1996

Personnel Welfare Committee 1995-1996

Bowling Green State University. Administrative Staff Council

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Administrative Staff Council, UA-022

Location: Bowling Green, Ohio

Title of Series: Personnel Welfare Committee

Inclusive Dates: 1995-1996

Format: ___ Bound  X Loose

Order: ___ Alpha  X Chronological  ___ Numerical

Index: ___ Included  ___ Separate  X None

Notes

1. Colored Paper
2. Pencil
3. Colored Ink
4. Photocopies
Position Analysis and Compensation Study
Policies and Procedures
Draft 8/16/95

Position Evaluation Process

Definition: the method whereby vacant positions are evaluated and assigned to salary levels to establish equity within the organization.

Recommendation:

• Evaluations of positions will be handled by Personnel Services in consultation with the selection official with no possibility of appeal by the new employee.

Process:

1. When a position becomes vacant, the selection official meets with Personnel Services to review the position responsibilities for accuracy of placement in a salary range and title. Any corrections should be made at this time.

2. The selection official should be advised at this time of the appropriate salary range for the position.

3. The PORA should be routed as usual.

4. Any recommended changes to the position from a dean, director or vice president should be discussed with Personnel Services and the selection official to reach consensus.

Position Reevaluation

Definition: the formal review of positions at designated intervals for purposes of ensuring that current duties and responsibilities are being appropriately reflected in the position's salary level.

Recommendation:

• Positions can be reevaluated within each department upon the request of the incumbent or supervisor, but also all positions will be reviewed regardless of request at least every four years.

Process For Reevaluation at Request of Employee or Supervisor

1. Once a year at any time an employee or supervisor may request an evaluation of a position to ensure the current duties and responsibilities are appropriately reflected in the position's salary level.

2. A memorandum and completed position analysis form should be forwarded to Personnel Services for evaluation based on the established guidelines.

3. Personnel Services will review the position within thirty days based on the established criteria. If there are questions about the position, Personnel Services can request an interview with the employee and the immediate supervisor.

4. Personnel Services will forward the results of the analysis to the employee, the supervisor and department head, dean or director and vice president regardless of who initiated the request.
Process for Personnel Initiated Revaluation

5. Personnel Services should establish a system to evaluate one quarter of the positions each year.

6. Employees in those positions to be evaluated will be asked to complete a position analysis form within a 30 day period.

7. These positions will be reviewed by Personnel within a set time frame, and the results of the review will be forwarded to the employee and supervisor, dean, director and vice president.

Process for Both Situations Above

8. Positions which are determined by Personnel to fall in a lower salary level due to decreased responsibilities may be appealed. Salaries should remain the same. (See downgrade)

9. Positions determined by Personnel to fall in a higher salary level should receive the increase in salary in the subsequent pay following Personnel’s completion of the review.

Hiring Levels

NOTE: This is to be reviewed by Marshall Rose before further discussion

Definition: the salary which a new employee is provided upon entering a position.

Recommendations:

• appoint up to first quartile or
• appoint up to midpoint with vice presidential approval, but state that such exceptions will be based on several criteria: qualifications of the candidate, number of qualified applicants identified, cost and length of the time associated with the recruiting campaign, and potential compression problems relative to other employees within the job title who possess similar qualifications
• salary ranges should start at the market and increase accordingly each year at stay at market.

Promotion

Definition: occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position at a higher salary level requiring a significantly greater degree of skill, effort and responsibility.

Recommendation:

• Increase salary by ten percent or to the minimum of the new salary level, whichever is greater.

Upgrade

Definition: occurs when a position is reevaluated resulting in a higher salary level as a result of a significant expansion in the position’s existing duties and responsibilities (Upgrade includes additional responsibilities and equity adjustments.)
Recommendation:

- Increase salary by ten percent or to the minimum of the new salary level, whichever is greater.

Procedures:

Follow same procedure as for position reevaluation as requested by employee or supervisor.

Temporary Upgrade/ Interim Appointments

Definition: occurs when an administrative staff member is asked to serve any period longer than 4 weeks in a position which has a higher salary level.

Recommendation:

- Increase salary by 10 percent or to the minimum of the temporary salary level, whichever is greater.
- At the end of the appointment the employee will return to his/her original salary plus any raises received during the time of the temporary appointment.
- After 26 weeks Personnel Services will review the arrangements.

Demotion

Definition: occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position assigned to a lower salary level requiring a significantly lesser degree of skill, effort and responsibility.

Recommendations:

- Procedures for demotion by cause will be determined by the University counsel.
- In the case of a voluntary demotion, the salary shall be adjusted based on the percentage difference between the higher and lower salary levels.

Downgrade

Definition: occurs when a position is reassigned to a lower salary level as a result of a significant reduction in the position's existing duties and responsibilities.

Recommendation:

- Maintain incumbent's current pay.

Transfer

Definition: a lateral move which results when an employee is moved from a position requiring a certain level of skill, effort and responsibility to another position requiring the same degree of skill, effort and responsibility and assigned to the same salary level.
Recommendation:

• Maintain incumbent's current pay

**Pay Below Minimum**

Definition: Occurs when an incumbent's pay is less than that established for minimum of the range

Recommendation:

• Do not permit in any situation; the policy would be to pay individuals within the salary range
• Salaries below a salary level should be adjusted immediately.

**Market Exceptions**

Definition: A special premium which is established for a particular job title when unusual market conditions exist causing excessive turnover, salary level midpoints well below market average, and/or failure of current pay to attract qualified candidates

Recommendation:

• Move the pay range upward (i.e. minimum, midpoint and maximum) by a percentage equal or comparable to the percentage difference between the documented market average pay for the job and its current midpoint value; subject to periodic review to determine appropriateness of premium
• Personnel Services will determine if market exceptions exist and conduct the review process

**Pay Above the Maximum**

Occurs when an incumbent's pay exceeds the maximum of the salary range to which he/she is assigned.

Recommendation:

• Maximum salary level is a guide only for the range. It does not serve as a "cap." Administrative staff continue to receive salary increases as determined by the Board of Trustees.

Rationale:

• No other constituent group has a salary cap and to enforce one for administrative staff would be viewed as punitive
• If the purpose of the Mercer study has been to create equitable pay for equitable responsibilities this can be accomplished by having only ranges up to the midpoint for purposes of hiring and adjusting salary inequities without a cap
• Salary caps discourage longevity at the institution
• Classified staff members reporting to administrative staff could earn more than their supervisors (This is happening already and would get worse.)
• Salary caps would create continuing morale problems

• The results of the Mercer study will be received more positively by administrative staff if the results are promoted as correcting inequity and not locking staff in boxes.
ADMINISTRATIVE COMPENSATION PROGRAM
STAFF BRIEFING

Prepared For:

BOWLING GREEN STATE UNIVERSITY

Prepared By:

Charles F. Schanie, Ph.D.
William M. Mercer, Inc.
Louisville, KY 40202

September 1995
• Consistent process across the University

• Appropriate market definition

• Equitable job valuing

• Appropriate pay ranges

• Uniform policies

• On-going checks and balances
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bryan Benner</td>
<td>Patricia Patton</td>
</tr>
<tr>
<td>Shirley Colaner</td>
<td>Teri Sharp</td>
</tr>
<tr>
<td>Robert Cunningham</td>
<td>Randy Sokoll</td>
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<td>Patricia Green</td>
<td>Norma Stickler</td>
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<td>Linda Hamilton</td>
<td>Duane Whitmire</td>
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<td>Barbara Keller</td>
<td>Walter Montenegro</td>
</tr>
<tr>
<td>John Moore</td>
<td>Karen Woods</td>
</tr>
</tbody>
</table>
COMPENSATION PROCESS

Job Analysis → Job Description

Market Analysis

Job Evaluation

Salary Structure

Implementation

On-Going Compensation Decisions

Policies and Procedures → Budgeting Process
POSITION ANALYSIS

- Coverage of key duty and factor data
- Multiple input process (questionnaires reviewed in detail by supervisors, review, and command)
- 455 questionnaires submitted
- Questionnaires reviewed in detail
- 384 A/P titles identified (450-500 individuals involved)
- Incumbents placed under appropriate title
MARKET ANALYSIS

- 56 benchmark jobs
- Key content reviewed
- Representative of 20% of staff
- Representative of 15% of job titles
- Industry sector and geographic market utilized per area of recruitment
- Scope adjustment for enrollment, budget and mission
- Market data from six (6) professionally recognized sources
JOB EVALUATION PLAN

- Knowledge and Experience
- Complexity and Creativity
- Impact on Institutional Mission
- Internal and External Contacts
- Leadership

- Project leadership
- Expand students

benchmarks
relative and/or improve or exceed
enter job at base level
competency
on-balance
equal weighting
of these factors

lighter weight in
stronger other factors
JOB EVALUATION PROCESS

- Incumbent and management input on questionnaires
- Initial evaluation of benchmark titles by Mercer
- Jobs reviewed by family and division
- Detailed consistency checks
- Personnel Services training on bias-free evaluation and classification
- Balance of titles evaluated by Personnel Services
• Incumbents slotted under title by Personnel Services

• Resolution discussion between Mercer and Personnel Services

• Position Analysis Committee review of all evaluations and slottings
GRADING STRUCTURE

