

Part 1

Supervisor 101

Case 1



Sally, a PSS staff member (hourly), has been working for the University for 3 months. She is in need of a medical procedure that will take her out of the office for the month of August for surgery and recovery.

Definitions

Employment Definitions

Exempt

- Exempt employees must:
 - a) Be paid at least \$23,600 per year (\$455 per week), and
 - b) Be paid on a salary basis, and also
 - c) Perform exempt job duties
- **Not** qualified for overtime

Non-Exempt

- Non-Exempt employees:
 - a) Paid hourly
 - b) Must be paid 1 ½ times their regular rate of pay when they work more than 40 hours in a week
- **Qualified** for overtime

Employment Definitions

At Will

- An employee can be terminated for any reason and without warning

For Cause

- An employee is terminated for any actions that are considered to be grave misconduct
- Examples:
 - Violation of policy
 - Falsifying records
 - Violence or threatening violence
 - Stealing money or property
 - Lying
 - Harassment

Unions

Employment Groups

- Alliance of Professional Support Staff (APSS)
- Executive, Administrative and Professional (EAP)
- Maintenance, Grounds and Service (MGS)
- Faculty
- Public Safety Staff
 - Command (COAM)
 - Officer (POAM)



Unions

APSS

- All regular full and part-time staff members in clerical, office, technical and engineering classifications
- Excludes: supervisors, faculty, executive, administrative and physical plant operations staff members, campus safety and security staff members, confidential staff members, all temporary staff members and other staff members
- 379 employees
- Current contract dates: 10/1/2014-9/30/2017
 - Bargaining begins Spring '17

MGS

- All regular employees working in Custodial Services, Grounds Maintenance, Building Maintenance and Material and Mail Distribution and Service Staff
- Excludes: office and clerical employees, security employees and guards, students, temporary or executive and supervisory employees
- 168 employees
- Current contract dates: 5/1/2013-4/30/2019

COAM

- All Department of Public Safety employees with the title of Sergeant, Senior Sergeant, or Field Training Sergeant
- Excludes: officers, office and clerical employees, students, temporary, executive, administrative professional, and all others not specifically included in Appendix A of contract
- 26 (total in COAM & POAM)
- Current contract dates: 6/1/2015-5/31/2018

POAM

- All Department of Public Safety employees with the title of Officer, Senior Officer, Field Training Officer, or Detective
- Excludes: office and clerical employees, students, temporary, executive, supervisory employees and all others not specifically included in Appendix A of contract
- 26 (total in COAM & POAM)
- Current contract dates: 6/1/2015-5/31/2018

Leaves of Absence & FMLA

Family Medical Leave Act (FMLA)

Overview

- 12 weeks of unpaid leave within a 12 month period
- Provides certain military family leave entitlements
 - Up to 26 weeks to care for a covered service member with a serious illness or injury

Eligibility

- Length of Employment
 - Employed for at least 12 months
- Employee Effort
 - Worked at least 1,250 hours in the preceding 12 months

Qualifying Events

- Birth of a child
- Placement of a child with employee
 - Adoption or foster care
- Employee's serious health condition
- Care for a family member with a serious health condition
 - Employment contracts allow for use of salary continuation in situations where FMLA does not apply
- Qualifying exigency
- Care for a covered service member with a serious injury or illness



Serious Health Condition

Serious Conditions

An illness, injury, impairment, or physical or mental condition that involves:

- Inpatient care
- Continuing treatment

Non-Serious Conditions

- Common cold
- Flu
- Earaches
- Upset stomach
- Minor ulcers
- Headaches (other than migraines)
- Routine dental or orthodontia problems
- Eye examinations
- Routine physical exams
- Periodontal disease

Family Member

- Spouse
- Parent—**not** including mother-in-law or father-in-law
- Child—Biological, adopted, foster child, stepchild under age of 18
- Household Member



Benefits

Paid Time Off

- University remains responsible for its portion of medical costs
- Employee remains responsible for their portion of medical costs
- Employee's portion will continue through payroll deduction
- Salary continuation, STD, WC, vacation/sick time run concurrently with FMLA

Unpaid Time Off

- University remains responsible for its portion of medical costs
- Employee remains responsible for their portion of medical costs
- *Infinisource* will notify employee of benefits costs and how to submit payments

Salary Continuation

Amount Available

- PSS—up to 30 days
- MGS—use sick leave
- AP—up to 6 months
- Faculty—variable based on position type

