringe Benefit Subcommittee

A. Define and clarify subcommittee's goals

B. Identify issues to be considered
MEMORANDUM

TO: Rich Hughes, Chair
Personnel Welfare Committee

FROM: Diane Regan
Executive Assistant to the Dean

October 11, 1988

After considerable thought, I have decided to resign from the Personnel Welfare Committee. The future demands of the main committee and its Salary Subcommittee, as well as the time spent on AS Executive Committee and Council itself, threaten to become more than I can juggle in this transitional year with a new Dean. My judgment is that as the semester progresses, I will simply be required to spend too many hours away from the office in order to fulfill these obligations at the level which the groups deserve (and the tasks demand!). The conflicts which exist for next semester's meetings are just one indication to me of the difficulty I will be facing.

I really regret having to take this action, Rich. I'm confident, however, that other administrative staff will welcome the opportunity to serve on PWC.

jd

c: Jill Carr
Pat Fitzgerald
Annmarie Heldt
MEMORANDUM

TO: Ann Marie Heldt, Director, Administrative Staff Personnel Services
FROM: Jill Carr, Chair, Personnel Welfare Salary Sub-committee
RE: Official Charge

The Personnel Welfare Salary Sub-committee requests your assistance in our task of submitting a salary recommendation for the 1989-90 contract year. Your assistance is needed in completing the items listed below:

1. Assist in the determination of 50 additional positions, not included in CUPA data, for further study and comparison with other universities.

2. Provide salary, position longevity, and position description information for all BASU administrative staff.

3. Store all information and data relative to the proceedings of this sub-committee in the Office of Administrative Staff Personnel Services. (This information shall remain as the property of the Administrative Staff Council.)

4. Assist in the creation and maintenance of an Administrative Staff salary database.

5. Contact personnel officers at other universities for the expedient gathering of comparative salary data.

6. Attend all meetings of the Personnel Welfare Salary Sub-committee.

If you have any questions regarding this request, please contact me or any of the sub-committee members. We appreciate the time and effort that you have already given to this committee and we look forward to working with you throughout the year.

cc: Personnel Welfare Committee Members
    Patrick Fitzgerald
    Norma Stickler
November 15, 1988

MEMORANDUM

TO: ASC Personnel Welfare Committee

FROM: Norma J. Stickler
Secretary, Administrative Staff Council

Attached are materials regarding proposed changes in the Administrative Staff Handbook. It is my understanding that these revisions are to be reviewed at your meeting this week. We plan to place them on the December Administrative Staff Council agenda.

wv

attachments

[Handwritten note: put transfer of sick to personal days in handbook]
DRAFT Memo

TO: Administrative Staff Council

The Handbook Review Committee (Norma Stickler, Deb McLaughlin, Sue Crawford) presents the following recommendations for changes to the Administrative Staff Handbook.

1. Deletion of the major subdivisions of the handbook resulting in one section that will be arranged alphabetically by topic. We believe this change will make it easier to find a policy quickly.

2. Expansion of the index in order also to assist in the ease of finding a policy or procedure. (attachment 1)

3. Expansion of the introduction of the Handbook to define the Administrative Staff and to explain the role of the Office of Administrative Staff Services. (attachment 2)

4. Revision of the Key Policy and Procedure to omit the procedural details. The essence of the key policy is retained. (attachment 3)

5. Revision of the Nepotism Policy to include an expanded statement that was approved by the Administration in 1984. (attachment 4)

6. Revision of the general Grievance Procedures (attachment 5) so that they are not a repetition of the Affirmative Action Grievance Procedures. The current policy, for example, calls for involvement of the Director of Affirmative Action in grievances involving working conditions. Such involvement is appropriately a part of an affirmative action grievance, but in cases of work related grievances, the Director of Administrative Staff Personnel Services is the more appropriate coordinating official.

The first paragraph of the policy has been rearranged to flow more logically and to insert grounds for petition of grievance.

It is also recommended that the section outlining the details of the hearing procedures be removed from the Handbook and be retained on file in the Administrative Staff Personnel Services Office.

3. Notation on all University Trustee-approved policies of the date of Trustee approval.

7. Placement of "Parking for Handicapped" within the Parking Policy.

8. Placement of "Posting of Smoking Areas" as a part of the "Smoking Regulations" section.
INDEX

Across-the-Board Salary Increases
Adoption
Administrative Code of Conduct
Administrative Staff Council
(see also, By-Laws of ASC, p, ASC Charter p, Ferrari Award, p, and ASC Scholarship, p)
Administrative Staff Personnel Services
Administrative Staff Scholarship
Affirmative Action Policy
Benefits (Fringe Benefits Summary, see also Vacation, Sick Leave, etc.)
Benefits After Retirement
Benefits, full-time staff
Benefits, part-time staff
By-Laws of ASC
Cancellation of classes
Charter of ASC
Church Services (Religious Services)
Classified Staff, Transfer of Employees Between Administrative and Classified Status
Closing for reasons of weather
Code of Standards and Responsibilities for Administrators
Compensatory Time
Computer Facilities
Conflict of Interest--Research and Consulting
Consulting, Conflict of Interest
Continuance of Contract
Contract Information
Credit Union (Fringe Benefit Summary)
Deductions, Payroll Procedures
Dependents, Fee Waivers for Discounts (Fringe Benefit Summary)
Discrimination (see Discrimination Complaint Procedure, Racial and Ethnic Harassment Policy, and Sexual Harassment Policy)
Discrimination Complaint Procedure
Dismissal
Disposal of Property
Employment After Retirement
Ethics (Code of Standards and Responsibilities for Administrators
Ethnic Discrimination see Racial and Ethnic Harassment Policy
Evaluations
Exit Interview, Resignations
Externally Funded Positions (Grant or Externally Funded Positions)
Fee Waiver Policy (see also Benefits after Retirement)
Ferrari Award
Flex-Time, Work Schedule
Fringe Benefits Summary
Grant or Externally Funded Positions
Grievance and Hearing Procedures
Handbook, ASC
Harassment Policy
Racial and Ethnic Harassment Policy
Sexual Harassment Policy
Health Insurance (Fringe Benefits Summary)
Holidays
Injury/Workers' Compensation
Insurance (Fringe Benefits Summary)
Inventions, Reporting of
Jury Duty
Key Regulations
Leave of Absence (see also Maternity/Paternity/Adoption)
Life Insurance (Fringe Benefits Summary)
Maternity/Paternity/Adoption Leave
Medical Insurance
Merit Pay and Merit Evaluation
Merit and Across-the-Board Increases for Administrative Staff
Military Leave
Mission Statement (University Role and Mission Statement)
Nepotism
Non-Renewal of Contract (Contract Information)
Overtime (Compensatory Time)
Parking
Parking for Handicapped Individuals
Part-time Employee Benefits
Part-time Employee Fee Waiver
Paternity Leave (Maternity/Paternity/Adoption Leave)
Payroll Procedures and Deductions
PERS--Public Employees Retirement System
Personnel Files (See Merit Pay and Merit Evaluation and
see Administrative Staff Personnel Office)
Political Activity
Professional Development Program Guidelines
Property Disposal
Public Employees Retirement System
Racial and Ethnic Harassment Policy
Reciprocity of Fee Waiver
Religious Services
Renewal of Contract
Research, Conflict of Interest
Resignations and Exit Interviews
Responsibilities of Employees
Retirement
Benefits after Retirement
Public Employees Retirement System (PERS)
University Benefits after Retirement
Supplemental Retirement Program
Role and Mission Statement, University
Salary Increments (see Merit Pay and Merit Evaluation and Merit, p and
Across the Board Increases for Administrative Staff p )
Severe Weather Policy
Sexual Harassment Policy
Sick Leave Policy
Sick Leave, unused upon resignation
Smoking Regulations
Solicitation Policy
Spouse/Child Fee Waiver
Supplemental Retirement Program
Suspension
Tax Deferred Annuities (Fringe Benefit Summary)
Taxing of graduate fee waivers
Termination of contract for cause
Transfer of Employees Between Administrative and Classified Status
Travel (see also Fringe Benefit Summary, p)
Unemployment Compensation
Vacation Policy
Vacation, unused upon resignation
Voting Time
Work Schedule
Workers' Compensation
The administrative staff members at BGSU are responsible for promoting a healthy climate for learning and professional growth and for asserting the leadership and support essential to enhancing the University's programs and services. Effective administration promotes an institutional reputation of academic and professional excellence as well as the sound management of institutional resources. A code of ethics, on page XX, further details the responsibilities of administrative staff members to the University community.