- Nineteen (19) grades in new structure
- Minimum, midpoint and maximum defined for each grade
- Midpoints aligned with external market
- Structure reviewed for movement each year
EQUITY ADJUSTMENTS

- Identification of most serious problems
- Incumbents below minimum raised to minimum

(take into consideration years of experience in job. Use 90% - 100% decide how. This would be taken into consideration, longevity)
APPEALS

- Staff will be notified of study outcome by letter.
- Information on the job evaluation factor levels may be obtained from Personnel Services.
- Staff must submit an "Intent to Appeal Form" to Personnel Services followed by the actual Appeal Form to the area Vice President.
- Appeal form must be received by October 13.
- Appeals solicit comparison.
- Appeals require sign-off by management.
MEMORANDUM

TO: President Sidney A. Ribeau
    Vice Presidents
    Nancy Footer
    Marshall Rose

FROM: Administrative Staff Position Analysis Committee
    Bryan Benner
    Shirley Colaner
    Robert Cunningham
    Patricia Green
    Linda Hamilton
    Barbara Keller
    John Moore
    Patricia Patton
    Teri Sharp
    Randy Sokoll
    Norma Stickler
    Duane Whitmire
    Walter Montenegro
    Karen Woods

Bowling Green State University is committed to a fair and equitable position evaluation system as the basis for recognizing the relative value of positions to the institution's operation and mission. The Administrative Staff Position Analysis Committee has worked diligently toward the creation of this system. The recommendations we have made are equitable and in the best overall interest of Bowling Green State University and the Administrative Staff. We hope you will review our recommendations in light of our mutual commitment.

As the Administrative Staff Position Analysis Committee concludes its work of reviewing the position questionnaires and the associated policies and procedures for implementation of the new salary structure at BGSU, we wish to draw to your attention several critical issues. As you now become involved in the implementation stage and as the appeals process begins, we hope that you will be cognizant of the extent to which these next few weeks will be a very emotional time for administrative staff members. We trust that you will work with other supervisors to establish an atmosphere of sensitivity to the very real trauma caused by assessment of one's salary and perceived worth to the University's mission. Because the Committee did not examine position titles, we recommend that any changes in titles be deferred so as not to be construed as an outcome of this process.

During 1994-95, several administrative staff members followed the established procedures to request a market adjustment. The expectation is that adjustments of this
nature will be encompassed within the adjustments coming out of the Mercer study. We recommend that you write now to each of the staff members in your area to inform them that their adjustment requests are still on file and will be handled through the Mercer process. Further, we recommend that any adjustments that are to be made to increase the salaries of these individuals be made retroactive to July 1, 1995. In the future, it is our expectation that market adjustment requests will become a part of the reevaluation appeal process as outlined in the Committee’s recommendations on policies and procedures.

We recommend that all other staff members whose salaries are determined to be below the minimum for the newly-established salary level be brought up to the minimum effective January 1, 1996.

The study just completed has been one of considerable magnitude. No matter how careful the analysis, there are areas that cannot be quantified precisely, and there will certainly be administrative staff members who believe their positions have not been properly evaluated. As you are aware, we have recommended an appeal process, and your important role in this entire process will continue as you give careful attention to the appeals from your area and their impact on the relative ranking of positions across the University.

You have already had the opportunity to review and comment on the appeal process that we wish to use. In addition, the Committee makes the following recommendations regarding policies and procedures to be used during the implementation phase of the project and in the future.

- **Salaries below the minimum**
  
  **Definition:**
  Occurs when an incumbent’s salary is less than established for the minimum of the range.

  **Procedure:**
  Salaries that currently fall below the minimum for the new level will be brought up to the minimum as approved by the Board of Trustees, effective sometime in January 1996.

- **Vacancies**
  
  **Definition:**
  The method whereby vacant positions are evaluated and assigned to salary levels to establish equity within the University.
Procedure:
As positions become vacant, Personnel Services will consult with the selection officer to review the accuracy of salary level and title based on position responsibilities. In some instances the selection officer may be required to submit an updated position description questionnaire to insure the assigned salary level is commensurate with the duties to be performed. There may also be an assessment of whether the position might more appropriately be a classified staff position or faculty position. Following this review, standard hiring procedures as outlined in the BGSU Administrative Staff Hiring Procedures Manual will be followed.

Position Reevaluation after the 1995 appeals process
Definition:
The formal review of positions at designated intervals for purposes of ensuring that current duties and responsibilities are being appropriately reflected in the position’s salary level.

Procedure:
At any time during the year (but no more than once a year) an employee or supervisor may request an evaluation of a position to ensure the current duties and responsibilities are appropriately reflected in the position’s salary level.

A memorandum and completed position analysis form shall be forwarded to Personnel Services for evaluation based on the established guidelines. The contracting officer, i.e., dean or vice president, should be copied.

Personnel Services will review the position within 30 days based on the established criteria. If there are questions about the position, Personnel Services may request an interview with the employee and the immediate supervisor.

Personnel Services will forward the results of the analysis to the employee, the supervisor and the department head, dean, or director and vice president regardless of who initiated the request.

Personnel Services will establish a system to evaluate annually one quarter of the positions, including those initiated by the employee or supervisor. Employees in positions to be evaluated will be asked to complete a position analysis form within in a 30-day period. These positions will be reviewed by Personnel Services within 30 days, and the results of the review will be forwarded to the employee and supervisor, dean or director, and vice president. Positions which are determined by Personnel Services to fall in a lower level due to decreased
responsible may be appealed. Positions which are determined by Personnel Services to fall in a higher salary level will receive the increase in the subsequent pay following Personnel’s completion of the analysis.

- **Hiring Levels**
  
  **Definition:**
  The salary at which an employee is hired.

  **Procedure:**
  [pending advice from Marshall Rose]

- **Promotion**
  
  **Definition:**
  Promotion occurs when an incumbent moves from a position requiring a certain level of skill, effort, and responsibility to a vacant or newly created position at a higher salary level requiring a significantly greater degree of skill, effort, and responsibility.

  **Procedure:**
  Salary will be adjusted by the percentage between the levels or to a minimum of the new salary level, whichever is greater.

- **Upgrade**
  
  **Definition:**
  An upgrade occurs when a position is reevaluated resulting in a higher salary level as a result of a significant expansion in the position’s existing duties and responsibilities.

  **Procedure:**
  The same procedure will be used as for Position Reevaluation.

  The salary will be adjusted by the percentage between the levels or to the minimum of the new level, whichever is greater.

- **Temporary Upgrade/Interim Appointments**
  
  **Definition:**
  A temporary upgrade or interim appointment occurs when an administrative staff member is asked to serve for a period longer than four weeks in a position which has a higher salary level.
**Procedure**
The person holding a temporary/interim appointment will receive a salary adjustment of ten percent or to the minimum of the temporary level, whichever is greater. After 26 weeks in the temporary/interim appointment, the office of Personnel Services will evaluate whether further adjustments should be made.

At the end of the temporary/interim appointment, the employee will return to his/her original salary plus any raises received during the time of the temporary appointment.

**Demotion**
**Definition:**
A demotion occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position assigned to a lower salary level requiring a significantly lesser degree of skill, effort and responsibility.

**Procedure:**
In the case of a voluntary demotion, the salary shall be adjusted downward based on the percent difference between the higher and lower salary levels.

In the case of demotion for cause or involuntary demotion, the new salary level will be negotiated in consultation with legal counsel.

**Downgrade**
**Definition:**
A downgrade occurs when a position is reassigned to a lower salary level as a result of a significant reduction in the position's existing duties and responsibilities.

**Procedure:**
In the case of position downgrade, the incumbent will maintain current salary.

**Transfer**
**Definition:**
A lateral move which results when an employee is moved from a position requiring a certain level of skill, effort, and responsibility to another position requiring the same degree of skill, effort, and responsibility and assigned to the same salary level.
Procedure:
In the case of a transfer, the incumbent will maintain current salary.

**Market Exceptions**

Definition:
A special premium which is established for a particular position title when unusual market conditions exist causing excessive turnover, level midpoints well below market average, and/or failure of current salary to attract qualified candidates.

Procedure:
Personnel Services will determine the existence of unusual market conditions by conducting the appropriate market survey.

The salary range will be moved upward (i.e., minimum, midpoint, and maximum) by a percentage equal or comparable to the percentage difference between the documented market average salary for the position and its current midpoint value, subject to periodic review to determine appropriateness of continuing the premium.

**Pay Above the Maximum**

Definition:
Pay above the maximum occurs when an incumbent’s salary exceeds the maximum of the salary range to which he/she is assigned.

Procedures:
The maximum salary range is a guide only for the level. It does not serve as a "cap." Administrative staff members continue to receive salary increases as determined.

The Committee understands that the recommended procedure for salary above the maximum is a difficult issue if employees continue to receive salaries that are above their evaluated salary level. We feel very strongly, however, that since no other constituent groups' salaries are "capped," no maximum should be imposed on administrative staff. There are many situations already in which administrative staff supervisors' salaries are below the classified staff whom they supervise. Capping administrative staff salaries will only make this situation worse and damage morale, particularly because the classified staff increases are being allocated across-the-board in amounts equivalent to the entire salary pool without respect to merit.

Capping salaries without moving the levels up will mean that the most productive members of the staff will be reaching the maximum first as their merit
increases accrue. We would then be creating a major injustice to the very people who have been most meritorious and to the employees who have greatest longevity.