Appropriate Use

- Primarily personal illness, injury, hospitalization & appointment pertaining to health
- Secondary—family member illness, injury, etc.
 - Family member is defined in the applicable employee handbook or contract
- Bereavement—up to 5 days depending on relationship

Inappropriate Use

- Car
- Pets
- Trees
- Electric
- Furnace
- Home repair
- Questions?—Contact HR

*If employee anticipates 10 consecutive days or more off notify HR prior to the time off of work

Return to Work



- Must provide HR with a return to work release stating return with or without restrictions
 - Without Restrictions – return to work on release date
 - Restrictions – employee must give at least 2 days notice to evaluation accommodations
- Accommodation requests must be evaluated on a case-by-case basis

Employer Responsibilities

Department

- Consistent application of leaves
 - Includes salary continuation and sick time
- Communicate potential instances of FMLA to HR

Supervisor

- Coordinate leaves less than 10 days in length with employee
- Recognize potential FMLA events
- Notify HR to determine eligibility
- Ensure accurate records are maintained for FMLA usage (intermittent leaves)
- Enter/confirm time is being recorded correctly in UltraTime
- Work with HR on placement for employees return as needed

Employee Responsibilities

- For absences less than 10 days coordinate time off with supervisor
- For absences 10 or more complete leave/FMLA application and send to HR
- Provide 30 days advanced notice of leave if anticipated
 - If unforeseen give notice as soon as possible
- Communicate and coordinate the details of leave with HR and supervisor



LOA Case Studies

Case 1



Sally, a PSS staff member (hourly), has been working for the University for 3 months. She is in need of a medical procedure that will take her out of the office for the month of August for surgery and recovery.

Case 2

Jim is an Adjunct AP who is in need of a medical procedure that will keep him off work for 12 weeks. He has had his contract with the University renewed for consecutive 5 years. Jim has used 5 of his 10 vacation days so far this year.



- What if his leave extended another 3 weeks?
- What if it was already planned that his contract would be renewed during his leave?

Case 3



Melody, an AP, is going on maternity leave with an expected delivery date of June 1st and is anticipating a natural birth. She would like to take an additional 6 weeks of combined vacation (4 weeks) and unpaid (2 weeks) time beyond the standard 6 weeks provided for the birth of a child.

Case 4

Frank is a custodian (MGS) who is in need of a medical procedure that will keep him off work for 3 months. He has been working for the University for 5 years and has worked 1,500 hours in the last 12 months.



Case 5

Jane is a Tenure Track 9 month faculty member expecting to go on maternity leave beginning October 1st and is anticipating a c-section. She does not intend to take any additional time off after the initial 8 weeks provided for the birth of a child by c-section.



Case 6



Jeff is an Affiliate Faculty (3 yr.) member. He is in need of a leave of absence to care for his ill father.

Compensation

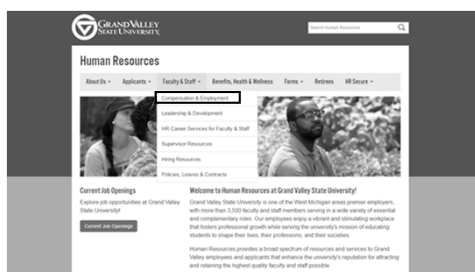
<http://www.gvsu.edu/hro/compensation-employment-185.htm>

How do we get More info?

1. Visit www.gvsu.edu/hro
- 2.



3.



Compensation	
Compensation Information	GVSU's compensation philosophy, setting salaries, merit increases, special pay adjustments and addressing salary action questions.
Hourly Wage Schedule	Union contracts and wage schedule for Professional Support Staff, Public Safety (Office & Command), and Maintenance, Grounds and Service. The wage schedule in each employment contract is in the Appendix section, located toward the back of the contract.
Minimum Compensation for Faculty	Minimum Compensation for Tenure Track, Professor, Associate Professor, Assistant Professor, Instructor and Librarian positions.
EAP Market Ranges	Market ranges for Executive Administrative and Professional Staff Position.
Visiting Faculty Compensation Schedule	Compensation schedule for Visiting Faculty.
Employment	
Applications	Applicants, New Staff Orientation, Dual Career Services, Relocation Resources and Chamber of Commerce Information, Inclusion & Equity, Professional Support Staff (PSS) Position Descriptions.
Labor Law Postings	Find required Federal and State Labor Law Postings.
Affirmative Action	See the Affirmative Action website for information, resources, policies and more.
PSS Reclassification	Get the PSS Reclassification Request Procedures outlined in the Professional Support Staff Contract, section 10.4. You must be a GVSU Faculty or Staff to view the PSS Reclassification Request Procedures.
Student Employment	All student jobs are managed by the Student Employment Office at 100 Student Services Building, 416-331-3236. Go to http://www.gvsu.edu/studentjobs to see job postings.

