



UNIVERSITY HUMAN RESOURCES

SALARY GUIDELINES

**APPLICABLE TO STAFF IN ADMINISTRATIVE
PROFESSIONAL AND CONFIDENTIAL ASSISTANT
POSITIONS**

March 2, 2020

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I. INTRODUCTION

These Oakland University Salary Guidelines (“Guidelines”) are designed to support the University’s Strategic Goals by attracting new, and retaining, qualified Administrative Professional and Confidential Assistant employees who will contribute to the University’s ongoing success.

The Associate Vice President, University Human Resources (“AVP-UHR”) has been authorized to establish, implement, modify and manage these Guidelines. The Director of Compensation and Benefits and the Senior Compensation and Benefits Analysts in University Human Resources (“UHR”) will provide day-to-day administrative oversight. These Guidelines will be available on the University’s website at www.oakland.edu/uhr and any employee with questions can contact a UHR/Compensation and Benefits staff member. Any changes to these Guidelines will become effective prospectively.

These Guidelines are not an offer to contract, do not create a contract for employment, and do not create a contract for any specific type or amount of salary or other compensation. The Guidelines will be managed by the AVP-UHR in compliance with all applicable laws and regulations.

II. THE SALARY STRUCTURE

The Salary structure for Administrative Professional and Confidential Assistant employees derives from four overriding and interrelated principles: Salaries are Market-Based; creating and maintaining Internal Salary Equity; Salaries are administered within budgetary mandates; and that an individual employee’s Salary recognizes their expertise, experience and performance.

The Salary structure is a series of Salary Bands, each with a Salary Range, into which each position is assigned. The Salary structure allows the University to fix the Salary portion of total compensation costs to control overall expenses necessary to develop the University’s annual budget. The number of Salary Bands are sufficient to support the salary valuations required for the total hierarchy of University positions, as well as to allow for Job-Duty differentiation.

Each of the four principles will be appropriately weighted and considered when determining the Salary Range for each position within a Salary Band, and the Salary for an individual employee within the Salary Range. The positions in a Salary Band are treated alike for purposes of Salary administration, even though incumbents in the various positions may have different Job Duties and earn different Salaries.

The Salary Range for each Salary Band will overlap with another Salary Band so that an employee near the Maximum of a Salary Band can have a higher Salary than an employee near the Minimum of a higher Salary Band.

These Guidelines should be sufficient to address all Salary issues affecting an Administrative Professional or Confidential Assistant employee. However, if the application of these Guidelines would result in a harsh, absurd or nonsensical result because of the existence of truly unique

facts and circumstances critical to sustaining University operations, the AVP-HR can adjust the result to affect an equitable resolution, so long as the principle of creating and maintaining Internal Salary Equity can be maintained in compliance with all applicable laws and regulations.

III. DEFINITIONS

The following define the terms used in these Guidelines:

- A. Internal Salary Equity. “Internal Salary Equity” means that positions with similar Job Duties are paid similar Salaries, regardless of department or division, and to minimize Salary compression.
- B. Interim Assignment. An “Interim Assignment” is the assignment of an employee to perform one hundred (100%) percent of the Job Duties of a vacant position assigned to a higher Salary Band for a period not to exceed twelve (12) months.
- C. Job Duties. “Job Duties” and “Job Duty” are the specific duties, responsibilities and requirements that describe the position’s essential purpose and functions as stated in the respective Position Descriptions.
- D. Lateral Transfer. A “Lateral Transfer” occurs when an employee is reassigned to a different position in the same Salary Band.
- E. Market-Based. “Market-Based” and “Market-Basis” mean the Salary paid for like Job Duties that is controlled by the supply and demand of qualified employees in the public sector and sometimes the private sector, based upon State of Michigan, regional and local data.
- F. Minimum Job Qualifications. “Minimum Job Qualifications” are the combined level of knowledge, expertise and experience, and all degrees, certificates, licenses, etc., directly related to and required for the position, and stated in the Position Description.
- G. Desired Job Qualifications. “Desired Job Qualifications” are the combined level of direct knowledge, expertise and experience in addition to and beyond the Minimum Job Qualifications directly related to the position that can legitimately be expected to significantly enhance the performance of the individual assigned to a position, and stated in the Position Description.
- H. Red Circle Rate. A “Red Circle Rate” is an employee’s Salary that is above the Salary Band Maximum.
- I. Salary. “Salary” and “Salaries” is the dollar amount of wages assigned to each employee based on the position’s Job Duties as stated in the respective Position Descriptions and the employee’s qualifications
- J. Salary Band (Salary Level). A “Salary Band” groups positions that are comparable in terms of Job Duties. Note that “Salary Levels” is the nomenclature commonly used to refer to the Salary Bands for Confidential Assistants.

- K. Salary Range. A “Salary Range” is the continuum beginning at the Salary Range Minimum and ending at the Salary Range Maximum of a Salary Band, expressed in dollars.
- L. Salary Range Maximum. The “Salary Range Maximum” is the highest Salary amount in a Salary Band, expressed in dollars.
- M. Salary Range Midpoint. The “Salary Range Midpoint” is the Salary amount halfway between the Salary Range Minimum and the Salary Range Maximum of a Salary Band, which approximates the median Market-Based Salary for like Job Duties, expressed in dollars.
- N. Salary Range Minimum. The “Salary Range Minimum” is the lowest Salary amount in a Salary Band, expressed in dollars.
- O. Temporary Assignment. A “Temporary Assignment” is the assignment of an employee to perform more than fifty (50%) percent, but less than one hundred (100%) percent, of the Job Duties of a vacant position assigned to a higher Salary Band for a period not to exceed twelve (12) months. The vacant position will be filled or eliminated at the discretion of the Division Head.
- P. Quartiles. For each Salary Band, the “First Quartile” is the Salary Range Minimum, the “Second Quartile” is halfway between the Salary Range Minimum and the Salary Range Midpoint, the “Third Quartile” is the Salary Range Midpoint, and the “Fourth Quartile” is halfway between the Salary Range Midpoint and the Salary Range Maximum, expressed in dollars.