One of the primary fears of the administrative staff during this project has been that their salaries would be decreased or capped. Even though there is a pledge not to decrease salaries, implementing a cap would create a continuing morale problem, distrust of this process, and would ignore longevity.

As alluded to above, one way of avoiding some of the problems inherent in salary levels is to move the entire set of levels up by a given percentage each year that there is to be a general salary increase. The Committee recommends that such a procedure be implemented and that the salary levels be raised in an amount equivalent to the other constituent groups' increases each year.

It has been our privilege to work on this important committee. The administrative staff of Bowling Green State University play a vital role in the educational mission of the University, and it is difficult to overstate the importance of this study to the staff. While the Committee is aware of resource limitations, we entreat you to use this one-time opportunity to establish an equitable and fair salary and position evaluation system for the BGSU administrative staff.
October 10, 1995

TO: Administrative Staff Members

FROM: Bryan Benner, Chair
       Administrative Staff Council

SUBJECT: Mercer Study Resolution

The attached resolution was passed by Administrative Staff Council on October 5, 1995 and has been distributed to President Ribeau, Vice-Presidents, Deans and members of our administrative staff.

cc: Vice Presidents
    Deans
Whereas:

The Administrative Staff Council of Bowling Green State University supports President Ribeau’s vision to “...create a learning community which promotes technological literacy, partnerships, rational discourse and diversity through planning, assessment & participatory governance” as well as the President’s goal to “promote values emphasizing collegiality, mutual respect & trust.” (1)

Be it resolved that:

The Administrative Staff Council directs the Chair & Executive Committee to inform the President:

1. The Administrative Staff Council strongly supports the concept of the Mercer Study to help correct the problem of salary inequities among administrative staff;

2. The Administrative Staff Council is not in support of the current process given the information we have received to date and strongly feels the plan to propose the Mercer Study to the Board of Trustees in January is premature for the following reasons:

   a. The process needs to be slowed down and the appeal date should be extended until these issues are resolved,

   b. More complete information is needed,

   c. Impartiality must be built into the appeal process,

   d. Positions which have not been evaluated by Personnel Services should be completed as soon as possible and these staff members should have the same opportunity to go through an appeals process;

3. The implementation of this process should be delayed until such time as a complete, careful and thorough review of the process can be conducted by the Administrative Staff Council. The policies and procedures associated with the Mercer Study should be submitted to ASC as a whole for review and approval;

Be it further resolved:

The Administrative Staff Council directs the Chair and Executive Committee to request a meeting with Administrative Council before October 13th in an effort to begin to establish dialogue for reviewing and resolving the issues related to the Mercer Study;

The Administrative Staff Council directs the Chair to inform the President that the Council would welcome the opportunity to meet with him to discuss these issues.

(1) Dr. Ribeau’s 1995-96 Goals

Passed October 5, 1995
Administrative Staff Council
• Timeline for ASC Submissions for Handbook Revisions

• Bereavement Leave
  Tonia Stewart - encouraged if by Univ. order -&amp; class, fac, adm.
  Space will write a joint PWC

• Executive Committee Membership
  Kent Strickland

• PWC Goals for 1995-96
  Annual Report from 1994-95 PWC
  ASC Goals to be approved at the November meeting

• Other Items
  - Monitor ASC 1 vacation time vs cur cur ASC
  (accrue 3 years)

• Good of the Order
  - multiple-year contracts
  - tuition compensation for universities
  - fellowships and retired &amp; dependents
TIMELINE FOR ASC SUBMISSIONS FOR HANDBOOK REVISIONS

Statement of Purpose - The purpose of developing a timeline for ASC submissions for handbook revisions is to assure that all suggested revisions do not "fall through the cracks" due to lack of communications or misunderstandings regarding deadlines.

- Revisions finalized by ASC Personnel Welfare Committee by November 17
- Revisions finalized by ASC Executive Committee by December 12 Meeting
- Revisions finalized by ASC at 1/4/96 Meeting
- Revisions to Personnel Services by 1/19/96
- Revisions to Administrative Council by 2/16/96
- Revisions from Director of Personnel to Executive Assistant to the President by 3/8/96
- Revisions to Board of Trustees for 3/29/95 Meeting

____________________________________________
Chair of ASC PWC Committee

____________________________________________
Chair of ASC

____________________________________________
Director of Personnel Services

____________________________________________
Executive Assistant to the President

____________________________________________
President of Board of Trustees
MEMORANDUM

TO: Duane Whitmire
   Chair, Personnel Welfare Committee

FROM: Tonia K. Stewart, Ph.D

RE: Bereavement Leave

October 20, 1995

It is my understanding that we do not have a policy for bereavement leave. When a family member dies, the employee is expected to take either sick or vacation days in order to attend the burial. I would like to make the following recommendation: The University grant up to 3 days bereavement leave for immediate family. Any time taken after that could be sick or vacation or personal leave.

If you have any questions regarding this recommendation, please contact me at 2-2147. Thank you for your consideration of this matter.

cc: Bryan Benner
   Chair, ASC
MEMORANDUM

TO: Duane Whitmire, Chair
ASC Personnel Welfare Committee

FROM: Kent Strickland, Chair
ASC Professional Development Committee

RE: Handbook Revision

Please be advised that the following recommendation is being made regarding the ASC Charter.

SECTION IV on Committees 1. (page 18 of the ASC Handbook)

Executive Committee. The Executive Committee shall be composed of the chair, the chair-elect, the secretary, the immediate past-chair, chair of the personnel welfare committee and one representative from each vice presidential and President’s area. In the event that the number of Administrative Staff Council representatives in any area exceeds ten, then a second representative from that area to the Executive Committee shall be elected.

The purpose of the above recommendation is to formalize the long-standing tradition of having the chair of the personnel welfare committee attend executive committee meetings.

If you need any additional information, please feel free to contact me.

pc: Bryan Benner, Chair
ASC

October 23, 1995
The following items were brought to PWC during 1994-95 and varying degrees of discussion occurred but no formal action was taken. Therefore, the topics listed below should be considered possible carry over items for consideration by next year's PWC.

- "Dollar Recognition of Degrees" - finish the survey that was started [Marcia Latta reported on 10/16/95 that very few of the institutions she surveyed provide additional monies for advanced degrees]

- "Time Differentials for Administrative Staff at 'Sister' Universities" - finish the survey that was started [Marcia Latta reported on 10/16/95 that most of the institutions she surveyed have an 8 - 5 schedule like BGST]

- increasing the number of days for payment of accumulated sick leave upon retirement

- pro-rating of benefits for part-time employees for all constituent groups (see attachment)

- increasing the number of vacation days based on length of service (e.g. perhaps 25 days a year for those with greater than 20 years of service)

- fee waivers beyond five years for dependents of retirees

- multiple year contracts (especially for long-term employees)

- establishing a Day Care advisory board to assist in the formulation of policies and assessing the needs of constituents as the Day Care facility comes into existence
**Synopsis of Benefits for Part-Time Administrative Staff, 12 Month Permanent Part-Time Classified Staff, and Part-Time Faculty**

<table>
<thead>
<tr>
<th>Benefit Provided</th>
<th>Admin Staff</th>
<th>Class Staff</th>
<th>Faculty</th>
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<tbody>
<tr>
<td>Retirement benefits depend upon years of service age, highest three-year salary and payment options</td>
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<td>X</td>
<td>X</td>
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<td>Sick leave accrues on a pro-rated basis</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Holiday pay (one and one-half times)</td>
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<td>X</td>
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<td>Vacation accrues on a pro-rated basis</td>
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<td>Military leave up to 31 days a year</td>
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<td>Jury duty</td>
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<td>Parking decal</td>
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<td>Fee waivers on a pro-rated basis for the employee</td>
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<td>Fee waivers for dependents</td>
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<td>Travel reimbursement</td>
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<td>Workers' compensation</td>
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<td>Unemployment compensation</td>
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<td>Discounts with ID card</td>
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<td>Special leaves of absence (voluntary)</td>
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<td>Employee Assistance Program</td>
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<td>Employee Recognition - Staff Awards</td>
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<td>Maternity leave</td>
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<td>Personal leave</td>
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**Health care**

Thanks is expressed to Shirley Colaner, Gerri Otley, and Norma Stickler who provided information for this synopsis-DEW 5/10/95
ADMINISTRATIVE STAFF COUNCIL 1995-96 GOALS

Administrative staff members at Bowling Green State University are responsible for promoting a healthy climate for learning as well as professional growth and asserting both 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.

The following goals are supportive of this mission of the Administrative Staff Council at Bowling Green State University.

1. **TO CONTINUE TO BE AN ADVOCATE FOR ADMINISTRATIVE STAFF CONCERNING THE POSITION ANALYSIS AND COMPENSATION STUDY**
   - Provide support for administrative staff concerning the position analysis and compensation study.
   - Pursue the articulation and implementation of a clearly defined policies/procedures for dealing with wage related issues such as market adjustments, promotions, equity adjustments, and gender inequities.
   - Address the issues related to increased workloads. Such issues include but are not limited to the development of interim/acting appointment pay scales, and the feasibility of using alternate means of compensation or recognition.