<http://www.gvsu.edu/hro/compensation-employment-185.htm>

Compensation Information

Compensation Philosophy

The objective of the University's compensation program is to attract, retain, motivate and reward faculty and staff fairly, equitably and competitively. The University is committed to fair and equitable compensation that complements the responsibilities of the position and the performance of the incumbents.

Compensation rates for Faculty and Executive, Administrative and Professional (EAP) positions are set based on market data for similar positions within local, regional and/or national markets with a sensitivity to internal equity. The market data is updated on a regular basis.

Market ranges for EAP positions are set at 80-120% of the market average for each position. The minimum rate will normally apply to new staff possessing qualifications not significantly greater than the minimum required. Salaries above the maximum must be justified in writing by the appointing officer and approved by Human Resources.

Staff members may review current market data for their position from the Director of Compensation and Employment Services in Human Resources.

Faculty positions will have minimums for each rank.

SALARY ADJUSTMENT PROGRAM 2015-2016 EXECUTIVE, ADMINISTRATIVE AND PROFESSIONAL	
Compensation Philosophy The objective of the University's compensation program is to attract, retain, motivate and reward faculty and staff fairly, equitably and responsibly. The University is committed to the use of equity in compensation for positions at the appropriate level. The goal is to provide the performance of the individual.	(84-87% of total salary increment funds of 2.0%) 2.0% - 2.0% Compensation philosophy and effectively perform above Special salary adjustment ranges, retention, promotion, etc. Adjustment above 2.0% must be accompanied by written justification.
Compensation Data The University's compensation data is collected and analyzed (AP) position are set based on market data for similar positions within local, regional and national markets with a minimum to annual range. The market data is updated on a regular basis. Market ranges for AP positions are set at 85-125% of the market average for each position. The minimum are set annually with a new staff position and positions are gradually greater than the minimum range. Salaries above the minimum must be justified as meeting the appropriate officer and approved by the Human Resources. Market ranges for AP positions can be viewed at http://www.gsu.edu/hr/compensation.	Below 2.0% Special salary adjustment ranges, retention, promotion, etc. Adjustment above 2.0% must be accompanied by written justification.
General The President and Vice President will receive a 1.00% (2%) of their current base salary for general merit increases. The Vice President will also receive a 1.00% increase to their Appointing Officers for the year-end increment. The President and Vice President will receive an additional 1.00% of their current base salary adjustment for general administrative support, retention, promotion, etc. which must be justified as meeting the appropriate officer and approved by the Human Resources. Market ranges for AP positions can be viewed at http://www.gsu.edu/hr/compensation .	Below 2.0% Special salary adjustment ranges, retention, promotion, etc. Adjustment above 2.0% must be accompanied by written justification.
Merit Increase Guidelines The guidelines for determining individual adjustments are as follows: 1. 7% - 10% 2. 11% - 13% 3. 14% - 15% 4. 16% - 17% 5. 18% - 19% 6. 20% - 21% 7. 22% - 23% 8. 24% - 25% 9. 26% - 27% 10. 28% - 29% 11. 30% - 31% 12. 32% - 33% 13. 34% - 35% 14. 36% - 37% 15. 38% - 39% 16. 40% - 41% 17. 42% - 43% 18. 44% - 45% 19. 46% - 47% 20. 48% - 49% 21. 50% - 51% 22. 52% - 53% 23. 54% - 55% 24. 56% - 57% 25. 58% - 59% 26. 60% - 61% 27. 62% - 63% 28. 64% - 65% 29. 66% - 67% 30. 68% - 69% 31. 70% - 71% 32. 72% - 73% 33. 74% - 75% 34. 76% - 77% 35. 78% - 79% 36. 80% - 81% 37. 82% - 83% 38. 84% - 85% 39. 86% - 87% 40. 88% - 89% 41. 90% - 91% 42. 92% - 93% 43. 94% - 95% 44. 96% - 97% 45. 98% - 99% 46. 100% - 101% 47. 102% - 103% 48. 104% - 105% 49. 106% - 107% 50. 108% - 109% 51. 110% - 111% 52. 112% - 113% 53. 114% - 115% 54. 116% - 117% 55. 118% - 119% 56. 120% - 121% 57. 122% - 123% 58. 124% - 125%	Below 2.0% Special salary adjustment ranges, retention, promotion, etc. Adjustment above 2.0% must be accompanied by written justification.

