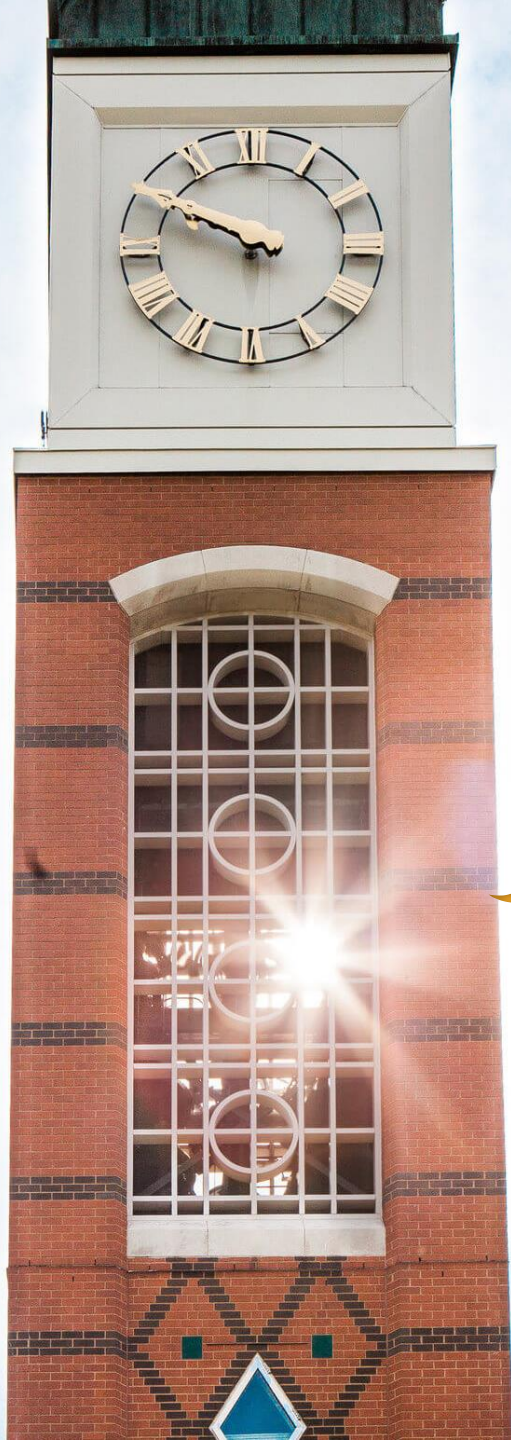


Supervisor 101

Part 1: Compensation, Employee Groups/Types, Unions, and
Leaves of Absence



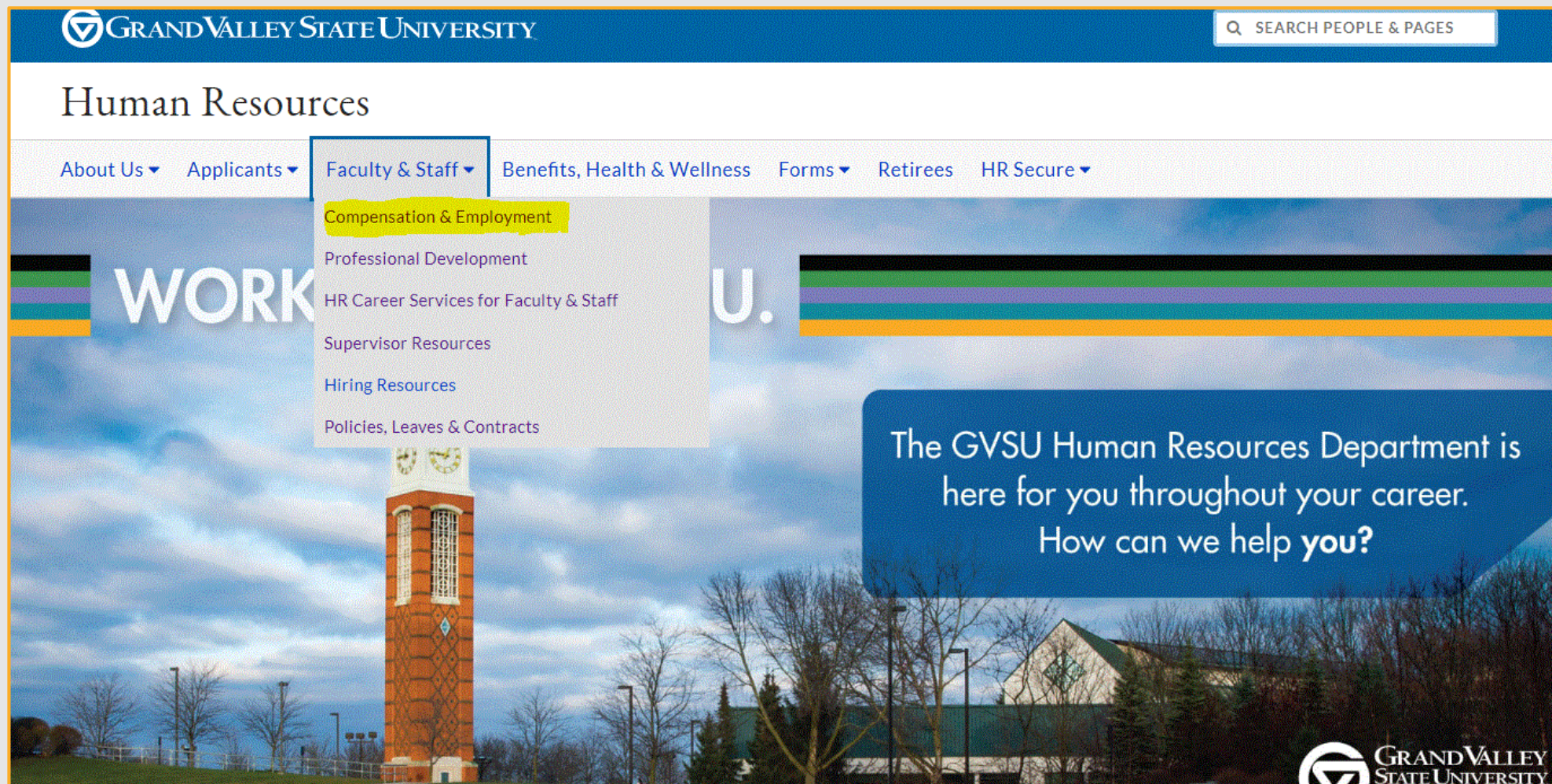
HUMAN RESOURCES

Compensation

HOW DO WE GET MORE INFO?

Visit gvsu.edu/hro

At the HR website... (gvsu.edu/hro)



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.

EAP Market Ranges

Market ranges for Executive Administrative and Professional Staff Position.

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 105 Student Services Building, 616-331-3238. Go to <http://www.gvsu.edu/studentjobs> to see job postings.

Compensation Information:

- Philosophy
- Setting salaries
- Merit increases
- Special pay adjustments
- Addressing salary and/or title questions

Compensation Philosophy

The objective of the University's compensation program is to: Attract, Retain, Motivate, & Reward faculty and staff fairly, equitably, and competitively. The University is committed to fair and equitable compensation that compliments 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:

1. Market data for similar positions within local, regional and/or national markets,
2. Sensitivity to internal equity, and
3. Available fiscal resources

Monitoring Market Data, Internal Equity, & Compression Issues

[illegible]

Setting Salaries

In addition to market data (which is provided to appointing officers annually) and internal equity within the department, several other factors are used to set salary including:

- Qualifications of the selected candidate
- Relevant experience
- Applicable educational credentials
- Budget

Merit Increases

The salary increase program for both Faculty and EAP staff is based on merit.