2. **TO PARTICIPATE IN THE DEVELOPMENT OF A PERFORMANCE EVALUATION PROCEDURE WHICH WILL PROVIDE AN EQUITABLE ASSESSMENT OF PERFORMANCE FOR ALL ADMINISTRATIVE STAFF MEMBERS**
   - Develop both merit and across the board salary guidelines and procedures.
   - Advocate for professional development programs designed for supervisors of administrative staff members, these programs should deal with the many personnel issues related to evaluation of job performance.

3. **CONTINUE TO OFFER AND EXPAND EXISTING ADMINISTRATIVE STAFF PROGRAMS THAT WILL ENHANCE OPPORTUNITIES FOR BOWLING GREEN STATE UNIVERSITY STUDENTS**
   - Increase the corpus of the Administrative Staff Scholarship to $40,000.
• Continue to offer the administrative staff mentoring program, Bowling Green EFFECT, for new students entering the University.

• Develop student co-op program where students work with administrative staff on a for credit basis.

4. **TO BE AN ADVOCATE FOR ADMINISTRATIVE STAFF MEMBERS AND THEIR CONCERNS AND NEEDS RELATED TO THE UNIVERSITY’S HEALTH BENEFIT PLANS**

• Seek to reestablish the University Health insurance committee with representation from all constituent groups on campus.

• Participate in and promote the development of Wellness programs for all university employees.

• Seek to establish a BGSU Health Consumers group to study and advise in the development of health products.

5. **TO CONTINUE TO BE AN ADVOCATE FOR AND TO OFFER PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR ADMINISTRATIVE STAFF**

• Seek to establish a paid leave of absence policy for administrative staff.

• Seek to reestablish an ASC professional development fund. The goal for this fund is a total of $10,000.

• Continue to participate in the Professional Development Institute.

• Continue to collaborate with existing programs and offices that develop and offer professional development programs for university employees.

6. **SECURE AN OVERALL SALARY AND BENEFITS PACKAGE THAT RANKS BGSU’S ADMINISTRATIVE STAFF IN THE FOURTH POSITION AMONG PUBLIC UNIVERSITIES IN THE STATE OF OHIO.**

7. **CONTINUE TO DEVELOP AND IMPROVE COMMUNICATIONS AND PUBLIC RELATIONS AMONG ADMINISTRATIVE STAFF**

• Continue the development of network capabilities.

• Develop a public relations brochure for Administrative Staff Council.
• Continue to distribute e-mail updates to administrative staff.

• Development of a list serve to send minutes from Administrative Staff Council meetings to all administrative staff members.

8. CONTINUE TO COLLABORATE WITH BOTH THE FACULTY SENATE AND CLASSIFIED STAFF COUNCIL ON ISSUES OF COMMON CONCERN

• The establishment of a day care policy committee.

• Personnel Welfare Committee chairs from each constituent group will meet regularly regarding the benefit issues.

• Advocate the implementation of an early retirement program for administrative and classified staff. Advocate the continuation of the early retirement program for faculty.

• Collaborate with faculty Senate and Classified Staff Council in the development of the University community's strategic planning process.
TIMELINE FOR ASC SUBMISSIONS FOR HANDBOOK REVISIONS

Statement of Purpose - The purpose of developing a timeline for ASC submissions for handbook revisions is to assure that all suggested revisions do not "fall through the cracks" due to lack of communications or misunderstandings regarding deadlines.

- Revisions finalized by ASC Personnel Welfare Committee by November 17
- Revisions finalized by ASC Executive Committee by December 12 Meeting
- Revisions finalized by ASC at 1/4/96 Meeting
- Revisions to Personnel Services by 1/19/96
- Revisions to Administrative Council by 2/16/96
- Revisions from Director of Personnel to Executive Assistant to the President by 3/8/96
- Revisions to Board of Trustees for 3/29/95 Meeting

Chair of ASC PWC Committee

Chair of ASC

Director of Personnel Services

Executive Assistant to the President

President of Board of Trustees
October 20, 1995

MEMORANDUM

TO: Duane Whitmire  
    Chair, Personnel Welfare Committee

FROM: Tonia K. Stewart, Ph.D.  

RE: Bereavement Leave

It is my understanding that we do not have a policy for bereavement leave. When a family member dies, the employee is expected to take either sick or vacation days in order to attend the burial. I would like to make the following recommendation: The University grant up to 3 days bereavement leave for immediate family. Any time taken after that could be sick or vacation or personal leave.

If you have any questions regarding this recommendation, please contact me at 2-2147. Thank you for your consideration of this matter.

cc: Bryan Benner  
    Chair, ASC
MEMORANDUM

TO: Duane Whitmire, Chair
    ASC Personnel Welfare Committee

FROM: Kent Strickland, Chair
    ASC Professional Development Committee

RE: Handbook Revision

Please be advised that the following recommendation is being made regarding the ASC Charter.

SECTION IV on Committees 1. (page 13 of the ASC Handbook)

Executive Committee. The Executive Committee shall be composed of the chair, the chair-elect, the secretary, the immediate past-chair, chair of the personnel welfare committee and one representative from each vice presidential and President's area. In the event that the number of Administrative Staff Council representatives in any area exceeds ten, then a second representative from that area to the Executive Committee shall be elected.

The purpose of the above recommendation is to formalize the long-standing tradition of having the chair of the personnel welfare committee attend executive committee meetings.

If you need any additional information, please feel free to contact me.

pc: Bryan Benner, Chair
    ASC
Draft of Administrative Staff Council Response to 10-12-95 Document from the Vice Presidents

Prepared by
ASC Executive Committee and
ASC Personnel Welfare Committee

Contents
1) Cover Memorandum
2) Original 10-12-95 Draft from the VP Council
3) Draft of ASC Response - Summation of Points
4) ASC Response (Final Date to be Determined)

Date
February 26, 1996
Cover Memorandum (Draft)

To: Les Barber, Executive Assistant to the President
Eloise Clark, VP for Academic Affairs
Chris Dalton, VP for Planning and Budgeting
Nancy Footer, General Counsel
Robert Martin, VP for Operations
Phil Mason, VP for University Relations
John Moore, Assistant VP for Human Resources
Sidney Ribeau, President

Final Date
(Current Date = February 26, 1996)

From: Administrative Staff Council

Subject: Response to the Vice President Council's Administrative Staff Compensation Policy Document

As you requested, attached are Administrative Staff Council's responses to the enclosed Vice President Council's Administrative Staff Compensation Policy document dated October 12, 1995. You will note that Administrative Staff Council has responded to each of the 13 items that were presented.

Because the University is in the process of revising Administrative Staff Position Analysis and Compensation Policies, it is imperative that we include all policies related to staff compensation. Therefore, the response includes our recommendations for items (6 additional) not discussed in the original document but essential to future policies and procedures for Administrative Staff. The majority of our recommendations are based on the Discussion Guide on the Development of Policies and Procedures presented by Mercer for Bowling Green State University, March 1995. We look forward to working with you on these policies and procedures.
CONFIDENTIAL

ADMINISTRATIVE STAFF COMPENSATION
VP COUNCIL - 10-12-95

Attending: Martin, Mason, Dalton, Clark, Barber, Footer

1. It was agreed that "Full Disclosure " of processes and study results was desirable within the bounds of customary personal data limitations. Forms describing the rating factors and their associated points, the formulas for extending the ratings to total points, point ranges assigned to each grade, and salary ranges for each grade will be made available. Job Factor Ratings and total points assigned for each position can also be reviewed in the Personnel Office and will be made available to departmental offices.

2. The appeal process will be expanded to include an administrative staff appeal committee appointed by ASC.
   A. Members will include one representative each from every Vice Presidential Area, Office of the President (ICA suggested), and two representatives from Academic Affairs.
   B. Members should not include those having filed appeals.
   C. Members should not have been previously assigned to the Advisory Committee for the Mercer Study.

3. Agreed that additional training should be offered to administrative staff employees and supervisors/managers covering the methods, forms and formulas used to extend job factor ratings to total points and grades. Personnel to schedule, advertise and conduct within next two weeks.

4. Agreed that information needs to be distributed describing the three different groups involved in the rating/grading process emphasizing that they were all part of a sequence of steps to arrive at a final grade for each position. The results of each step for a particular employee would be made available to that employee should he/she seek that information. Since each evaluation was a collective process, written rationale for the results of each step is not available. Further emphasis was recommended in informing employees that the results of intermediate steps in no way affected their appeal process or its consequences. The final step was the step from which appeal information should be presented.

5. The restrictions included in the instructions on the appeal form may be overly restrictive. If additional space is needed to present information that is essential to the basis for the appeal, the reverse side of both pages one and two of the appeal form can be used. A revised Position Questionnaire is also acceptable.

6. The positions that were not included in the original analysis should be graded by Personnel Services as soon as time is available utilizing the questionnaire and supervisory/vice president reviews similar to the original process. Grade/Rating recommendations would be forwarded to the Area VP then VP Council. The resulting recommendation would be returned to the employee for an appeal opportunity.
Additional information submitted through the appeal process would follow the same steps as the original appeal process for all first time submissions within six months of the implementation date adopted by the Board of Trustees. Appeals submitted subsequent to the six month period would follow policies adopted as a part of the Compensation Plan.

7. Administrative positions normally held by individuals on faculty contracts are excluded from rating/grading by the Administrative Staff Compensation Plan. Administrative positions currently held by individuals on faculty contracts which could be assigned to administrative positions in the future will not be rated/graded until such time as that position is expected to become vacant and replacement with administrative contract employees is begun.