Faculty Salary Adjustment Program 2015-2016	
The percent increase allocation for the 2015-2016 salary increase program is 2.0%. This increment will be used in calculating next year's salary. A benchmark for the Faculty Salary Adjustment Program follows this description: 1. Faculty Salary Adjustment Program The Board of Control approves annually an increase in funds available for salary increments. 2. Range of Salary Adjustments Recommendations for individual salary adjustments to the President must fall within the following ranges. These ranges are based on performance over the past academic year. a. Less than satisfactory performance: 0% (0% - 1.0%) b. Satisfactory performance: 1.0% (1.0% - 2.0%) c. Exemplary performance: 2.0% (2.0% - 3.0%)	In addition, the Appointing Officer may also make a request for a special salary adjustment (see 1.1) to the President. Adjustment by the President can result in individual salary increment percentages, based on the total increment funds, as being higher for certain individuals. The total salary increment funds are 2.0%. 3. Guidelines for Increments a. Appointing officers are required to recommend salary adjustments to the President. The appointing officer will consider the summary of peer evaluations as the most important factor in determining the recommendations for salary adjustment. b. The President will consider individual salary adjustment percentages that cannot be involved unless an appointing officer's allocation. Appointing officers must prepare written justification to support such requests. c. The funds retained by the President (17% of total increment funds) are intended to address extraordinary performance, extraordinary circumstances and market conditions. These are allocated based on written requests from appointing officers for salary adjustments that cannot be resolved by the appointing officer allocation and cases identified by the President which require special adjustment. In making these adjustments, the President should consider salary compression as an important factor. Provisional increments are not included in these funds. 4. Evaluation criteria Evaluation criteria for faculty performance reviews are specified in the Administrative Manual, Chapter 4, Section 2.3. 5. Unit Peer Evaluation Peer evaluations as part of the salary adjustment process a. Every member of a unit will be given the opportunity to evaluate his/her colleagues based on the evaluation criteria which is a two-thirds majority of the faculty vote each year to waive that option. This decision must be communicated in writing to the appointing officer. b. The Unit lead will notify faculty when activity report, workload plan for that year, and current status are to be submitted. The faculty member is responsible for submitting these materials in a timely manner to permit peer evaluation to take place.

c. The unit lead is responsible for the distribution of these materials corresponding to the evaluation criteria in a timely manner to enable peer evaluation to take place. d. The unit lead shall summarize peer evaluations and forward such summary to the appointing officer. However, unit faculty peer evaluation of the unit lead shall be sent directly to the appointing officer. e. If peer evaluation does not take place, the unit lead shall evaluate each faculty member against the evaluation criteria and transmit a recommendation to the appointing officer. 6. Communication with faculty The determination of recommended salary ranges will ordinarily be completed by the end of the winter semester term. However, the actual dollar amount of the range may not be determined by that time. a. Unit leads will communicate salary ranges and a summary of performance in writing to each faculty member by the end of the winter semester. The written performance summary will include the unit lead's summary, in writing, of the peer evaluations or the unit lead's recommendations if peer evaluations are not done. The written performance summary will also discuss the faculty member's performance in teaching, scholarship, and service and will, for tenure-track faculty who are untenured, address any departmental concerns regarding contract renewal, tenure, and promotion. The Unit lead will also discuss that faculty member's performance for the past year in a personal meeting held individually by the end of the winter semester term. b. Appointing officers are required to see that faculty members are advised of their recommended salary adjustment and this recommendation should be communicated to faculty by the end of the winter semester term. c. For tenured faculty members, written justification is not required for recommendations within the satisfactory range. However, appointing officers must prepare a written justification to the President for recommended salary adjustment recommendations in the ranges for "less than satisfactory performance," "exemplary performance," and "special salary adjustment." A copy of the justification for these adjustments needs to be provided to each affected faculty member individually by the end of the winter semester term. d. For untenured-track faculty members who are untenured, written justification is required for recommendations in all ranges. Appointing	officers must provide a written justification to the President to accompany all salary adjustment recommendations, a copy of which needs to be provided to each faculty member individually by the end of the winter semester term. e. Unit leads must communicate salary adjustment ranges in writing to each faculty member. The Unit lead will also discuss that faculty member's performance for the past year in a personal meeting held individually by the end of the winter semester term. This meeting will also include the unit lead's summary, in writing, of the peer evaluations or the unit lead's recommendations if peer evaluations are not done. f. If the actual dollar amount of the increment is known at this time, this will also be communicated by unit leads. This is in addition to, and does not replace, the general salary letter. g. The annual salary letter will communicate both the percent and actual dollar amount of the salary adjustment, including a breakdown by category of adjustment (tenure, provisional increment, and special salary adjustment). This letter will be mailed to faculty when the actual dollar amounts are known. h. The annual salary letter will also communicate both the percent and actual dollar amount of the total faculty salary adjustment as compared to the previous year. 7. Appeals Faculty who disagree with the salary adjustment may appeal using pertinent supporting material according to the procedure specified in the Administrative Manual Chapter 4, Section 2.18. Provisional increments As provided in the Administrative Manual Chapter 4 Section 2.20.1, faculty who are granted full tenure, in addition to their regular salary increase, the indicated provisional increment or no less than the minimum of the salary range of the next rank of the combination of the original increase and the provisional increment fall below the minimum. Assistant Professor \$1,000 Associate Professor \$1,500 Full Professor \$1,000
--	--

