

OWENS COMMUNITY COLLEGE INTERNAL OPERATING PROCEDURES

Salary Administration Program

3358:11-5-01

UPDATE EFFECTIVE 5-8-09

Procedures and Guidelines

- 1) Responsibility for the salary administration program
 - a) The vice president for human resources administers the program. All position descriptions will be retained by the human resources office. At the direction of the president, human resources will also coordinate the performance review process.
 - b) The president's cabinet reviews proposed positions and converted positions. Necessary realignments to salary classifications will be made by the human resources office at the direction of the president. Changes in the classifications system will be communicated to the affected employees.
- 2) Position analysis and classification
 - a) Position evaluation analysis and classification does not consider the performance level or individual characteristics of an incumbent in a position. It merely establishes a relative value of the assigned scope and responsibilities of a given position in relation to all others.
 - b) The objectives of position analysis are:
 - i) To provide a systematic, fair, and factual basis for sound ranking of positions to ensure, so far as possible, that all employees are compensated fairly in relation to all other positions in their department, their division, and the college.
 - ii) To provide one basis for determining salary differentials, which reflect position requirements and responsibilities, and the proper relationship to salaries, paid for similar requirements and responsibilities within both the college and the community.
 - iii) To provide position descriptions to aid in the selection, placement, and promotion of employees according to their experience, ability, and performance.
 - iv) To provide employees and applicants for positions with information about position duties, responsibilities, and promotional opportunities.
 - v) To provide a starting point for realigning positions, making new position assignments, and/or approving workflow procedures.
 - vi) To provide one framework for measuring the results of the college's efforts in the area of equal opportunity.
 - c) Plan factors. The evaluation of positions involves giving separate consideration to the following factors: education, experience, complexity of duties, supervision received, or

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supervision given, responsibility for preventing errors, contacts with others, confidential data, mental or-physical demand, and working conditions.

- d) Position evaluation procedure
 - i) All current position descriptions must be evaluated during the annual performance review process. Changes in position responsibilities must be made through the position description module in the online PeopleAdmin database. Before changes to positions, which may result in reclassification and/or requiring additional funding), the president's cabinet must approve any changes.
 - ii) For all proposed new and converted positions, a position analysis is required. The immediate supervisor will utilize PeopleAdmin to complete the job analysis and create the final position description.
- 3) Performance reviews.
 - a) It is the policy of the college to evaluate employee performance regularly and systematically in order to provide a basis for equitable salary adjustments, to provide employees with an indication of their strengths and weaknesses, and to promote further employee development.
 - b) There are two basic applications of employee performance reviews: (a) providing feedback to employees regarding their performance in order to aid their development of working skills and relationships; and (b) providing the administration with the information, which is necessary to properly reward employees in relation to their contribution to the college's success.
 - c) In determining how much an employee is to be paid, there are two considerations as they relate to the progress and viability of the college:
 - i) The relative worth of the position as compared to other positions; and
 - ii) The objective review of the employee's performance relative to the position requirements. Position analysis determines the worth of each position at the college whereas performance review determines the relative worth of the incumbent in the position.
 - d) The review attitude should be one of honest, constructive criticism and/or recognition. The college requires each supervisor to discuss the appraisal with each employee and to discuss goals and objectives for the employee for the following year. The meeting with the employee should allow a two-way flow of information so that both parties can better understand each other and the expectations that each has regarding job responsibilities.
 - e) Performance evaluations will be conducted at least annually. Informal and/or interim evaluations may occur at other times during the year.

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- 4) Other position changes and reclassifications
 - a) Promotion
 - i) A promotion is the act of placing an employee in a position, which requires greater skills, knowledge, and ability to perform more complex and responsible work than the employee was required to perform in his/her prior position.
 - ii) Any employee promoted to a higher-grade classification shall advance to the range assigned for that classification. In order to preserve internal relationships of positions within the college's compensation structure, an internal equity review of comparable positions (including factors such as knowledge, skills, education, and experience) will be completed by Human Resources. Final compensation awarded is based on discussion between the supervisor/hiring authority and the Vice President of Human Resources. However, no increases shall be granted to a level above the maximum rate established for the pay range.
 - b) Lateral Transfers. A lateral transfer is defined as the movement of an employee from one position to another where there is no change in classification. Employees who are transferred shall receive no increase or decrease in pay as a direct result of the transfer. The next merit increase should consider their performance throughout the year.
 - c) Movement to a position in a lower classification. Movement to a lower classification may occur due to voluntary career changes, job preferences, or may be involuntary (for disciplinary or performance reasons), or because of a reduction in force. Regardless of the reason, the employee shall always be assigned to that pay range assigned to the employee's new classification. In order to preserve internal relationships of positions within the college's compensation structure, an internal equity review of comparable positions (including factors such as knowledge, skills, education, and experience) will be completed by Human Resources. Final compensation and specific placement within the new pay grade/range is based on review by the supervisor and the Vice President of Human Resources.
 - d) Additional and Interim Duties: A temporary pay increase for the addition of duties significantly beyond the normal scope of the position may be requested by the supervisor. The temporary pay increase is based on review of the pay grade/position to which the duties are assigned, and agreement of the supervisor and the Vice President of Human Resources.

These procedures were developed for implementation by the Vice President of Human Resources. Any changes to this procedure must be submitted to the Board Secretary for President's Cabinet review (except changes in contact information). This procedure conforms to the policy that has been approved by the Board of Trustees on December 9, 2008, and filed with the State of Ohio Electronic Rule Filing with the policy effective date of December 20, 2008.

**04-22-09 PROCEDURES UPDATED PER THE OPEN FORUM REVIEW.
UPDATED PROCEDURES EFFECTIVE DATE 05-08-09.**