8. If an employee's salary is below the minimum for the assigned grade, it will be adjusted to the minimum effective Jan. 1, 1996.

9. No current employee’s salary will be capped as a result of the implementation of the Compensation Study.

10. An individual employee’s salary will be adjusted annually through the usual procedure with across the board and merit raises, if applicable, as approved by the Board of Trustees.

11. It is the intent of the University that adoption of this compensation plan will normally result in new employees at the minimum salary for the appropriate grade. Variances from this practice based on special departmental needs, market factors, individual qualification, etc., may be approved by area vice presidents after consultation with the Offices of Personnel and Affirmative Action.

12. In the event that significant changes in duties and responsibilities occur, an individual may initiate a request for reevaluation of their position. A revised questionnaire will be submitted through the same process as existed during the initial phase of the project. Management reviews, personnel grading and appeal processes will be the same as those submitted subsequent to the six month post implementation period.

   A. If a higher grade results, the salary will be adjusted to the minimum of the new grade or an increase of 5% whichever is greater.
   B. If a higher grade does not result, no salary adjustment will occur.

13. If an employee is promoted to a position in a higher grade, the salary will be adjusted to the minimum of the new grade or a 5% increase, whichever is greater.

14. All appeals are initiated by submitting a new Position Questionnaire to the immediate supervisor, then to the department/division/unit heads, then to Personnel Services.  
   A. Initial appeals submitted during implementation or within six months thereafter are forwarded to the ASC Appeal Committee then the area VP and finally the VP Council for final determination.
   B. Appeals submitted after the above periods are forwarded from Personnel Services to the area VP for final determination.

15. Title revision will not be included as a part of the implementation of the Compensation Study at this time.
16. When new positions are created or existing positions become vacant, revised questionnaires, if appropriate will be prepared by management and submitted to Personnel for grading.

A. During initial implementation plus six months, Personnel will forward grade recommendations to the area VP, through the ASC Appeal Committee, then to VP Council for final determination.

B. After the above period Personnel will forward grade recommendations to the area VP for final determination.

17. The Administrative Staff Compensation Plan Grade/Salary chart will be reviewed at least every 5 years by the Personnel Services Department to determine its adequacy in meeting market equity. These reviews will be patterned after guidelines provided in the final report from Mercer Inc. and adjustments made as results dictate in minimum, mid-range, and maximum pays for each grade. Annual adjustments to these pay charts will not be automatically made based on annual Board of Trustee approved employee pay increases.

18. When employees are assigned to positions in a higher grade on an interim/temporary/acting basis, a salary increase will be established by the area VP after consultation with the Offices of Personnel and Affirmative Action.
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<th>Point #</th>
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NEW POINTS
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ADMINISTRATIVE STAFF COUNCIL RESPONSE - FINAL DATE
(current date = February 26, 1996)

Administrative Staff Council has been working on responses to the
ADMINISTRATIVE STAFF COMPENSATION VP COUNCIL document
dated October 12, 1995. As a result of feedback from Administrative Staff
Council, several of the points presented in your draft have been addressed
--points 1, 2, 3, 4, and 5 (full disclosure, appeals process, additional
training, additional information, and appeals form). We appreciate the
cooperation of the administration in expediting this part of the process.

The balance of this document addresses points 6 through 18 and contains
our recommendations. In addition, we have included points 19 through 24
that are essential in completing a comprehensive revised Administrative
Staff Handbook. The majority of our recommendations are based on the
Discussion Guide on the Development of Policies and Procedures presented
by Mercer for Bowling Green State University, March 1995. The
Administrative Staff Council looks forward to working with you on these
policies and procedures.

ADMINISTRATIVE STAFF COMPENSATION
VP COUNCIL - 10-12-95

Attending: Martin, Mason, Dalton, Clark, Barber, Footer

1. It was agreed that "Full Disclosure" of processes and study results was desirable within
the bounds of customary personal data limitations. Forms describing the rating factors and
their associated points, the formulas for extending the ratings to total points, Point ranges
assigned to each grade, and salary ranges for each grade will be made available. Job Factor
Ratings and total points assigned for each position can also be reviewed in the Personnel
Office and will be made available to departmental offices.

ASC Response -Thank you for opening up the channels of communication
regarding full disclosure. We hope the full disclosure concept will be
carried forward through the appeals process and thereafter.

2. The appeal process will be expanded to include an administrative staff appeal committee
appointed by ASC.

A. Members will include one representative each from
every Vice Presidential Area, Office of the President
(ICA suggested), and two representatives from Academic
Affairs.

B. Members should not include those having filed appeals.

C. Members should not have been previously assigned to
the Advisory Committee for the Mercer Study.

ASC Response-We have identified members to serve on the appeals
committee, and we developed the ASC APPEALS COMMITTEE POLICY
STATEMENT and the ASC APPEALS COMMITTEE FORM for committee
members to follow.
3. Agreed that additional training should be offered to administrative staff employees, and supervisors/managers covering the methods, forms and formulas used to extend job factor ratings to total points and grades. Personnel to schedule, advertise and conduct within next two weeks.

ASC Response-Thank you for holding the informational sessions.

4. Agreed that information needs to be distributed describing the three different groups involved in the rating/grading process emphasizing that they were all part of a sequence of steps to arrive at a final grade for each position. The results of each step for a particular employee would be made available to that employee should he/she seek that information. Since each evaluation was a collective process, written rationale for the results of each step is not available. Further emphasis was recommended in informing employees that the results of intermediate steps in no way affected their appeal process or its consequences. The final step was the step from which appeal information should be presented.

ASC Response-The Progression of Levels document was helpful to people in preparing their appeals, but some of the data was inaccurate and the column titles were misleading. For example, the first column entitled Mercer led staff to believe that the entire column had been determined by Mercer consultants. Also, the second column entitled Committee implied that the Committee reviewed all positions which was not the case.

5. The restrictions included in the instructions on the appeal form may be overly restrictive. If additional space is needed to present information that is essential to the basis for the appeal, the reverse side of both pages one and two of the appeal form can be used. A revised Position Questionnaire is also acceptable.

ASC Response-Additional space was helpful to those appealing, but the approach of submitting a revised Position Questionnaire is beyond the scope of the original intent of the appeals process. Originally, Position Questionnaires are to be used only when a position is to be reevaluated.

6. The positions that were not included in the original analysis should be graded by Personnel Services as soon as time is available utilizing the questionnaire and supervisory/vice president reviews similar to the original process. Grade/Rating recommendations would be forwarded to the Area VP then VP Council. The resulting recommendation would be returned to the employee for an appeal opportunity. Additional information submitted through the appeal process would follow the same steps as the original appeal process for all first time submissions within six months of the implementation date adopted by the Board of Trustees. Appeals submitted subsequent to the six month period would follow policies adopted as a part of the Compensation Plan.

ASC Response-We seek clarification of the status of positions that were not included in the original analysis. Those positions that have not been analyzed yet should be completed immediately. The people in these positions have still not been notified as of February 21, 1996. Any administrative staff position not included in the original analysis should be given the same appeal opportunity as those included in the original study. Anyone who desires to appeal must do so within 30 days of receipt of notification of their grade level from Personnel. The Appeals Committee will remain intact for a reasonable period of time that is yet to be determined by Personnel, the administration, and Administrative Staff
Council. Once the Appeals process has been completed, the Position Reevaluation process will begin as outlined in point 12.

7. Administrative positions normally held by individuals on faculty contracts are excluded from rating/grading by the Administrative Staff Compensation Plan. Administrative positions currently held by individuals on faculty contracts which could be assigned to administrative positions in the future will not be rated/graded until such time as that position is expected to become vacant and replacement with administrative contract employee is begun.

ASC Response-This seems logical, and it is our belief that rating/grading of positions in the future by Personnel will add consistency to this system as it evolves.

8. If an employee’s salary is below the minimum for the assigned grade, it will be adjusted to the minimum effective Jan. 1, 1996.

ASC Response-We agree whole-heartedly. In addition, we believe those positions that fall between the minimum and the midpoint need to be carefully examined for possible salary inequity/discrimination. The Mercer consultants indicated that progression from minimum to midpoint should typically take four to seven years.

9. No current employee’s salary will be capped as a result of the implementation of the Compensation Study.

ASC Response-Not only should no current employee’s salary be capped; it is our recommendation that no future administrative staff employee’s salary should be capped.

10. An individual employee’s salary will be adjusted annually through the usual procedure with across the board and merit raises, if applicable, as approved by the Board of Trustees.

ASC Response-We agree.

11. It is the intent of the University that adoption of this compensation plan will normally result in new employees at the minimum salary for the appropriate grade. Variances from this practice based on special departmental needs, market factors, individual qualification, etc., may be approved by area vice presidents after consultation with the Offices of Personnel and Affirmative Action.

ASC Response-If the intent of the University is to hire new employees at the minimum, BGSU runs the risk of developing a pool of applicants that will be lacking in both quantity and quality. New positions should be posted with a salary range from minimum to midpoint. Anything above the midpoint should be considered a variance needing vice presidential approval after consultation with the Offices of Personnel Services and Affirmative Action.

12. In the event that significant changes in duties and responsibilities occur, individuals may initiate a request for reevaluation of their position. A revised questionnaire will be
submitted through the same process as existed during the initial phase of the project. Management reviews, personnel grading and appeal processes will be the same as those submitted subsequent to the six month post implementation period.