All administrative staff members should share a sense of working toward a common goal--that of maintaining the high standards of the University and its mission. To promote communication and a sense of common purpose, various support structures have been implemented for the administrative staff.

The Administrative Staff Council is an elected body whose purpose is to represent administrative staff in matters of welfare, professional development and institutional policy. Chartered in 1980, ASC has a membership of ten percent of the total administrative staff.

The Office of Administrative Staff Personnel Services exists to counsel administrative staff members on matters such as benefits, policies and professional development, among others.

The Administrative Staff Handbook contains policies relating to the employment and benefits of administrative staff, as well as general University policies. The 1988-89 Handbook was approved by the Board of Trustees on XXX, and becomes effective for subsequently signed contracts. In conjunction with the Office of Administrative Staff Personnel Services, a committee of the Administrative Staff Council annually recommends revisions to the policies herein. Questions regarding interpretation of Handbook policies will be resolved by the Director of Administrative Staff Personnel Services who will consult, as appropriate, with the officers of the Administrative Staff Council.
KEY REGULATIONS

(Delete all of present "Key Regulations" on page 40–41 and "Key Replacement Policy" on page 41.)

Administrative staff members are issued office and building keys as needed for their assignments. Keys are issued by the Key Office, Plant Operations and Maintenance, 48 hours after submission of a key authorization card signed by the employee's supervisor. Grand master keys are issued by the Director of Public Safety. When a staff member leaves the university or transfers to a different location on campus, keys must be returned, either at the exit interview in the case of resignation or at the Key Office in the case of transfer. Master keys are returned to Public Safety. All keys remain the property of the State of Ohio and may not be duplicated. Employees will be assessed a fee of $5 per key for lost keys.
COMPENSATORY TIME

Under normal circumstances, a full-time administrative staff member is expected to work a minimum of forty hours per week. There may be occasions, however, when it will be necessary to work beyond the forty hours in order to fulfill the contracted obligations. No compensatory time is earned for these occasional extra hours of service. When an administrative staff member's normal duties perpetually require work beyond the forty hour week, it is assumed that this situation will be taken into account in the employee's overall compensation. (See also Holiday Policy).

JURY DUTY

Full University pay shall be granted when an administrative staff member is subpoenaed for any court or jury duty by the U.S., the State of Ohio, or a political subdivision. All compensation received for court or jury duty shall be remitted by the administrative staff member to the Office of the Bursar, Bowling Green State University, except when such duty is performed outside the normal working hours or while the administrative staff member is on vacation.

KEY REGULATIONS

Administrative staff members are issued office and building keys necessary to their assignments. No keys are issued until a key authorization card is approved by the staff member's area head. Keys may be signed for and obtained at the Physical Plant Office 48 hours after the authorization card has been submitted. All keys remain the property of the State of Ohio. When an administrative staff member terminates or changes assignment and certain keys are no longer required, the keys must be returned to the Physical Plant Office.

It is to everyone's advantage that the locking system at the University be as secure as possible. For that reason, the following procedures apply:

1. All keys will be requested by description of the area to be accessed, not by university key number.

2. All requests will be signed by a department chair, director, dean, vice president, or appropriate administrator.

3. When an employee transfers to another position on the campus, his/her keys will be returned to the Plant Operations Department and not taken to the new assignment. The new position will affect which keys will be assigned.

4. Keys may be ordered by telephone to save a trip to Plant Operations so they will be ready when the employee picks them up. Each person must pick up his/her own keys. Grand Master keys are authorized through the Director of Public Safety, and are to be picked up at Public Safety.

7/87
5. Employee keys will not be passed on to an employee's replacement but will be reissued by the Plant Operations Department, or Public Safety, as appropriate.

6. When an employee loses a key, the replacement key must be reauthorized in writing by the department head and approved by a dean of vice president. A charge may be assessed.

7. When any person having a university key leaves the employment of the University, all keys are to be returned to the Plant Operations Department and a receipt issued before issuance of a final pay check. Grand Master keys are to be returned to the Director of Public Safety.

8. On March 8, 19--, the Board of Trustees passed a resolution which forbids duplication of keys for any university facility or equipment except by the authorization of the Director of Plant Operations and Maintenance of Bowling Green State University.

Key Replacement Policy

Consistent with the key regulations, Item 6., referring to assessments for key replacement, the following applies:

1. All key replacements are charged at a rate of $5 each key.
2. Payment for lost keys will be the responsibility of the person to whom the keys were issued.
3. Payment for stolen keys, unless the result of negligence, will be the responsibility of the department of the person to whom the keys were issued. Keys stolen as the proven result of negligence will be considered lost keys.
4. Payment for lock changes for academic or nonacademic buildings will be by the responsible requesting department. Charges may vary, depending on the types of changes and locks.
5. If a student room door key is lost or stolen, a new lock will be installed. If a front door key is lost or stolen, all locks in the living unit will be changed. The student losing the key will be billed for the cost of the replacement of locks and keys.

PARKING

Vehicle identification is necessary for parking needs, assessment and control. All vehicles must be registered and display the appropriate decal/permit when parked in any BGSU parking area other than a metered parking space. Faculty/staff parking areas are identified with the appropriate signature and are located in strategic areas throughout the campus.

Registration should be completed during the first two days of employment. Each staff member is provided a transferable parking decal. To obtain a decal, the staff member must provide the Office of Parking and Traffic with his/her social security number and the auto registration fee waiver obtained from and signed by the departmental budget administrator.
NEPOTISM

In keeping with good personnel management procedures and to guarantee equal opportunities to all, applicants may not be hired for or promoted into positions in which they would supervise or be subject to the immediate supervision of a member of their immediate family. This policy will be upheld regardless of the sex of the relatives involved and will be equally applied to both males and females.

IF A PROPOSED HIRE, PROMOTION, MARRIAGE, OR OTHER ACTION PLACES A MEMBER OF A FAMILY IN SUPERVISION OF ANOTHER FAMILY MEMBER, THE MATTER SHOULD BE BROUGHT TO THE IMMEDIATE ATTENTION OF THE COGNIZANT VICE PRESIDENT. EASY ACCOMMODATION OF THE SITUATION MAY NOT ALWAYS BE POSSIBLE.

APPOINTMENT OF SPOUSES OR OTHER RELATIVES TO THE SAME DEPARTMENT IS NOT NECESSARILY NEPOTISM, BUT RELATIVES MAY NOT PARTICIPATE IN CAREER DECISIONS ON EACH OTHER.

For spécifie/questions relative to nepotism, you may contact the Office of Affirmative Action.
GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedures

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. GROUNDS FOR PETITION OF GRIEVANCE MAY BE ANY OR ALL OF THE FOLLOWING ALLEGATIONS:

A. FAILURE TO OBSERVE DUE PROCESS IN DECISIONS AT THE UNIT LEVEL
B. INADEQUATE OR INEQUITABLE CONSIDERATION OF PROFESSIONAL COMPETENCE
C. TERMINATION OF APPOINTMENT FOR CAUSE

Non-renewal of contract for an administrative staff member of three or more years standing must be reviewed and authorized by the appropriate vice president. The decision not to continue the contract of an administrative staff member is not grievable, and therefore, not subject to this procedure.

Complaints dealing with alleged discrimination will be processed according to the provisions of the University's affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two and three years.

C. Initial review and transmittal of grievance petition

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the satisfaction of both parties, the grievant may submit a petition, in writing, to the chair of the area review committee.

Should the complainant be a member of the hearing panel or should a particular case indicate the potential for a conflict of interest, the appropriate vice president will select a new person to hear the case in question.

The Area Review committee will investigate the grievance, and within fourteen calendar days after its receipt, submit a written recommendation for resolution to the President (or designee) or appropriate vice president. The President (or designee) or Vice President will present a written decision to the staff member within seven calendar days after receipt of the Area Review Committee's report. A copy of the Review Committee's report will also be forwarded to the staff member.
If the complainant identified the potential for a conflict of interest with the vice president, the duties herein delegated to that position will be reassigned as directed by the President.

II. Hearing Procedure

A. Purpose

The purpose of the hearing procedure is to provide the further review of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. This procedure will be used if resolution of the problem has been unsuccessful at prior levels.