STEP	C1	C2	C3	C4	C5
1	14.50	15.46	16.46	18.59	20.41
2	15.26	16.27	17.28	19.58	21.47
3	16.12	17.28	18.42	20.75	22.74
4+	18.01	19.24	20.47	22.96	25.28
#2.5%	18.46	19.72	20.98	23.53	25.91
#3.5%	18.64	19.91	21.19	23.76	26.16

Special Pay Adjustments

When an incumbent is identified as needing a special pay adjustment due to market, the adjustment is normally made during the salary increase program in addition to the merit increase. However, mid-year adjustments are occasionally made when justified by market and/or internal equity concerns, with the approval of the appropriate appointing officer, Human Resources and Vice President.

Addressing Salary and/or Title Questions

Faculty and staff members are welcome to meet confidentially with the Director of Compensation and Employment Services in Human Resources to review salary and title information. To pursue a resolution to a title and/or salary question/concern, the faculty or staff member will discuss their concerns with their supervisor. If no resolution is reached, the faculty or staff member is welcome to meet with their appointing officer. If no resolution comes from this meeting, the faculty or staff member is welcome to meet with their executive officer. The executive officer's decision shall be final.

Compensation	
Compensation Information	GVSU's compensation philosophy, setting salaries, merit increases, special pay adjustments and addressing salary and/or title questions.
Hourly Wage Schedules	Union contracts and wage schedules for Professional Support Staff, Public Safety (Officer & Command), and Maintenance, Grounds and Service. The wage schedule in each employment contract is in the Appendix section, located toward the back of the contract.
Minimum Compensation for Faculty	Minimum Compensation for Tenure Track, Professor, Associate Professor, Assistant Professor, Instructor and Librarian positions.
EMP Market Ranges	Market ranges for Executive Administrative and Professional Staff Positions.
Visiting Faculty Compensation Schedule	Compensation schedule for Visiting Faculty.


Employment	
Applicants	Applicants, New Staff Orientation, Dual-Career Services, Relocation Resources and Chamber of Commerce Information, Inclusion & Equity, Professional Support Staff (PSS) Position Descriptions.
Labor Law Postings	Find required Federal and State Labor Law Postings.
Affirmative Action	See the Affirmative Action website for information, resources, policies and more.
PSS Reclassification	Get the PSS Reclassification Request Procedures outlined in the Professional Support Staff Contract, section 10.4. You must be a GVSU Faculty or Staff to view the PSS Reclassification Request Procedures.
Student Employment	All student jobs are managed by the Student Employment Office at 100 Student Services Building, 616-331-3226. Go to http://www.gvsu.edu/studentemployment to see job postings.

<http://www.gvsu.edu/hro/compensation-employment-185.htm>

Questions?

Contact Information

Employee Relations Dev Butler Director of Staff Relations & Development P: 616-331-2215 F: 616-331-3216 Email: butledev@gvsu.edu	Compensation Linda Yuhas Director of Compensation & Employment P: 616-331-2215 F: 616-331-3216 Email: yuhasl@gvsu.edu
Natalie Trent Human Resources Representative P: 616-331-2215 F: 616-331-3216 Email: trentnat@gvsu.edu	



**GRAND VALLEY
STATE UNIVERSITY**
www.gvsu.edu