A. If a higher grade results, the salary will be adjusted to the minimum of the new grade or an increase of 5% whichever is greater.

B. If a higher grade does not result, no salary adjustment will occur.

ASC Response - We recommend the implementation of the following procedures for position reevaluation. In addition, we concur with the Mercer consultants recommendation that the standard adjustment for significant changes in duties and responsibilities should be 10 percent.

Definition of Position Reevaluation: the formal review of positions at designated intervals for purposes of ensuring that current duties and responsibilities are being appropriately reflected in the position's salary level.

Recommendation:

Positions can be reevaluated within each department upon the request of the incumbent or supervisor, but also all positions will be reviewed regardless of request at least once every four years. Review of one quarter of the positions per year would include all of the employee or supervisor initiated requests for reevaluation.

Process For Reevaluation at Request of Employee or Supervisor

1. Once a year, at any time, an employee or supervisor may request an evaluation of a position to ensure the current duties and responsibilities are appropriately reflected in the position's salary level.

2. A memorandum and completed position analysis form should be forwarded to Personnel Services for evaluation based on the established guidelines.

3. Personnel Services will review the position within 30 days based on the established criteria. If there are questions about the position, Personnel Services can request an interview with the employee and the immediate supervisor.

4. Personnel Services will forward the results of the analysis to the employee, the supervisor and department head, dean or director and vice president regardless of who initiated the request.

Process For Personnel Initiated Reevaluation

1. Personnel Services should establish a system to evaluate one quarter of the positions each year.

2. Employees in those positions to be evaluated will be asked to complete a position analysis form within a 30-day period.
3. These positions will be reviewed by Personnel within 30 days, and the results of the review will be forwarded to the employee and supervisor, dean, director and vice president.

Process For Both Situations Above

1. Positions which are determined by Personnel to fall in a lower salary level due to decreased responsibilities may be appealed by either the supervisor or the appellant. Salaries will remain the same. (See Downgrade policy)

2. Positions determined by Personnel to fall in a higher salary level should receive the increase in salary in the subsequent pay following Personnel’s completion of the review.

13. If an employee is promoted to a position in a higher grade, the salary will be adjusted to the minimum of the new grade or a 5% increase, whichever is greater.

ASC Response - We agree that when an employee is promoted there should be a salary increase; however, the increase should be based on 10 percent or should be based on fair market value whichever is greater.

Definition of Promotion: occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position at a higher salary level requiring a significantly greater degree of skill, effort and responsibility.

14. All appeals are initiated by submitting a new Position Questionnaire to the immediate supervisor, then to the department/division/unit heads then to Personnel Services.

A. Initial appeals submitted during implementation or within six months thereafter are forwarded to the ASC Appeal Committee then the area VP and finally the VP Council for final determination.

B. Appeals submitted after the above periods are forwarded from Personnel Services to the area VP for final determination.

ASC Response: The current appeals process is for transitional purposes only. In the future, individuals will follow the procedures for position reevaluation as outlined in point 12.

15. Title revision will not be included as a part of the implementation of the Compensation Study at this time.

ASC Response - We agree. However in the future when a title change is requested, the position would be reevaluated; and if necessary, the title would be adjusted to reflect the duties and responsibilities of the position. Even when a major divisional reorganization occurs, the position reevaluation process as outlined in point 12 should be followed.

16. When new positions are created or existing positions become vacant, revised questionnaires, if appropriate will be prepared by management and submitted to Personnel for grading.
A. During initial implementation plus six months, Personnel will forward grade recommendations to the area VP, through the ASC Appeal Committee, then to VP Council for final determination.

B. After the above period Personnel will forward grade recommendations to the area VP for final determination.

ASC Response - We recommend the implementation of the following procedures for position evaluation.

Definition of Position Evaluation Process: the method whereby vacant or newly established positions are evaluated and assigned to salary levels to establish equity within the organization.

Recommendation:

Evaluations of positions will be handled by Personnel Services in consultation with the hiring official.

Process:

1. When a position becomes vacant or is newly created, the hiring official meets with Personnel Services to review the position responsibilities for accuracy of placement in a salary range and title. Any corrections should be made at this time.

2. The hiring official should be advised at this time of the appropriate salary range for the position.

3. The Position Opening Request & Authorization (PORA) form should be routed as usual. Any recommended changes to the position from a dean, director or vice president should be discussed with Personnel Services and the hiring official to reach consensus prior to the posting of the position.

17. The Administrative Staff Compensation Plan Grade/Salary chart will be reviewed at least every 5 years by the Personnel Services Department to determine its adequacy in meeting market equity. These reviews will be patterned after guidelines provided in the final report from Mercer Inc. and adjustments made as results dictate in minimum, mid-range, and maximum pays for each grade. Annual adjustments to these pay charts will not be automatically made based on annual Board of Trustee approved employee pay increases.

ASC Response: We believe that administrative staff should not be penalized by a review of the Grade/Salary chart every 5 years instead of an annual review. We believe that the Grade/Salary chart should be adjusted each year that there is to be a general salary increase. This is necessary so that administrative salary levels are raised in an amount equivalent to the other constituent groups’ increases each year.

18. When employees are assigned to positions in a higher grade on an interim/temporary/acting basis, a salary increase will be established by the area VP after consultation with the Offices of Personnel and Affirmative Action.
ASC Response: We recommend the implementation of the following procedures for interim/temporary/acting appointments.

Definition of Temporary Upgrade/Interim Appointment: occurs when an administrative staff member is asked to serve any period longer than 4 weeks in a position which has a higher salary level

Recommendation:

Increase salary by 10 percent or to the minimum of the temporary salary level, whichever is greater.

At the end of the appointment the employee will return to his/her original salary plus any raises received during the time of the temporary appointment.

After 26 weeks Personnel Services will review the arrangements.

Although the following points were not included in the original ADMINISTRATIVE STAFF COMPENSATION VP COUNCIL document dated October 12, 1995, the inclusion of these policies and procedures in the revised Administrative Staff Council Handbook are essential. Once again, these recommendations are based on the Discussion Guide on the Development of Policies and Procedures presented by Mercer for Bowling Green State University, March 1995.

19. Progression Through a Salary Level

Recommendation:

Progression through a salary level is an important issue that is under review by the Administrative Staff Council's Salary Committee and Personnel Welfare Committee in consultation with Personnel Services. Recommendations will be forthcoming.

20. Upgrade to Another Salary Level

Definition of Upgrade to Another Salary Level: occurs when a position is reevaluated resulting in a higher salary level as a result of a significant expansion in the position's existing duties and responsibilities.

Recommendation:

Increase salary by ten percent or to the minimum of the new salary level, whichever is greater.

21. Demotion - Definition of Demotion: occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position assigned to a lower salary level requiring a significantly lesser degree of skill, effort and responsibility.

Recommendations:
Demotion is an issue that will be reviewed by the Administrative Staff Council's Personnel Welfare Committee in consultation with Personnel Services. Recommendations will be forthcoming.

22. Downgrade - Definition of Downgrade: occurs when a position is reassigned to a lower salary level as a result of a significant reduction in the position's existing duties and responsibilities.

Recommendation:
Maintain incumbent's current pay.

23. Transfer - Definition of Transfer: a lateral move which results when an employee is moved from a position requiring a certain level of skill, effort and responsibility to another position requiring the same degree of skill, effort and responsibility and assigned to the same salary level.

Recommendation:
Maintain incumbent's current pay.

24. Market Exceptions - Definition: A special premium which is established for a particular job title when unusual market conditions exist causing excessive turnover, salary level midpoints well below market average, and/or failure of current pay to attract qualified candidates.

Recommendation:
Move the pay range upward (i.e. minimum, midpoint and maximum) by a percentage equal or comparable to the percentage difference between the documented market average pay for the job and its current midpoint value; subject to periodic review to determine appropriateness of premium.

Personnel Services will determine if market exceptions exist and conduct the review process.
March 6, 1996

MEMORANDUM

To: Administrative Staff Council
From: ASC Salary Committee
Re: 1996 Salary Recommendation

Since work has been undertaken by a joint subcommittee of the Salary Committee and the Personal Welfare Committee to generate a broad recommendation for the award of salary increases, the Salary Committee has concentrated on reviewing the results of the College and University Personnel Association (CUPA) survey of salaries for the institutions in the State of Ohio. This has been a consistent exercise for a minimum of six years, which gives us a reasonable base for comparison and trends. It also makes our recommendation specific to the numbers involved, and expressed solely in a numerical fashion.

As noted in the Executive Summary, the University has lost ground in five of the six versions of salary comparisons, with the most severe loss in Modified Version 3.1. MV 3.1 represents all BGSU CUPA positions found at a minimum of five institutions, less the executive positions and those positions filled by faculty and classified staff. This version has been the version on which we have based our recommendations for the past six years, and has always been recognized as the most appropriate for this purpose by the Administration. MV 3.1 reflected a 2.48% BGSU loss from the state wide average salary from 94-95 to 95-96.