Merit pay reflects **individual performance and should reflect the overall performance category you received on your annual ePDP. Be sure to check your increase percent to make sure it matches the performance category.**

Merit increases will normally take effect on August 6 each year and must be approved by the appropriate VP and Human Resources.

EAP Salary Increase Categories

SALARY ADJUSTMENT PROGRAM 2017-18 EXECUTIVE, ADMINISTRATIVE AND PROFESSIONAL Revised 3/2017

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 compliments the responsibilities of the position and the performance of the incumbents.

Compensation rates for executive, administrative and professional (AP) 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 AP 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. Market ranges for AP positions can be viewed at www.gvsu.edu/hro/compensation.

General

The President and Vice Presidents will receive 82% of their division's current base salaries for general merit increases. The President and Vice Presidents will receive an additional 18% of base salaries for salary adjustment problems/special adjustments (equity, market, promotions, etc.) which cannot be resolved within an Appointing Officer's allocation. Such cases are extraordinary and are to be accompanied by appropriate written justification from the Appointing Officer, (Faculty program is similar.)

Merit Increase Guidelines

The guidelines for determining individual adjustments are as follows:

0% - .78%	Performs below requirements – needs improvement. Performs substantially below requirements – needs immediate improvement. Adjustments below satisfactory must be accompanied by written justification.
1.86% - 2.32%	Performs in a satisfactory and reliable manner meeting requirements.
2.38% - 2.9%	Performs above requirements consistently, substantially and effectively or usually performs above requirements.