IV. POSITION DESCRIPTIONS

- A. Position Descriptions. “Position Descriptions” are prepared by UHR in consultation with managers/supervisors and define the:
 - a. Position Details: the title, department, etc.
 - b. Position Purpose
 - c. Specific duties and responsibilities that clearly define and differentiate the position’s essential Job-Duties
 - d. Minimum Job Qualifications
 - e. Desired Job Qualifications

- B. Salary Structure and Position Description Review Processes

Position Vacancy/Annual Performance Review Process. When a position has been vacated, as well as during the annual performance review process, managers/supervisors, along with the employee, will review an employee’s Position Description in consultation with UHR to verify that the Position Description is current and accurate. When a position is vacated the office of Diversity, Equity and Inclusion will also review the Position Description. UHR is ultimately responsible for the

approval and maintenance of all University Position Descriptions.

All approved revisions to a Position Description, and corresponding Salary adjustment, if any, are subject to the University's budgetary mandates and will take effect the date the request was received by UHR. Such adjustments shall be determined following the Promotional Increases section below.

By UHR. Every year, UHR will re-evaluate one-third (1/3) of all positions to determine whether Salary Bands continue to be Market-Based. Adjustments to Salary Bands and corresponding salary adjustments, if any, are subject to the University's budgetary mandates and will take effect prospectively and shall be determined following the Promotional Increases section below.

V. HIRING NEW EMPLOYEES

No individual will be hired unless they fully satisfy the Minimum Job Qualifications. Offers of employment and related salary matters shall be managed by UHR Employment Services exclusively. UHR in consultation with the respective managers/supervisor, will set the starting Salary for new hires commensurate with the Minimum and Desired Job Qualifications, within the following parameters:

- A. The starting Salary for an individual who satisfies only the Minimum Job Qualifications will be between the Salary Range Minimum and the Second Quartile.
- B. A starting Salary above the Second Quartile up to the Salary Range Midpoint must be based upon the individual exceeding the Minimum Job Qualifications and having achieved the Desired Job Qualifications, and must be approved by the Director of Compensation and Benefits.
- C. A starting Salary above the Salary Range Midpoint must be based upon the individual's level of having exceeded the Minimum and Desired Job Qualifications, and must be approved by the AVP-UHR.

VI. SALARY ADJUSTMENTS

- A. Annually. Salary increases or decreases for Administrative Professional and/or Confidential Assistant employees as a respective group are not assumed, but are based upon and subject to the University's annual budget mandates. Employees must complete the annual performance review process to receive a Salary increase. Employees who are evaluated by their manager/supervisor as "Needs Improvement" will not receive a Salary increase.

An employee whose Salary is a Red Circle Rate will not receive any Salary increase until their Salary falls below the Salary Range Maximum; instead, those employees will receive the equivalent Salary increase in the form of a lump-sum payment in lieu of the

Salary increase unless the employee has been evaluated by their manager/supervisor as “Needs Improvement”.

Salary increases take effect as of the first day of the University’s Fiscal Year.

- B. Promotional Increases. Promotional Salary increases are possible when an employee is reassigned from their current position to a posted vacant position that is assigned to a higher Salary Band. Such employee shall receive a promotional increase of up to 10% of their current salary per band or level, or be placed at the minimum of the 2nd quartile, whichever is greater, subject to the budget availability of the Division.
- C. Temporary Assignments. The need for a Temporary Assignment must be justified in writing by the manager/supervisor. No more than two (2) employees can share the Job Duties of a vacant position on a Temporary Assignment. Temporary Assignments will not be extended; the vacant position will be filled or eliminated at the discretion of the Division Head. The Director of Compensation and Benefits will approve or deny requests for Temporary Assignments. A Temporary Assignment may result in a secondary backfill Temporary Assignment, but there shall be no additional backfill Temporary Assignments beyond the secondary assignment.

During a Temporary Assignment, employees will receive, or share in the case of two (2) employees sharing the Job Duties of the vacant position, a Salary increase equal to a total of ten (10%) percent of the Salary Range Midpoint of the higher Salary Band to which the temporary position is assigned.
- D. Interim Assignments. During an Interim Assignment, employees will receive a Salary increase as requested by the Division Head and approved by the Director of Compensation and Benefits, which will not exceed the midpoint of the higher Salary Band to which the interim position is assigned.
- E. Lateral Transfers. Salary adjustments for Lateral Transfers will be considered by the Director of Compensation and Benefits on a case-by-case basis with the goal being to maintain, and not to reduce, the employee’s Salary.
- F. Transfers to Lower Salary Bands. Employees may be voluntarily or otherwise reassigned to a position in a lower Salary Band than their current position, in which case, the employee’s Salary will be reduced to comport with the lower Salary Band, in no case will the reduction be below the minimum of the second quartile of the lower level position, if the employee is between the second quartile and midpoint. In no case will the reduction be below the midpoint of the lower level position, if the employee is above the midpoint.

VII. REVIEW SCHEDULE

2021	Chief of Staff Athletics External Affairs Legal Affairs
2022	Academic Affairs
2023	Student Affairs and Diversity Finance and Administration University Advancement