B. Request for hearing

1. If the administrative staff member is not satisfied with the decision rendered at the area review committee level, that person may request that a hearing panel be convened. This request must be made within seven calendar days after receipt of the written decision of the President (or designee) or vice president. The request must be submitted in writing to the President (or designee) or vice president and include the name of one BGSU employee selected by the complainant, who is willing and available to serve as a member of the hearing panel.

2. Within three calendar days after receipt of a request for a hearing, the President (or designee) or vice president will notify the Director of Administrative Staff Personnel. Within fourteen calendar days after notification, the Director of Administrative Staff Personnel will coordinate all aspects of the hearing process. This will include contacting the complainant and the respondent to review the hearing procedures and will also include facilitating the establishment of the hearing panel.

3. The hearing must take place within fourteen calendar days after the establishment of the hearing panel (the Director of Administrative Staff Personnel will be responsible for scheduling the hearing).

C. The Hearing Panel

GUIDELINES FOR ESTABLISHING THE HEARING PANEL AND FOR CONDUCTING THE HEARING RESIDE IN THE OFFICE OF THE DIRECTOR OF ADMINISTRATIVE STAFF PERSONNEL SERVICES.

The Hearing Panel will consist of three voting members.

1. Selection of members

The complainant's nomination of a member will be noted in the "request for hearing." The respondent will nominate one University employee who is willing and available to serve as the second member of the hearing panel.
A third panel person, who will also serve as chair of the hearing panel, will be selected by mutual agreement of the chosen members. This person must be an employee of the University. If the two members of hearing panel cannot reach agreement in this matter, the chair will be appointed by the Director of Administrative Staff Personnel.

2. Obligations and powers of the hearing panel
   It is the duty of the hearing panel to conduct a fair and impartial hearing.

   The hearing panel will have access to all available witnesses and records concerning the matter before it. The hearing panel will conduct its proceedings as expeditiously as possible.

D. Hearing guidelines

Hearings will be informal. Legal rules of conduct will not govern the proceedings.

The burden of proof for any grievance rests with the complainant.

The complainant and the respondent may be represented by an advisor of their choice who may participate fully in the hearing.

The hearing will be closed unless all parties agree that it be open. If it is open, each party may invite two observers from the University work force in addition to the advisor.

A tape recording will be made of each hearing and shall become part of the record of the hearing. This will be used 1) to assist the panel in its deliberations and 2) for appeals. It will be available to the complainant or the respondent on request to the request to the Director of Administrative Staff Personnel and it will be kept only until the University appeal procedure has been exhausted. Any cost of making a written transcript will be borne by the person making the request.

By mutual agreement, a maximum of seven calendar days extension of the time period in the hearing procedure will be allowed at any phase of the proceedings. (The Director of Administrative Staff Personnel will be responsible for adherence to the timetable.)

Expenses incurred during the hearing will be borne by the University, excepting those expenses incurred through the use of individuals external to the University which shall be borne by the party utilizing such individuals. The University will not pay expenses incurred by the complainant during preparation for the hearing. Staff members will not be given time off with pay to prepare for the hearing nor receive extra compensation for the time spent beyond the normal working hours.

The hearing will be conducted in the following manner:
The name of the case and persons present at the hearing will be given.

The powers, duties, and functions of the panel will be read by the chair.

Complainant (or advisor): will make an opening statement, explaining the grounds for the complaint, what the complainant intends to prove, and outlining the evidence supporting it.

The hearing panel will allow for the presentation of evidence limited only by the requirement that, in the panel's judgment, it must be relevant to the case at hand.

Complainant may call witnesses and/or present any documentary evidence.

Prior to testimony of a witness, the chair will administer an oath which will affirm the veracity of the statements. Witnesses may testify either in narrative form or in response to specific questions.

At the conclusion of each witness' testimony offered by the complainant, the respondent will have an opportunity to ask questions. The panel will then be allowed to ask any questions it may have.

Respondent will make an opening statement which will consist of what the respondent will attempt to prove. Respondent may call witnesses and/or present any documentary evidence.

At the conclusion of each witness' testimony offered for the respondent, the complainant will have an opportunity to ask questions. The panel will then be allowed to ask any questions it may have.

Complainant will be allowed to introduce additional evidence or testimony in rebuttal of any newly introduced testimony or evidence brought forward in the respondent's case.

Respondent will be allowed to introduce additional evidence or testimony in rebuttal of any newly introduced testimony or evidence brought forward in the complainant's rebuttal.

Complainant will make closing arguments summarizing the case.

Respondent will make closing arguments summarizing the case.

*It is hereinafter understood that the term respondent or complainant also includes that person's advisor.*
E. Resolution

The hearing panel will give written notice of its recommended disposition of the complaint, including rationale for the recommendation, to the Director of Affirmative Action ADMINISTRATIVE STAFF PERSONNEL. This must occur within seven calendar days after the conclusion of the hearing. (The panel's recommendation will be made by majority vote.)

Copies of the panel's recommendations will be forwarded to the complainant, the respondent, and the President (or designee) or appropriate vice president.

The Director of Affirmative Action ADMINISTRATIVE STAFF PERSONNEL will facilitate the process for resolution of the complaint and will insure that the appropriate administrator makes a decision in a timely manner.

F. Appeal

The recommendation of the hearing panel and the decision of the appropriate administrator may be appealed in writing within seven calendar days of the decision, to the President of the University. The President (or designee) will respond in writing to all parties—complainant, respondent, chair of the hearing panel, Director of Affirmative Action ADMINISTRATIVE STAFF PERSONNEL, and the appropriate vice president—concerning final disposition of the appeal within fourteen calendar days after receiving the appeal. The President's (or designee's) decision is final.
December 14, 1988

MEMORANDUM

TO: Members of the ASC Personnel Welfare Committee

FROM: Rich Hughes, On-Campus Housing

RE: Release time for physical fitness

The fringe benefit subcommittee met yesterday to draft the first version of our proposed policy regarding release time for physical fitness. Enclosed is the policy. I am planning on taking the policy to the Executive Committee on Tuesday, December 20th for their comments and review. Prior to that, however, I wanted to provide the Personnel Welfare Committee an opportunity for input. Please review the policy and share with me any questions, comments or criticisms by Monday, December 19th at 5:00pm. I apologize for the short time frame.

RH/jkm
Release Time for Physical Fitness

Release time for physical fitness is designed to provide an administrative staff member with the opportunity to participate in a routine program of physical exercise. An administrative staff member who is a member of the Student Recreation Center is eligible for release time for physical fitness.

The following guidelines must be observed when using release time for physical fitness:

1. Three non-contiguous 30 minute time periods per work week will be permitted for release time for physical fitness. Only one 30 minute time period may be used per day in conjunction with the following times:
   a. the start of the work day
   b. immediately prior to lunch
   c. immediately following lunch
   d. the end of the work day

2. Release time for physical fitness cannot be accrued.

3. Release time for physical fitness can only be used at the Student Recreation Center or facilities supported by the Student Recreation Center.

4. Supervisors may request verification of proper use of release time for physical fitness.

It is recommended that, prior to any physical activity, administrative staff members seek the supervision of their personal physician and/or participate in the Fitwell Assessment program.
January 1989

MEMORANDUM

TO: Dr. J. Christopher Dalton, Vice President for Planning and Budgeting
FROM: Richard Hughes, Chairperson, Personnel Welfare Committee, Administrative Staff Council
SUBJECT: 1989-90 Administrative Staff Salary Recommendation

As requested by you and Dr. Olscamp, the Personnel Welfare Committee of the Administrative Staff Council has developed a salary recommendation for the 1989-90 contract year. This recommendation is based on data collected from 1987-88 Ohio CUPA* salary materials. Summary tables and graphs are submitted as appendices to this recommendation to document our request. The following point by point summation explains our rationale for our recommendation.