While a change in the Presidency may change the pledged support of the President's Office to bring faculty salaries to the 60th percentile of Category - I Universities, we feel that this remains a reasonable goal, and remains the basis for our goal of attaining the status of 4th out of 11 Ohio comparable institutions considered in our analysis. While we have dropped from 7th place last year to 10th place this year, we are now 2.93% closer to the fourth place institution than we were one year ago. Even with this in mind, with a projected 2.7% rate of inflation for the next year and the assumption that the fourth place University would keep pace with that rate at a minimum, we would need a 6.05% increase to barely move into 4th place. The request for this 6.05% increase is in fact the recommendation of the committee.
March 6, 1996

MEMORANDUM

To: Administrative Staff Council
From: ASC Salary Committee
Re: 1995-96 Executive Summary

The ASC Salary Committee has consistently analyzed data from the College and University Personnel Association (CUPA) salary survey for the past seven years. On the basis of the data, the following can be said:

1) BGSU average salaries when compared to average salaries at similar institutions (Modified Version 3.1) moved from a rank of 7th in 94-95 to a rank of 10th in 95-96. This is a continued drop from the highest ranking achieved in 93-94 of 5th place. (Please see Appendix B)

2) BGSU average salaries, when compared to average salaries at similar institutions (MV 3.1) dropped from -4.67% to -7.15% (see Appendix A.1). This is the second year in a row for such a drop, and it represents a 4.32% drop from our highest position in 89-90. BGSU average salaries also dropped in MV 1.1 by .54%, in MV 2.1 by .88%, in MV 5.1 by .98% and MV 6.1 by 1.57%. BGSU did gain .09% in MV 4.1.

3) The percentage of BGSU salaries that were more than 10% below the state average for that position increased slightly to 32.63% in 95-96 from 32.14% in 94-95 (see Appendix E). BGSU presently has 14.74% of our positions more than 10% above the state average.
Appendix A
1995-96
Summary of CUPA - BGSU Average Salary Compared to State Average

<table>
<thead>
<tr>
<th>Version</th>
<th>BGSU # of Cases</th>
<th>BGSU Average</th>
<th>CUPA Average</th>
<th>Difference</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>MV 1.1</td>
<td>79</td>
<td>$55,946</td>
<td>$53,714</td>
<td>($2,732)</td>
<td>-4.71%</td>
</tr>
<tr>
<td>MV 2.1</td>
<td>68</td>
<td>$55,054</td>
<td>$58,771</td>
<td>($3,717)</td>
<td>-6.32%</td>
</tr>
<tr>
<td>MV 3.1</td>
<td>55</td>
<td>$56,199</td>
<td>$60,525</td>
<td>($4,326)</td>
<td>-7.15%</td>
</tr>
<tr>
<td>MV 4.1</td>
<td>26</td>
<td>$59,587</td>
<td>$61,594</td>
<td>($2,007)</td>
<td>-3.28%</td>
</tr>
<tr>
<td>MV 5.1</td>
<td>76</td>
<td>$56,957</td>
<td>$59,020</td>
<td>($2,063)</td>
<td>-5.02%</td>
</tr>
<tr>
<td>MV 6.1</td>
<td>66</td>
<td>$57,076</td>
<td>$60,164</td>
<td>($3,088)</td>
<td>-5.13%</td>
</tr>
</tbody>
</table>

Recommendation based upon MV 3.1
Appendix A.1

Summary of CUPA - BGSU Average Salary
Compared to State Average
Six Modified Versions
Six Year Comparisons

![Bar chart showing salary comparisons](chart.png)
## Appendix B

### 1995-96

**Summary of Comparison of BGSU Salaries to Other State Schools Using Common Positions**

(MV 3.1)

<table>
<thead>
<tr>
<th>School</th>
<th># of Positions</th>
<th>Average Salary</th>
<th>BGSU Average Salary</th>
<th>Difference</th>
<th>% Difference from BGSU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio State</td>
<td>44</td>
<td>$77,990</td>
<td>$56,361</td>
<td>$21,628</td>
<td>38.38%</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>36</td>
<td>$73,531</td>
<td>$60,843</td>
<td>$12,688</td>
<td>20.75%</td>
</tr>
<tr>
<td>Miami</td>
<td>35</td>
<td>$64,399</td>
<td>$58,313</td>
<td>$5,986</td>
<td>10.27%</td>
</tr>
<tr>
<td>Toledo</td>
<td>36</td>
<td>$59,946</td>
<td>$58,006</td>
<td>$1,940</td>
<td>3.34%</td>
</tr>
<tr>
<td>Kent</td>
<td>46</td>
<td>$56,989</td>
<td>$55,319</td>
<td>$1,670</td>
<td>3.02%</td>
</tr>
<tr>
<td>Wright</td>
<td>37</td>
<td>$57,425</td>
<td>$55,375</td>
<td>$1,950</td>
<td>2.77%</td>
</tr>
<tr>
<td>Cleveland</td>
<td>33</td>
<td>$50,338</td>
<td>$59,110</td>
<td>$1,228</td>
<td>2.68%</td>
</tr>
<tr>
<td>Akron</td>
<td>28</td>
<td>$58,586</td>
<td>$58,489</td>
<td>$87</td>
<td>0.17%</td>
</tr>
<tr>
<td><strong>BGSU</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Youngstown</strong></td>
<td>36</td>
<td>$53,385</td>
<td>$53,383</td>
<td>($508)</td>
<td>-0.94%</td>
</tr>
</tbody>
</table>

### Graph

Bar chart showing the percentage difference in salaries compared to BGSU.
Appendix B.1
Summary of Comparison of BGSU Salaries
to Other State Schools Using Common Positions (MV 3.1)
Six Year Comparisons
Appendix E
Percentage of BGSU Salaries
Greater than 10% Below the State Average
for that Position
Six Year Comparison
ADMINISTRATIVE STAFF COUNCIL
PERSONNEL WELFARE COMMITTEE
AGENDA
5/10/96

• Definition of Full-Time Administrative Staff

• Status of Two Outstanding Handbook Revision Requests

• Annual Report

• Other Items

• Good of the Order
A full-time administrative staff member is one who works 40 hours per week on a regular schedule and is employed at least nine months per year. (Exception: to be eligible for insurance benefits, a staff member must have a full-time contract which extends for a minimum of five months.)

Part-time Administrative Staff - it simply says "For more information about these benefits, contact Personnel Services."

"Vacation is earned at the rate of 14 hours and 40 minutes per month (22 days annually) for full-time staff and part-time staff who are contracted for 12 months and who work part of each week earn vacation on a pro-rated basis."

In referring to fee waivers, it states "For the purposes of this policy, a full-time administrative staff member is one who works 40 hours a week on a regular schedule and is employed full-time for a minimum of nine months per year...."

In referring to fee waivers, it states "A part-time administrative staff member is one who works less than 40 hours per week on a regular schedule and whose contract indicates part-time status. Part-time administrative staff who have completed the equivalent of one full year of service at Bowling Green State University (2080 hours or twelve full months) are eligible for an employee fee waiver."

"Sick leave shall be earned at the rate of 10 hours or 1.25 days per month for full-time, 12 month staff beginning with the first month of employment."

"Full-time staff members who are contracted for less than 12 months and part-time staff earn sick leave on a prorated basis, according to the number of hours/days per month in their contract."

In referring to vacation, "All full-time, 12-month, administrative staff members earn vacation at the rate of 22 days for each year of service. All full-time nine/ten month administrative staff members, except those excluded below, earn vacation time at the rate of 1.83 days (14 hours and 40 minutes) per month."
MEMORANDUM

TO: Bob Martin, Vice President of Operations  
    Nancy Footer, General Counsel

FROM: Duane Whitmire, Chair  
      Personnel Welfare Committee  
      Administrative Staff Council

RE: Status of the ASC Proposals on Natal (Birth/Adoption) and Family and Medical Leave Act (FMLA) Policies

May 10, 1996

Once again, we are seeking to determine the status of two ASC Proposals that were originally submitted nearly a year and a half ago. If you recall, we also sought clarification of the status of these same two proposals in memorandums dated December 22, 1995 and May 16, 1995.

Specifically, could you please advise us as to the whether or not the ASC submissions on the Natal (Birth/Adoption) and Family and Medical Leave Act (FMLA) Policies were ever approved? I have included copies of the two proposals for your reference.

There seemed to be some confusion about the interpretation of the FMLA when two spouses are employed at the University. The following is the Ohio State University policy which was downloaded from the world wide web.

"In the case where spouses, partners or siblings are employed by the University, each spouse, partner and sibling is eligible for up to 12 work weeks of FML, following all leave procedures".

In the interests of collaboration and community, timely reaction to this request would be greatly appreciated so changes to our handbook could be approved at the June meeting of the Board of Trustees. Thank you.

cc: B. Benner, Chair of ASC  
    J. Morgan, Chair-Elect of ASC  
    S. Ribeau, President
NATAL (BIRTH/ADOPTION) LEAVE

1. Each staff member is eligible for natal leave up to six months.

2. The six month leave need not be taken as consecutive days if mutually agreeable to the administrative staff member and the immediate supervisor.

3. Accrued sick leave, accrued vacation credit and a leave of absence without pay can be used during this six month period. A staff member may use any or all of the accrued vacation credit and/or accrued sick leave or personal leave before going on a leave of absence without pay.

4. A staff member will notify, in writing, the supervisor and the Office of Personnel Services, prior to the start of the leave, as to the number of days to be taken as sick leave, the number of days to be taken as vacation and number of days to be taken as a leave of absence without pay.

5. Should a staff member decide not to return to the University following leave, the staff member must notify the supervisor, in writing, no less than 30 calendar days preceding the scheduled return to work.