Above 2.9% Special salary adjustments (equity, market, promotions, etc.)
Adjustments above 2.9% must be accompanied by written justification.

Merit increases using the above guidelines must be based substantially on the written performance evaluations.

0% - 1.31% New staff member (6 months or less of service) making steady progress to date.
New staff member (6 months or less of service) not making steady progress to date.
(Staff promoted during the year are not considered new staff)

Factors which are generally considered in performance evaluations include:

The extent to which the individual is successful in meeting the duties, responsibilities, goals and objectives of the job.

- The way in which the individual executes his/her duties to achieve desired/positive results.
- The management/supervisory and staff development skills demonstrated to achieve unit objectives and maintain daily operational activities.
- The effective use of interpersonal and/or communication skills to accomplish tasks.
- Personal growth and development undertaken to improve or enhance performance.
- Initiative and innovation demonstrated in the job.
- The way in which the individual increased their intercultural awareness

The Appointing Officers submit their salary increase recommendations for those staff members in their unit to the appropriate Executive Officer. The recommendations are reviewed for consistency with the guidelines and within the division. The salary adjustments are then forwarded to Human Resources for a final check prior to the Executive Officers authorizing Appointing Officers to inform individuals of their new salary.

Faculty Salary Increase Categories

Faculty Salary Adjustment Program 2015-2016

The percent increase allocation for the 2015-2016 salary increase program is 2.9%. This increment will be used in calculating next year's salary.

A flowchart for the Faculty Salary Adjustment Program follows this description.

A. Faculty Salary Adjustment Program

The Board of Control approves annually an increase in funds available for salary increments.

1. Fund Allocation.

a. 15% of the total increment funds available are retained by the Provost for special salary adjustments. All of these funds will be expended for these purposes.

b. 85% of the total increment funds available are allocated to the appointing officers. The current appointing officers are:

Dean of the Seidman College of Business
Dean of the College of Community and Public Service
Dean of the College of Education
Dean of the College of Liberal Arts and Sciences
Dean of Graduate Studies
Dean of the Padnos College of Engineering and Computing
Dean of the College of Health Professions
Dean of the Kirkhof College of Nursing
Dean of Brooks College of Interdisciplinary Studies
Dean of University Libraries

2. Range of Salary Adjustments.

Recommendations for individual salary adjustments to the Provost must fall within the following ranges. These ranges are based on performance over the past academic year.

- a. Less than satisfactory performance: 0 to 55%. (0% - 1.6%)
- b. Satisfactory performance: 70% to 100%. (2.03% - 2.9%)
- c. Exemplary performance: 105+%. (3.05%+)

In addition, the Appointing Officer may also make a request for a special salary adjustment (see 3.c.) to the Provost. Adjustment by the Provost can result in individual salary increment percentages, based on the total increment funds, in being higher for certain individuals.

The total salary increment funds are 2.9%.

3. Guidelines for Increments.

a. Appointing officers are required to recommend salary adjustments to the Provost. The appointing officer will consider the summary of peer evaluations as the most important factor in determining the recommendation for salary adjustment.

b. The Provost will consider individual salary adjustment problems that cannot be resolved within an appointing officer's allocation. Appointing officers must prepare written justification to support such requests.

c. The funds retained by the Provost (15% of total increment funds) are intended to address outstanding performance, extraordinary circumstances and market conditions. These are allocated based on written requests from appointing offices for salary adjustments that cannot be resolved by the appointing officers allocation and cases identified by the Provost which require special adjustment. In making these adjustments, the Provost should consider salary compression as an important factor. Promotional 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 2.9.

5. Unit Peer Evaluation

Peer evaluation is 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 unless 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 head will notify faculty when activity reports, workload plan for that year, and current vitae are to be submitted. The faculty member is responsible for submitting these materials in a timely manner to permit peer evaluation to take place.

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, compression or equity the adjustment is normally made during the salary increase program in addition to the merit increase.

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

Pursuing resolution to a title and/or salary concern? You can have a confidential meeting with Linda Yuhas to discuss your concern. Then:

1. Discuss concerns with supervisor
2. If no resolution is reached, the faculty or staff member is welcome to meet with their appointing officer
3. 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 is final.