1. In comparison with all 129 positions reported in Ohio CUPA materials, BGSU ranks 9th out of 12 institutions. (The Medical College of Ohio and Shawnee State University were eliminated due to the difference in the subsidy base for MO and the "newness" of Shawnee State with few administrative positions.) However, we do not feel that this is a fair representation due to the fact that faculty contract positions such as vice presidents, deans, etc. are included in this material as well as positions not occupied at BGSU. (See Appendix A)

2. Therefore, we chose to do a comparison of "like" administrative positions with similar titles and position descriptions. This comparison included 49 administrative staff positions in the CUPA study that are common to BGSU. Our comparison ranks BGSU 11th out of 12 institutions. (See Appendix B)
3. Additionally, we completed a comparison, using the same 19 select CUPA positions, of the "4 corner institutions" (OU, Miami, Kent and BG) and the University of Toledo. We chose this method due to the fact that upper administration compares BGSU to these institutions in many ways in order to remain competitive. In this comparison BGSU ranks 5th out of the five institutions, or has the lowest average administrative salary. (See Appendix C)

5a. It has been a long-stated goal of the University to be salary competitive at the 60th percentile. Our salary study shows that 1987-88 BGSU administrative staff salaries are at the 45th percentile. In keeping with the University's position, we feel that the 60th percentile is an appropriate target to achieve for administrative staff salaries.

5f. Using 1987-88 CUPA information, to achieve a 60th percentile ranking in one year, a 18.98% increase would have been necessary for the 1988-89 contract year. BGSU's administrative staff salary increase for 1988-89, in fact, was only 3.2%. Therefore a one time increase for 1989-90 would have to be 15.46%. We understand that this is an unreasonable and a highly improbable request to make. Therefore, over a three year period, assuming that the state-wide average salary increase is 5% annually, we recommend an 8.37% increase each year beginning with the 1989-90 contract year. (See Appendix D)

Our supporting documentation is attached for your review. We request the opportunity to meet with you to discuss this recommendation and offer any needed clarification or explanation. Please contact me to arrange a convenient time for this meeting.

Thank you for your time and consideration.

* 1988-89 CUPA salary information will not be available until March 1989.
ADMINISTRATIVE STAFF SALARY COMPARISONS
ALL OHIO CUPA POSITIONS (see Table A)
1987-1988

Page: 1

Total All Ohio CUPA Salaries = $38,911,419
Total All Ohio CUPA Positions = 825
Average All Ohio CUPA Salaries = $47,165

1. The Ohio State University
Total CUPA Salaries = $4,710,074
Total CUPA Positions = 86
Average CUPA Salary = $54,768
Difference = $7,603 or 16.12%

2. University of Cincinnati
Total CUPA Salaries = $4,316,102
Total CUPA Positions = 87
Average CUPA Salary = $49,610
Difference = $2,445 or 5.18%

3. Ohio University
Total CUPA Salaries = $3,333,964
Total CUPA Positions = 68
Average CUPA Salary = $49,029
Difference = $1,864 or 3.95%

4. Cleveland State University
Total CUPA Salaries = $2,486,842
Total CUPA Positions = 52
Average CUPA Salary = $47,824
Difference = $659 or 1.39%
5. Wright State University

Total CUPA Salaries = $ 3,087,359
Total CUPA Positions = 66
Average CUPA Salary = $ 46,778
Difference = $ -387 or -0.82%

6. Miami University

Total CUPA Salaries = $ 3,453,635
Total CUPA Positions = 74
Average CUPA Salary = $ 46,671
Difference = $ -494 or -1.04%

7. The University of Toledo

Total CUPA Salaries = $ 3,347,297
Total CUPA Positions = 72
Average CUPA Salary = $ 46,490
Difference = $ -675 or -1.43%

8. Bowling Green State University

Total CUPA Salaries = $ 2,865,358
Total CUPA Positions = 62
Average CUPA Salary = $ 46,215
Difference = $ -950 or -2.01%

9. The University of Akron

Total CUPA Salaries = $ 2,761,776
Total CUPA Positions = 61
Average CUPA Salary = $ 45,275
Difference = $ -1,890 or -4.00%
10. Kent State University

Total CUPA Salaries = $3,891,773
Total CUPA Positions = 86
Average CUPA Salary = $45,253
Difference = $-1,912 or -4.05%

11. Youngstown State University

Total CUPA Salaries = $2,976,924
Total CUPA Positions = 70
Average CUPA Salary = $42,527
Difference = $-4,638 or -9.83%

12. Central State University

Total CUPA Salaries = $1,680,315
Total CUPA Positions = 41
Average CUPA Salary = $40,983
Difference = $-6,182 or -13.10%
Table A

All Positions
1987-1988 CUPA Survey of State-Supported Universities in Ohio

<table>
<thead>
<tr>
<th>CUPA Position Code</th>
<th>CUPA Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXECUTIVE</strong></td>
<td></td>
</tr>
<tr>
<td>101.0</td>
<td>Chief Executive Officer, System</td>
</tr>
<tr>
<td>101.1</td>
<td>Assistant to the President, System</td>
</tr>
<tr>
<td>103.0</td>
<td>Executive Vice President</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ACADEMIC</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>201.0</td>
<td>Chief Academic Officer</td>
</tr>
<tr>
<td>201.1</td>
<td>Director, Conferences</td>
</tr>
<tr>
<td>202.0</td>
<td>Chief Health Professions Officer</td>
</tr>
<tr>
<td>203.0</td>
<td>Director, Library Services</td>
</tr>
<tr>
<td>203.1</td>
<td>Circulation Librarian</td>
</tr>
<tr>
<td>203.2</td>
<td>Acquisitions Librarian</td>
</tr>
<tr>
<td>203.3</td>
<td>Technical Services Librarian</td>
</tr>
<tr>
<td>203.5</td>
<td>Reference Librarian</td>
</tr>
<tr>
<td>204.0</td>
<td>Director, Institutional Research</td>
</tr>
<tr>
<td>204.1</td>
<td>Associate Director, Institutional Research</td>
</tr>
<tr>
<td>205.0</td>
<td>Director, Educational Media Services</td>
</tr>
<tr>
<td>206.0</td>
<td>Director, Learning Resources Center</td>
</tr>
<tr>
<td>207.0</td>
<td>Director, International Studies Education</td>
</tr>
<tr>
<td>208.0</td>
<td>Director, Computer Center Operations / Academic</td>
</tr>
<tr>
<td>208.1</td>
<td>Associate Director, Computer Center Operations / Academic</td>
</tr>
<tr>
<td>209.0</td>
<td>Administrator, Grants and Contracts</td>
</tr>
<tr>
<td>210.0</td>
<td>Dean, Architecture</td>
</tr>
<tr>
<td>211.0</td>
<td>Dean, Agriculture</td>
</tr>
<tr>
<td>213.0</td>
<td>Dean, Arts and Science</td>
</tr>
<tr>
<td>214.0</td>
<td>Dean, Business</td>
</tr>
<tr>
<td>242.0</td>
<td>Dean, Veterinary Medicine</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ADMINISTRATIVE</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>301.0</td>
<td>Chief Business Officer</td>
</tr>
<tr>
<td>301.1</td>
<td>Director, Health and Safety</td>
</tr>
<tr>
<td>301.2</td>
<td>Director, Telecommunications</td>
</tr>
<tr>
<td>302.0</td>
<td>Chief Planning Officer</td>
</tr>
<tr>
<td>303.0</td>
<td>Chief Budgeting Officer</td>
</tr>
<tr>
<td>303.1</td>
<td>Associate Budget Director</td>
</tr>
<tr>
<td>304.0</td>
<td>Chief Planning and Budget Officer</td>
</tr>
<tr>
<td>305.0</td>
<td>General Counsel</td>
</tr>
<tr>
<td>305.1</td>
<td>Associate General Counsel</td>
</tr>
<tr>
<td>306.0</td>
<td>Chief Personnel / Human Resources Officer</td>
</tr>
<tr>
<td>306.1</td>
<td>Associate Director, Personnel / Human Resources</td>
</tr>
<tr>
<td>306.2</td>
<td>Manager, Benefits</td>
</tr>
<tr>
<td>306.3</td>
<td>Manager, Training and Development</td>
</tr>
<tr>
<td>306.4</td>
<td>Manager, Employee Relations</td>
</tr>
<tr>
<td>306.5</td>
<td>Manager, Labor Relations</td>
</tr>
</tbody>
</table>
306.6 Manager, Employment
306.7 Manager, Wage and Salary / Manager, Compensation
306.8 Manager, Personnel Information Systems
307.0 Director, Affirmative Action / Equal Employment
307.1 Associate Director, Affirmative Action / Equal Employment
308.0 PERS AFFRM
309.0 Director, Computer Center
309.1 Associate Director, Computer Center
309.2 Data Base Administrator
309.3 Systems Analyst I (highest level)
309.4 Systems Analyst II (lowest level)
309.5 Programmer Analyst I (highest level)
309.6 Programmer Analyst II (lowest level)
310.0 Director, Computer Center Operations / Administrative
310.1 Associate Director, Computer Center Operations / Administrative
311.0 Director, Information Systems
312.0 Chief, Physical Plant / Facilities Management Officer
312.1 Associate Director, Physical Plant / Facilities Management
312.2 Manager, Landscape and Grounds
312.3 Manager, Building and Maintenance Trades
312.4 Manager, Technical Trades
312.5 Manager, Custodial Services
312.6 Manager, Power Plant
313.0 Comptroller
313.1 Manager, Payroll
314.0 Director, Accounting
314.1 Staff Accountant (highest level)
314.2 Staff Accountant (lowest level)
315.0 Bursar
315.1 Associate Bursar
316.0 Director, Purchasing
316.1 Associate Director, Purchasing
317.0 Director, Bookstore
317.1 Associate Director, Bookstore
318.0 Director, Internal Audit
319.0 Director, Auxiliary Services
319.1 Manager, Mail Services
320.0 Director, Campus Security
321.0 Director, Risk Management and Insurance
322.0 Administrator, Hospital Medical Center
322.1 Director, Medical Center Public Relations / Affairs