6. Staff members taking leave are guaranteed their positions and job title upon return.

If these proposed changes are adopted, then the section on Paternity/Adoption Leave would be deleted from page 43 of the current handbook.

Adopted ASC 1/19/95
Family and Medical Leave Act (FMLA) Policy

Bowling Green State University understands the importance of family issues in today's workforce. The University also recognizes that more than ever its employees face conflicting demands of family obligations and work. Because employees may find it necessary to take leave from their jobs for a temporary period to address certain family responsibilities or their own serious health conditions, and in order to comply with the Family and Medical Leave Act (FMLA) of 1993, the University has established a parental leave and family and medical leave policy. The University will grant each eligible employee, University employed spouses included, up to 12 weeks within a 12 month period for the following reasons:

1. The birth or adoption of a child, or the foster care placement of a child.

2. To care for a "family member" of the employee if that individual has a serious health condition.

3. A serious health condition of the employee renders the individual unable to perform his or her job functions.

Accrued sick leave, accrued vacation credit and leave of absence without pay can be used during this period. A staff member may use any or all of the accrued vacation and/or sick leave and personal leave during the family medical leave before going on a leave of absence without pay.

In the event that an extended leave beyond 12 weeks is needed, employees should request a long term leave.

Procedures for FMLA leave will apply also to leave under state law and University policy that are no longer than 12 weeks (medical, disability, maternity, etc.) Leave under state law and University policy will run concurrently with leave under this policy. The University will comply with both federal and state law, as well as University policy regarding these leaves.
A packet of information covering the University's policy, request forms, and required documentation is available in the Office of Personnel Services. A copy of employee rights under the Family and Medical Leave Act of 1993 is contained at the end of this handbook.

Questions or concerns regarding family or medical leave under this act can be addressed by calling Personnel Services (372-8421)

* Also, refer to the Maternity/Paternity/Adoption Leave section on page 42.
MEMORANDUM

TO:     Bob Martin, Vice President of Operations
         Nancy Footer, General Counsel

FROM:  Duane Whitmire, Chair-Elect of Administrative Staff Council and
        Chair of Personnel Welfare Committee

RE:     Status of the ASC Proposals on Natal (Birth/Adoption) and Family and
         Medical Leave Act (FMLA) Policies

May 28, 1996

Once again, we are asking for clarity on the status of two ASC Proposals that were
originally submitted nearly a year and a half ago. If you recall, we also sought
clarification of the status of these same two proposals in memorandums dated May
16, 1995 and December 22, 1995 (see attachments).

Specifically, could you please advise us as to the whether or not the ASC
submissions on the Natal (Birth/Adoption) and Family and Medical Leave Act
(FMLA) Policies were ever approved? I have included copies of the two proposals for
your reference.

There seemed to be some confusion about the interpretation of the FMLA when two
spouses are employed at the University. It appears that at least one other state
university, Ohio State, has made FML available to each employee. The following is
the Ohio State University policy which was downloaded from the world wide web.

"In the case where spouses, partners or
siblings are employed by the University,
each spouse, partner and sibling is
eligible for up to 12 work weeks of FML,
following all leave procedures."

In the interests of collaboration and community, timely reaction to this request
would be greatly appreciated so changes to our handbook could be considered at the
June meeting of the Board of Trustees. Thank you.

cc:     B. Benner, Interim Director of Human Resources
         R. Holmes, Chair-Elect of Faculty Senate
         P. Kitchen, Chair-Elect of Classified Staff Council
         N. Lee, Chair of Classified Staff Council
         H. Lunde, Chair of Faculty Senate
         J. Morgan, Chair of Administrative Staff Council
         S. Ribeau, President
MEMORANDUM

TO: Bryan Benner, Chair
    Administrative Staff Council

FROM: Duane Whitmire, Chair
       Personnel Welfare Committee
       Administrative Staff Council

RE: Follow-Up on Two Proposed Handbook Changes from Last Year

December 22, 1995

The purpose of this correspondence is to seek follow-up on two proposed handbook changes that Administrative Staff Council submitted to Bob Martin last year. Specifically, the status of the Natal (Birth/Adoption) Leave Policy and the Family and Medical Leave Act (FMLA) Policy (see the two attachments) needs to be determined and forwarded to the Board of Trustees.

As you may recall, a number of the Handbook Changes sent by ASC to Ad Council last year were put on hold waiting the outcome of the Mercer Study. However, the above two policies are not covered by the Mercer Study. Yet, to the best of my knowledge, they were never presented to the Board of Trustees. I have also enclosed a copy of a memorandum from Pat Green (Chair of ASC last year) to Bob Martin dated May, 16, 1995 seeking clarification of the status of the same two proposed handbook changes back in that time frame.

Anything you could do to expedite the processing of these two proposed handbook changes would be greatly appreciated. Thank you, in advance for your cooperation in this matter.

pc: Bob Martin
    John Moore
    Sidney Ribeau
    ASC Executive Committee
May 16, 1995

Memorandum

To: Bob Martin
    Vice President, Operations

From: Pat Green, Chair

Cc: John Moore
    Duane Whitmire

Proposed Handbook Changes

Attached are copies of two handbook changes that ASC is waiting for Ad Council to discuss. One concerns a revision to the current maternity leave policy, and the other involves the Family Leave Act. Our proposed natal leave policy changes the length of leave from 4 months to 6 months and would includes all staff members. The proposed change to the FMLA would allow spouses employed at BGSU to each be entitled up to 12 weeks leave.

There are two separate proposed changes that I hope did not get lost in the shuffle. The ASC Executive Committee would like to request that these changes be considered in time for the June 30 Board meeting. Thank you for your consideration.

PG:aaf

Enclosures

cc John Moore
    Duane Whitmire
    ASC Executive Committee
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If these proposed changes are adopted, then the section on Paternity/Adoption Leave would be deleted from page 42 of the current handbook.

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* Also, refer to the Maternity/Paternity/Adoption Leave section on page 42.
MEMORANDUM

TO: Joan Morgan, Chair
    Administrative Staff Council

FROM: Deb Boyce
    Wayne Colvin
    Barb Keeley
    Joyce Kepke
    Inge Klopping
    Pat Koehler
    Joe Luthman
    Ed O'Donnell
    Denise Van De Walle
   Duane Whitmire, Chair
    ASC Personnel Welfare Committee

RE: Annual Report for 1995-96

The Personnel Welfare Committee spent a great deal of time working on the Policies and Procedures associated with the Position Analysis and Compensation (Mercer) Study. Another major task involved the analysis of the ASC Focus Group discussions on the Learning, Collaborative, Diverse, and Outreach communities. In addition, PWC also dealt with items brought to its attention including PWC representation on the Executive Committee, a suggestion for bereavement leave, definition of full-time administrative staff, and the status of two outstanding handbook revision requests.

Members of PWC and the Executive Committee met twice to lay the groundwork for developing a 24 Point Response to the Vice Presidents. Inge Klopping and Duane Whitmire from PWC then met with Bryan Benner, Pat Green, and Joan Morgan on numerous occasions finalizing the 24 Point Response. The end result was a Draft of the Administrative Staff Council Response to the 10/12/95 Document from the Vice Presidents which contained the following four items: 1) Cover Memorandum, 2) Original 10/12/95 Draft from the VP Council, 3) Draft of ASC Response - Summation of Points, and 4) the ASC Response.

Deb Boyce, Inge Klopping, and Duane Whitmire volunteered along with Jeff Grilliot from the Executive Committee to analyze the results from the ASC Focus Group discussions on the four types of communities. After much discussion and analysis, a presentation of the results of the four ASC Focus Group discussions will be made at the June 6th meeting of ASC.
Regarding the other items brought to the attention of PWC, the status of each is briefly described as follows.

<table>
<thead>
<tr>
<th>Item</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>PWC Representation on the Executive Committee</td>
<td>No formal Handbook change was submitted due to the fact it has already been established that the Chair of PWC is a member of the Executive Committee</td>
</tr>
<tr>
<td>Bereavement Leave</td>
<td>The majority of PWC members felt this was adequately covered in the current leave sections of the ASC Handbook.</td>
</tr>
<tr>
<td>Definition of Full-Time Administrative Staff</td>
<td>The consensus of PWC was that the definition of full-time administrative staff as found on page 4 of the ASC Handbook should be used for determining the amount of vacation accrual an administrative staff member may earn.</td>
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<td>On both December 22, 1995 and May 20, 1996, PWC sought to determine the status of the Natal and Family and Medical Leave Act Policies that were originally submitted to Bob Martin for consideration nearly a year and a half ago.</td>
</tr>
</tbody>
</table>

It has been a busy and productive year for PWC. Hopefully, the central administration will take action on the recommendations that have been made. If you need any additional information, please feel free to contact us.

pc: Bryan Benner, Past Chair of ASC
MEMORANDUM

TO: Joan Morgan, Chair
    Administrative Staff Council

FROM: Deb Boyce
       Wayne Colvin
       Barb Keeley
       Joyce Kepke
       Inge Klopping
       Pat Koehler
       Joe Luthman
       Ed O'Donnell
       Denise Van De Walle
       Duane Whitmire, Chair
       ASC Personnel Welfare Committee

RE: Annual Report for 1995-96

June 4, 1996

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pc: Bryan Benner, Past Chair of Administrative Staff Council Personnel Welfare Committee Members