EXTERNAL AFFAIRS
401.0 Chief Development Officer
401.1 Director, Annual Giving
401.2 Director, Corporate / Foundation Relations
401.3 Coordinator, Resource Development
401.4 Director, Estate Planning
402.0 Chief Public Relations Officer
402.1 Director, Governmental / Legislative Relations
403.0 Chief Development and Public Relations Officer
404.0 Director, Alumni Affairs
406.0 Director, Special and Deferred Gifts
408.0  Director, Community Services
409.0  Director, Publications
409.2  Manager, Printing Services
410.0  Director, Information Office
411.0  Director, News Bureau

STUDENT SERVICES
501.0  Chief Student Affairs Officer
502.0  Director, Admissions
502.1  Associate Director, Admissions
502.2  Assistant Director, Admissions
504.0  Registrar
504.1  Associate Registrar
504.2  Assistant Registrar
505.0  DIR AD/FIN
506.0  Director, Student Financial Aid
506.1  Associate Director, Student Financial Aid
507.0  Director, Food Services
507.1  Associate Director, Food Services
508.0  Director, Student Housing
508.1  Associate Director, Student Housing
508.2  Housing Officer / Administrative Operations
508.3  Housing Officer / Residence Life
508.4  Housing Officer / Family Housing
509.0  Director, Housing and Food Services
510.0  Director, Foreign Students
511.0  Director, Student Union
511.1  Associate Director, Student Union
511.2  Student Union Business Manager
512.0  Director, Student Activities
513.0  Director, Student Placement
514.0  Director, Student Counseling
514.1  Associate Director, Student Counseling
515.0  Director, Student Health Services (Physician Administrator)
517.0  CHAPLAIN
518.0  Director, Athletics
519.0  Director, Sports Information
520.0  Director, Athletics / Men
521.0  Director, Athletics / Women
522.0  Director, Campus Recreation / Intramurals
ADMINISTRATIVE STAFF SALARY COMPARISONS
49 SELECT OHIO CUPA POSITIONS (see Table B)
1987-1988

Total Select Ohio CUPA Salaries = $18,580,594
Total Select Ohio CUPA Positions = 426
Average Select Ohio CUPA Salaries = $43,616

1. The Ohio State University
   Total CUPA Salaries = $1,814,475
   Total CUPA Positions = 36
   Average CUPA Salary = $50,402
   Difference = $6,786 or 15.55%

2. University of Cincinnati
   Total CUPA Salaries = $1,755,952
   Total CUPA Positions = 38
   Average CUPA Salary = $46,209
   Difference = $2,593 or 5.94%

3. Miami University
   Total CUPA Salaries = $1,661,878
   Total CUPA Positions = 37
   Average CUPA Salary = $44,916
   Difference = $1,300 or 2.98%

4. Ohio University
   Total CUPA Salaries = $1,608,047
   Total CUPA Positions = 36
   Average CUPA Salary = $44,668
   Difference = $1,052 or 2.41%
ADMINISTRATIVE STAFF SALARY COMPARISONS
49 SELECT OHIO CUPA POSITIONS (see Table B)
1987-1988

5. Wright State University
Total CUPA Salaries = $1,506,541
Total CUPA Positions = 34
Average CUPA Salary = $44,310
Difference = $694 or 1.59%

6. The University of Toledo
Total CUPA Salaries = $1,441,631
Total CUPA Positions = 33
Average CUPA Salary = $43,686
Difference = $70 or .16%

7. Kent State University
Total CUPA Salaries = $1,820,069
Total CUPA Positions = 42
Average CUPA Salary = $43,335
Difference = $-281 or -.64%

8. The University of Akron
Total CUPA Salaries = $1,468,613
Total CUPA Positions = 34
Average CUPA Salary = $43,195
Difference = $-421 or -.96%

9. Cleveland State University
Total CUPA Salaries = $1,169,256
Total CUPA Positions = 28
Average CUPA Salary = $41,759
Difference = $-1,857 or -4.25%
10. Youngstown State University

Total CUPA Salaries = $1,334,112
Total CUPA Positions = 32
Average CUPA Salary = $41,691
Difference = $-1,925 or -4.41%

11. Bowling Green State University

Total CUPA Salaries = $1,996,896
Total CUPA Positions = 49
Average CUPA Salary = $40,753
Difference = $-2,863 or -6.56%

12. Central State University

Total CUPA Salaries = $1,003,124
Total CUPA Positions = 27
Average CUPA Salary = $37,153
Difference = $-6,834 or -15.66%
Table B
49 Bowling Green State University Positions Identified in 1987-1988 CUPA Survey of State-Supported Universities in Ohio

<table>
<thead>
<tr>
<th>CUPA Position Code</th>
<th>CUPA Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE</td>
<td>Assistant to the President, System</td>
</tr>
<tr>
<td>ACADEMIC</td>
<td>Acquisitions Librarian</td>
</tr>
<tr>
<td></td>
<td>Director, Institutional Research</td>
</tr>
<tr>
<td></td>
<td>Director, Computer Center Operations / Academic</td>
</tr>
<tr>
<td></td>
<td>Administrator, Grants and Contracts</td>
</tr>
<tr>
<td>ADMINISTRATIVE</td>
<td>Director, Health and Safety</td>
</tr>
<tr>
<td></td>
<td>Chief Personnel / Human Resources Officer</td>
</tr>
<tr>
<td></td>
<td>Manager, Benefits</td>
</tr>
<tr>
<td></td>
<td>Manager, Training and Development</td>
</tr>
<tr>
<td></td>
<td>Manager, Employee Relations</td>
</tr>
<tr>
<td></td>
<td>Director, Affirmative Action / Equal Employment</td>
</tr>
<tr>
<td></td>
<td>Director, Computer Center</td>
</tr>
<tr>
<td></td>
<td>Systems Analyst I (highest level)</td>
</tr>
<tr>
<td></td>
<td>Programmer Analyst I (highest level)</td>
</tr>
<tr>
<td></td>
<td>Programmer Analyst II (lowest level)</td>
</tr>
<tr>
<td></td>
<td>Director, Computer Center Operations / Administrative</td>
</tr>
<tr>
<td></td>
<td>Chief, Physical Plant / Facilities Management Officer</td>
</tr>
<tr>
<td></td>
<td>Associate Director, Physical Plant / Facilities Management</td>
</tr>
<tr>
<td></td>
<td>Manager, Custodial Services</td>
</tr>
<tr>
<td></td>
<td>Comptroller</td>
</tr>
<tr>
<td></td>
<td>Manager, Payroll</td>
</tr>
<tr>
<td></td>
<td>Director, Accounting</td>
</tr>
<tr>
<td></td>
<td>Bursar</td>
</tr>
<tr>
<td></td>
<td>Director, Purchasing</td>
</tr>
<tr>
<td></td>
<td>Director, Bookstore</td>
</tr>
<tr>
<td></td>
<td>Associate Director, Bookstore</td>
</tr>
<tr>
<td></td>
<td>Director, Internal Audit</td>
</tr>
<tr>
<td></td>
<td>Director, Auxiliary Services</td>
</tr>
<tr>
<td></td>
<td>Manager, Mail Services</td>
</tr>
<tr>
<td></td>
<td>Director, Campus Security</td>
</tr>
<tr>
<td>EXTERNAL AFFAIRS</td>
<td>Director, Corporate / Foundation Relations</td>
</tr>
<tr>
<td></td>
<td>Director, Alumni Affairs</td>
</tr>
<tr>
<td></td>
<td>Director, Information Office</td>
</tr>
<tr>
<td>STUDENT SERVICES</td>
<td>Director, Admissions</td>
</tr>
<tr>
<td></td>
<td>Associate Director, Admissions</td>
</tr>
<tr>
<td></td>
<td>Assistant Director, Admissions</td>
</tr>
</tbody>
</table>
504.0 Registrar
504.2 Assistant Registrar
506.0 Director, Student Financial Aid
506.1 Associate Director, Student Financial Aid
507.0 Director, Food Services
508.2 Housing Officer / Administrative Operations
510.0 Director, Foreign Students
511.0 Director, Student Union
512.0 Director, Student Activities
513.0 Director, Student Placement
515.0 Director, Student Health Services (Physician Administrator)
518.0 Director, Athletics
519.0 Director, Sports Information
Comparison of Select Average Salaries (see Table B) from 1987–88 CUPA Survey of State-Supported Universities in Ohio

Avg CUPA Salary = $43616
Comparison of Select Average Salaries (see Table B) from 1987-88 CUPA Survey of State-Supported Universities in Ohio

0% = Average CUPA Salary

[Diagram showing percentage differences for various institutions]
ADMINISTRATIVE STAFF SALARY COMPARISON
"4-Corner Institutions" and The University of Toledo 1987-1988

Page: 1

1. Miami University
   Total CUPA Salaries = $1,661,878
   Total CUPA Positions = 37
   Average CUPA Salary = $ 44,916

2. Ohio University
   Total CUPA Salaries = $1,608,047
   Total CUPA Positions = 36
   Average CUPA Salary = $ 44,668

3. The University of Toledo
   Total CUPA Salaries = $1,441,631
   Total CUPA Positions = 33
   Average CUPA Salary = $ 43,686

4. Kent State University
   Total CUPA Salaries = $1,820,069
   Total CUPA Positions = 42
   Average CUPA Salary = $ 43,335

5. Bowling Green State University
   Total CUPA Salaries = $1,996,896
   Total CUPA Positions = 49
   Average CUPA Salary = $ 40,753

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total CUPA Salaries</th>
<th>Number of CUPA Positions</th>
<th>Average CUPA Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami University</td>
<td>$ 1,661,878</td>
<td>37</td>
<td>$ 44,916</td>
</tr>
<tr>
<td>Ohio University</td>
<td>$ 1,608,047</td>
<td>36</td>
<td>$ 44,668</td>
</tr>
<tr>
<td>The University of Toledo</td>
<td>$ 1,441,631</td>
<td>33</td>
<td>$ 43,686</td>
</tr>
<tr>
<td>Kent State University</td>
<td>$ 1,820,069</td>
<td>42</td>
<td>$ 43,335</td>
</tr>
<tr>
<td>Totals</td>
<td>$ 6,531,625</td>
<td>148</td>
<td>$ 44,133</td>
</tr>
<tr>
<td>Bowling Green State Univ</td>
<td>$ 1,996,896</td>
<td>49</td>
<td>$ 40,753</td>
</tr>
</tbody>
</table>

Difference between BGSU Average CUPA Salary and Average of the other 4 institutions: $ 3,380 or - 7.65%
1987-88 Average BGSU Salary (from the 49 Select CUPA Positions) = $40,753
1987-88 Average CUPA Salary (from the 49 Select CUPA Positions) = $43,616
1987-88 CUPA Salary at the 60th percentile (from the 49 Select CUPA Positions) = $46,180

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>One Year Increase to 60th Percentile</th>
<th>Three Year Increase to 60th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>% Increase</td>
<td>Salary</td>
</tr>
<tr>
<td>--------------</td>
<td>------------</td>
<td>--------</td>
</tr>
<tr>
<td>1987-88 CUPA</td>
<td>5.00</td>
<td>$46,180</td>
</tr>
<tr>
<td>Average BGSU</td>
<td>8.20</td>
<td>$40,753</td>
</tr>
</tbody>
</table>

Average BGSU Salary: $40,753
REQUESTED GUIDELINES FOR 1989 MARKET ADJUSTMENTS

FOR ADMINISTRATIVE STAFF*

The Executive Committee of the Administrative Staff Council realizes that the "market" for any employee is not an absolute figure, but represents a range within which a staff member would expect to find employment elsewhere and within which the University might expect to pay a replacement staff member should a vacancy occur. For the purposes of making market adjustments, we recommend that a figure of + or - 10% of the average salary for comparable positions be considered as being within "market" salary for an individual. A salary of up to 10% below market could justifiably be attributed to a lesser amount of experience on the job, lesser number of years at RSSU, etc.

It is the firm belief of the ASC Executive Committee and the entire Council, as expressed in the general meeting of May 4, 1989, that the University has an obligation to make sure that all of its Administrative Staff are being paid a wage that is within a "market range" commensurate with required education, skills, and experience.

If the University chooses not to be able to raise all the Administrative Staff salaries that are below market this year, the ASC Executive Committee requests that the following criteria be used in determining which adjustments are made:

1. Market adjustments** should be made only for those whose salaries fall more than 10 percent below the average for comparable positions.

2. Of those who fall below market, highest priority should be given to those whose salary is the farthest percentage below market regardless of the actual dollar amounts this represents.

3. Market adjustments should be available only to those who have been employed in their current University position for 3 years or more at the end of the current fiscal year.

4. Other criteria being equal, priority should be given to those who have served the University for the longest.

5. Market adjustments should be given in sufficient amount to assure that the staff member's resulting salary would at least be within market range, that is + or - 10% of an average of comparable positions.

* Passed by ASC Executive Committee—May 9th, 1989

** Market adjustments are not to be confused with changes in position or responsibility. Money for promotions and changes in responsibilities should be provided separate from the market adjustment criteria outlined here.
MEMORANDUM

TO: Administrative Staff Council

FROM: Rich Hughes, Chair, Personnel Welfare Committee

RE: Market Adjustment in Salary Policy

April 28, 1989

Attached is an amended version of Market Adjustment in Salary Policy brought forward at the April meeting of the Administrative Staff Council. This new version is intended to clarify the language and procedures in the previous version. Please review the revised policy and share it with as many of your constituents as possible prior to the May 4th meeting. Should you have any questions regarding the revisions or the policy in general, please feel free to contact me.
Market Adjustment in Salary

The purpose of a market adjustment in salary (market adjustment) is to provide compensation, exclusive of across-the-board and merit compensation, for an administrative staff member when his/her salary is documented to be not competitive with salaries for comparable positions. The market adjustment process will involve documentation of the need for a market adjustment and consideration of the request for a market adjustment.

1. Documentation of need for a market adjustment

Prior to the submission of a request for a market adjustment, an administrative staff member shall seek in writing the assistance of Administrative Staff Personnel Services in preparing documentation relative to a market adjustment. The request shall specify whether the comparable positions to be considered are internal or external to the University, or both.

Administrative Staff Personnel Services shall assist by preparing the appropriate documentation which shall include, but is not limited to, a survey of salaries for comparable positions and a consideration of the salary history of the administrative staff member. Based on the documentation, Administrative Staff Personnel Services shall prepare written comments relative to the need for a market adjustment. The administrative staff member and a representative from Administrative Staff Personnel Services shall meet and discuss the documentation and comments prepared by Administrative Staff Personnel Services.

2. Consideration of a request for market adjustment

Following the meeting between the administrative staff member and Administrative Staff Personnel Services, the administrative staff member can initiate a request for a market adjustment. Consideration of the request shall be made on the basis of procedures determined by the presidential or vice presidential area. Such procedures shall, however, require that: a) the request be in writing, and submitted by January 1st, b) the documentation and comments prepared by the Administrative Staff Personnel Services be submitted with the request, and c) the process of considering the request shall include, as a final step, a meeting between the administrative staff member and his/her contracting officer.

The President and Vice Presidents are responsible for approving or disapproving requests for market adjustments for administrative staff members in their respective areas. Approved requests for market adjustments shall be submitted with the three-year personnel budget request.
May 12, 1989

Dr. J. Christopher Dalton
Vice President for Planning and Budgeting
McFall Center

Dear Chris:

After discussion at our general ASC meeting on May 4th, it was clear that the ASC Welfare Committee would not have a "market adjustment" policy ready until the June meeting. Because of the urgency which you had indicated, it was decided that the ASC Executive Committee would draw up guidelines at their next meeting and request that they be used in distributing market adjustments.

The Executive Committee met on May 9th and decided upon the criteria which are on the attached document. While we realize that we cannot make policy on a "market pool" is distributed, we do feel strongly that "market adjustment" pools are quite different from merit pools and should be used only for truly needed and verifiable market inequities.

I also request that feedback to the ASC chair, Jill Carr will be taking over as of July 1, be provided either from your office directly or through Annemarie Heldt concerning the disposition of the market adjustments for this year's pool.

I hope that new procedures concerning applying for market adjustments and guidelines for awarding market adjustments will be coming from ASC soon for consideration by the Ad Council.

If you would like clarification concerning any of the requested guidelines included here, please call me.

Thank you.

Sincerely,

Patrick Fitzgerald, Chair
Administrative Staff Council
REQUESTED GUIDELINES FOR 1989 MARKET ADJUSTMENTS

FOR ADMINISTRATIVE STAFF*

The Executive Committee of the Administrative Staff Council realizes that the "market" for any employee is not an absolute figure, but represents a range within which a staff member would expect to find employment elsewhere and within which the University might expect to pay a replacement staff member should a vacancy occur. For the purposes of making market adjustments, we recommend that a figure of + or - 10% of the average salary for comparable positions be considered as being within "market" salary for an individual. A salary of up to 10% below market could justifiably be attributed to a lesser amount of experience on the job, lesser number of years at ESU, etc.

It is the firm belief of the ASC Executive Committee and the entire Council, as expressed in the general meeting of May 4, 1989, that the University has an obligation to make sure that all of its Administrative Staff are being paid a wage that is within a "market range" commensurate with required education, skills, and experience.

If the University chooses not to be able to raise all the Administrative Staff salaries that are below market this year, the ASC Executive Committee requests that the following criteria be used in determining which adjustments are made:

1. Market adjustments** should be made only for those whose salaries fall more than 10 percent below the average for comparable positions.

2. Of those who fall below market, highest priority should be given to those whose salary is the farthest percentage below market regardless of the actual dollar amounts this represents.

3. Market adjustments should be available only to those who have been employed in their current University position for 3 years or more at the end of the current fiscal year.

4. Other criteria being equal, priority should be given to those who have served the University for the longest.

5. Market adjustments should be given in sufficient amount to assure that the staff member's resulting salary would at least be within market range, that is + or - 10% of an average of comparable positions.

* Passed by ASC Executive Committee- May 9th, 1989

** Market adjustments are not to be confused with changes in position or responsibility. Money for promotions and changes in responsibilities should be provided separate from the market adjustment criteria outlined here.
## GRANT FUNDED EMPLOYEES

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Department</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakkum, Linda</td>
<td>Counselor/Coordinator</td>
<td>$20,000</td>
</tr>
<tr>
<td>Blair, Sally</td>
<td>Dir./NWOETV</td>
<td>27,926 (205 days)</td>
</tr>
<tr>
<td>Boecker, Michelle</td>
<td>Polygraph Technician</td>
<td>17,755</td>
</tr>
<tr>
<td>Booth, Patricia</td>
<td>Mgr., Non-Broadcast Svcs.</td>
<td>17,913 (205 days)</td>
</tr>
<tr>
<td>Briot, Amy</td>
<td>Research Assistant</td>
<td>13,500 (academic yr)</td>
</tr>
<tr>
<td>Bucksky, Peg</td>
<td>Office Coord./NWOETV</td>
<td>15,725</td>
</tr>
<tr>
<td>Burns, Doug</td>
<td>Coord., Tech Support NWOETV</td>
<td>16,983</td>
</tr>
<tr>
<td>Carothers, Cheryl</td>
<td>Geriatric Ed. Ctr. Coord.</td>
<td>20,000</td>
</tr>
<tr>
<td>Carpenter, Gordon</td>
<td>Polygraph Technician</td>
<td>12,000</td>
</tr>
<tr>
<td>Crow, Cynthia</td>
<td>Project Coordinator</td>
<td>11,000 (50%)</td>
</tr>
<tr>
<td>Crowell, Cynthia</td>
<td>Administrative Asst.</td>
<td>19,382</td>
</tr>
<tr>
<td>Daley, Jacqueline</td>
<td>Dir., Sub. Abuse Educ.</td>
<td>30,000</td>
</tr>
<tr>
<td>Drury, David</td>
<td>Dir. for Grants Dev. (50% Dir for Grants Dev.)</td>
<td>23,223</td>
</tr>
<tr>
<td>Dunson, Mary</td>
<td>Asst. to Dir./College Access Programs/Talent</td>
<td>15,600</td>
</tr>
<tr>
<td>Fischer, William</td>
<td>Res. Analyst/Pop Culture</td>
<td>15,382</td>
</tr>
<tr>
<td>Caviano, Linda, men, Susan</td>
<td>Asst. Dir/Help-A-Child</td>
<td>14,769 (75% Academic yr)</td>
</tr>
<tr>
<td>Jones, Joyce</td>
<td>Asst. Proj. Dir/Drug Abuse</td>
<td>30,000</td>
</tr>
<tr>
<td>Landry, Terri</td>
<td>Dir., College Access Prgms.</td>
<td>25,775</td>
</tr>
<tr>
<td>McFall, Norman</td>
<td>Grant Asst., College Access</td>
<td>15,204</td>
</tr>
<tr>
<td>Pauly, Susan</td>
<td>Counselor/Recruiter</td>
<td>17,000</td>
</tr>
<tr>
<td>Ferreira de Almeida, Jose</td>
<td>Asst. to Dir. Acad. Enhan.</td>
<td>16,068 (75%)</td>
</tr>
<tr>
<td>Reisig, Jacqueline</td>
<td>Microcomputer Spec.</td>
<td>20,000</td>
</tr>
<tr>
<td>Rice, Deborah</td>
<td>Research Asst.</td>
<td>15,370</td>
</tr>
<tr>
<td>Ritchey, Patricia</td>
<td>Asst. Dir., Col. Acc. Prgms.</td>
<td>18,600</td>
</tr>
<tr>
<td>Sanders, Bonita</td>
<td>Mgr., Comp. Resource Ctr.</td>
<td>22,952</td>
</tr>
<tr>
<td>Searce, Mark</td>
<td>Counselor, Upward Bound</td>
<td>18,500</td>
</tr>
<tr>
<td>Steiner, Barbara</td>
<td>Adm. Asst., CMA</td>
<td>20,400</td>
</tr>
<tr>
<td>Sullivan, Linda</td>
<td>Research Technician</td>
<td>24,000</td>
</tr>
<tr>
<td>Wright, Kim</td>
<td>Program Counselor</td>
<td>12,588</td>
</tr>
<tr>
<td></td>
<td>Census User Specialist</td>
<td>25,554</td>
</tr>
</tbody>
</table>
REQUESTED GUIDELINES FOR 1989 MARKET ADJUSTMENTS
FOR ADMINISTRATIVE STAFF*

The Executive Committee of the Administrative Staff Council realizes that the "market" for any employee is not an absolute figure, but represents a range within which a staff member would expect to find employment elsewhere and within which the University might expect to pay a replacement staff member should a vacancy occur. For the purposes of making market adjustments, we recommend that a figure of + or - 10% of the average salary for comparable positions be considered as being within "market" salary for an individual. A salary of up to 10% below market could justifiably be attributed to a lesser amount of experience on the job, lesser number of years at BGSU, etc.

It is the firm belief of the ASC Executive Committee and the entire Council, as expressed in the general meeting of May 4, 1989, that the University has an obligation to make sure that all of its Administrative Staff are being paid a wage that is within a "market range" commensurate with required education, skills, and experience.

If the University chooses not to be able to raise all the Administrative Staff salaries that are below market this year, the ASC Executive Committee requests that the following criteria be used in determining which adjustments are made:

1. Market adjustments** should be made only for those whose salaries fall more than 10 percent below the average for comparable positions.

2. Of those who fall below market, highest priority should be given to those whose salary is the farthest percentage below market regardless of the actual dollar amounts this represents.

3. Market adjustments should be available only to those who have been employed in their current University position for 3 years or more at the end of the current fiscal year.

4. Other criteria being equal, priority should be given to those who have served the University for the longest.

5. Market adjustments should be given in sufficient amount to assure that the staff member's resulting salary would at least be within market range, that is + or - 10% of an average of comparable positions.

* Passed by ASC Executive Committee- May 9th, 1989

** Market adjustments are not to be confused with changes in position or responsibility. Money for promotions and changes in responsibilities should be provided separate from the market adjustment criteria outlined here.
Requested Distribution Guidelines for Market Adjustments for Administrative Staff

The Administrative Staff Council realizes that the "market" for any employee is not an absolute figure, but represents a range within which a staff member would expect to find employment elsewhere and within which the University might expect to pay a replacement staff member should a vacancy occur. For the purposes of making market adjustments, we recommend that a figure of ± or -5 percent of the average salary for comparable positions be considered as being within "market" salary for an individual.

It is the firm belief of the Administrative Staff Council that the University has an obligation to make sure that all of its Administrative Staff are being paid a wage that is within a "market range" commensurate with required education, skills and experience.

The Administrative Staff Council requests that the following criteria be used in determining which adjustments are made:

1. Market adjustments\(^1\) should be made only for those whose salaries fall more than 5 percent below the average for comparable positions.

2. Of those who fall below market, highest priority should be given to those whose salary is the farthest percentage below market regardless of the actual dollar amount this represents.

3. Market adjustments should be available only to those who have been employed in their current University position for 1 year or more at the end of the current fiscal year.

4. Other criteria being equal, priority should be given to those who have served the University the longest in their current University position.

5. Market adjustment should be given in sufficient amount to assure that the staff member's resulting salary would at least be within market range, that is ± or -5 percent of an average of comparable positions.

\(^1\) Market adjustments are not to be confused with changes in position or responsibility. Money for promotions and changes in responsibilities should be provided separate from the market adjustment criteria outlined here.
Market Adjustment in Salaries

In situations where the salary of an Administrative Staff member is not competitive with other comparable positions, a market adjustment in salary can be requested. Administrative Staff members shall seek the guidance of Administrative Staff Personnel Services when gathering materials to support a request for a market adjustment in salary. Requests for market adjustments in salary are independent of the merit evaluation process and can be initiated by the Administrative staff member. These requests shall be in writing and shall include a survey of salaries of comparable positions, comments from Administrative Staff Personnel Services and other relevant supportive documentation.

The process for requesting a market adjustment in salary shall begin with a meeting of the Administrative Staff member, the staff member's immediate supervisor and the budget administrator for the staff member's area. Following this meeting, the request for a market adjustment in salary shall be submitted, by the Administrative Staff member, to his/her contracting officer for review.
Market Adjustment in Salary

The purpose of a market adjustment in salary (market adjustment) is to provide compensation, exclusive of across-the-board and merit compensation, for an administrative staff member when his/her salary is documented to be not competitive with salaries for comparable positions. The market adjustment process will involve documentation of the need for a market adjustment and consideration of the request for a market adjustment.

1. Documentation of need for a market adjustment

Prior to the submission of a request for a market adjustment, an administrative staff member shall seek in writing the assistance of Administrative Staff Personnel Services in preparing documentation relative to a market adjustment. The request shall specify whether the comparable positions to be considered are internal or external to the University, or both.

Administrative Staff Personnel Services shall assist by preparing the appropriate documentation which shall include, but is not limited to, a survey of salaries for comparable positions and a consideration of the salary history of the administrative staff member. Based on the documentation, Administrative Staff Personnel Services shall prepare written comments relative to the need for a market adjustment. The administrative staff member and a representative from Administrative Staff Personnel Services shall meet and discuss the documentation and comments prepared by Administrative Staff Personnel Services.

2. Consideration of a request for market adjustment

Following the meeting between the administrative staff member and Administrative Staff Personnel Services, the administrative staff member can initiate a request for a market adjustment. Consideration of the request shall be made on the basis of procedures determined by the presidential or vice presidential area. Such procedures shall, however, require that: a) the request be in writing, and submitted by January 1st, b) the documentation and comments prepared by the Administrative Staff Personnel Services be submitted with the request, and c) the process of considering the request shall include, as a final step, a meeting between the administrative staff member and his/her contracting officer.

The President and Vice Presidents are responsible for approving or disapproving requests for market adjustments for administrative staff members in their respective areas. Approved requests for market adjustments shall be submitted with the three-year personnel budget request.
<table>
<thead>
<tr>
<th>Average Salary (Market)</th>
<th>10% of Market</th>
<th>5% of Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>10000</td>
<td>1000</td>
<td>500</td>
</tr>
<tr>
<td>12000</td>
<td>1200</td>
<td>600</td>
</tr>
<tr>
<td>14000</td>
<td>1400</td>
<td>700</td>
</tr>
<tr>
<td>16000</td>
<td>1600</td>
<td>800</td>
</tr>
<tr>
<td>18000</td>
<td>1800</td>
<td>900</td>
</tr>
<tr>
<td>20000</td>
<td>2000</td>
<td>1000</td>
</tr>
<tr>
<td>22000</td>
<td>2200</td>
<td>1100</td>
</tr>
<tr>
<td>24000</td>
<td>2400</td>
<td>1200</td>
</tr>
<tr>
<td>26000</td>
<td>2600</td>
<td>1300</td>
</tr>
<tr>
<td>28000</td>
<td>2800</td>
<td>1400</td>
</tr>
<tr>
<td>30000</td>
<td>3000</td>
<td>1500</td>
</tr>
<tr>
<td>32000</td>
<td>3200</td>
<td>1600</td>
</tr>
<tr>
<td>34000</td>
<td>3400</td>
<td>1700</td>
</tr>
<tr>
<td>36000</td>
<td>3600</td>
<td>1800</td>
</tr>
<tr>
<td>38000</td>
<td>3800</td>
<td>1900</td>
</tr>
<tr>
<td>40000</td>
<td>4000</td>
<td>2000</td>
</tr>
<tr>
<td>42000</td>
<td>4200</td>
<td>2100</td>
</tr>
<tr>
<td>44000</td>
<td>4400</td>
<td>2200</td>
</tr>
<tr>
<td>46000</td>
<td>4600</td>
<td>2300</td>
</tr>
<tr>
<td>48000</td>
<td>4800</td>
<td>2400</td>
</tr>
<tr>
<td>50000</td>
<td>5000</td>
<td>2500</td>
</tr>
<tr>
<td>Average Salary (Market)</td>
<td>10% of Market</td>
<td>5% of Market</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------</td>
<td>--------------</td>
</tr>
<tr>
<td>10000</td>
<td>1000</td>
<td>500</td>
</tr>
<tr>
<td>12000</td>
<td>1200</td>
<td>600</td>
</tr>
<tr>
<td>14000</td>
<td>1400</td>
<td>700</td>
</tr>
<tr>
<td>16000</td>
<td>1600</td>
<td>800</td>
</tr>
<tr>
<td>18000</td>
<td>1800</td>
<td>900</td>
</tr>
<tr>
<td>20000</td>
<td>2000</td>
<td>1000</td>
</tr>
<tr>
<td>22000</td>
<td>2200</td>
<td>1100</td>
</tr>
<tr>
<td>24000</td>
<td>2400</td>
<td>1200</td>
</tr>
<tr>
<td>26000</td>
<td>2600</td>
<td>1300</td>
</tr>
<tr>
<td>28000</td>
<td>2800</td>
<td>1400</td>
</tr>
<tr>
<td>30000</td>
<td>3000</td>
<td>1500</td>
</tr>
<tr>
<td>32000</td>
<td>3200</td>
<td>1600</td>
</tr>
<tr>
<td>34000</td>
<td>3400</td>
<td>1700</td>
</tr>
<tr>
<td>36000</td>
<td>3600</td>
<td>1800</td>
</tr>
<tr>
<td>38000</td>
<td>3800</td>
<td>1900</td>
</tr>
<tr>
<td>40000</td>
<td>4000</td>
<td>2000</td>
</tr>
<tr>
<td>42000</td>
<td>4200</td>
<td>2100</td>
</tr>
<tr>
<td>44000</td>
<td>4400</td>
<td>2200</td>
</tr>
<tr>
<td>46000</td>
<td>4600</td>
<td>2300</td>
</tr>
<tr>
<td>48000</td>
<td>4800</td>
<td>2400</td>
</tr>
<tr>
<td>50000</td>
<td>5000</td>
<td>2500</td>
</tr>
</tbody>
</table>