Hiring /Change Approval-AP, Faculty and Hourly

Dean/ Appt Officer

Job Title: _____ Department: _____
Position Number: (If known) _____ Division/College: _____
Position Type: _____ EAP _____ PSS _____ DPS _____ FAC _____ MGS _____
FTE: _____
Faculty/AP: _____ Hourly: _____
12 Month _____ 1.0 FTE (40 hrs per week) _____ 1.0 FTE (40 hrs per week) _____
Less than 1.0 FTE, _____ hrs per week _____ Less than 1.0 FTE, _____ hrs per week _____
Academic Year _____ 1.0 FTE (40 hrs per week) _____ 1.0 FTE (40 hrs per week) _____
Less than 1.0 FTE, _____ hrs per week _____ Less than 1.0 FTE, _____ hrs per week _____
Other, specify _____ Other, specify _____
Replacement Position: _____ Replacement For: _____
New Position: _____ or Change: _____ or Promotion (Attach Promotion Justification Form) _____
Comments on Change: _____
Reason for Replacement: _____ Contact Person: _____
_____ Retirement _____ Other _____
_____ Resignation _____ Explain _____
Date Vacant/Effective Date: _____
Proposed Salary: _____ FOAP # and %: _____
How will the position be funded: _____
Is this position or any part of this position grant funded? _____
If so, what is the grant expiration date? _____
AP Positions Only – Who will approve the vacation usage and complete performance assessment for this position?

Comments: _____
Approval: _____ Date: _____

HR

Employee Class: _____ Position Class: _____
District/Div: _____ Employee Group: _____ Department: _____
Department Name: _____
Job Location: _____
Hourly Only: Salary Table: _____ Salary Grade: _____
EEO Position Group: _____ SOC _____
Comments: _____
_____ Prevailing Wage _____
Approval: _____ Date: _____

Budget

Position #: _____ Labor Distribution FOAP %: _____
Account Code: _____ Labor Distribution FOAP %: _____
Effective Date: _____
Comments: _____
Approval: _____ Date: _____

Vice President

Approval: _____ Date: _____
Comments: _____

Affirmative Action

Approval: _____ Date: _____
Comments: _____



SELECTION RECORD
AND
STARTING SALARY JUSTIFICATION

Selected Candidate:

Position Title:

Unit:

Suggested Starting Salary (can never be lower or higher than salary advertised):

Advertised Salary Range:

Suggested Start Date:

Rationale for selecting the applicant: (The reasons should focus on the criteria used in the selection process based on the position description. Use the back of this form if more space is needed.)

Starting Salary Justification: (Do not discuss a starting salary with the individual until after the search has been approved by Human Resources, Affirmative Action and the Executive Officer.)

Explain how this starting salary compares to the current salaries within the department and how this salary will impact the current salaries in the department.

What is the market paying for this type of position?

What is the source(s) of this market data?

What steps did you take to recruit minorities? (i.e., professional networks, minority websites, etc.) Please list.

Please list website addresses where this position was posted, dates it was posted and attach all hard copies of the ad from all other publications where posted.

Qualifications of selected candidate:

- Candidate's current position title:
- Years in current position:
- Years of experience in the profession:
- Highest degree:
- Degree date:
- Institution:
- Discipline:
- What is the selected candidate's current salary?

Other determining factors:

Signature of person making the selection decision Date

Appointing Officer's signature Date

Human Resources signature Date

Affirmative Action Date

To be completed by Human Resources:

Reviewed by: _____ Date: _____

Comments: _____

Prevailing Wage for M-1-B

Prevailing Wage for Permanent Residency

To be completed by Executive Officer:

Approved starting salary: _____

Signature: _____



AP PROMOTION JUSTIFICATION
To be used for AP positions only

The AP Promotion Justification form is to be completed and attached to the Hiring Approval Form for routing **before** an AP promotion has been granted. The Promotion Justification form will be reviewed by Human Resources and The Office of Inclusion and Equity as well as by the Appointing Officer and Executive Officer for the division in which the promotion is to occur. The process will ensure transparency and will provide an opportunity for communication to occur if there are any questions or concerns relating to the promotion.

Name of staff member being promoted:

Current Position Title:

Suggested Position Title:

Department:

Current Salary:

Suggested Salary:

How will you fund this promotion?

Promotion Start Date:

Rationale for promoting the candidate: Explain how this promotion decision occurred.

Suggested Salary Justification: Explain how this suggested salary compares to the current salaries within the department and how this salary will impact the current salaries in the department.

What is the market paying for this type of position?

What is the source(s) of this market data?

Qualifications of current staff member:

- Years in current position:
- Years of experience in the profession:
- Highest degree:
- Degree date:
- Institution:
- Discipline:

Other determining factors:

Signature of the person requesting the promotion decision Date

Appointing Officer's signature Date

Executive Officer Date

Reviewed by:

Human Resources Date
Comments:

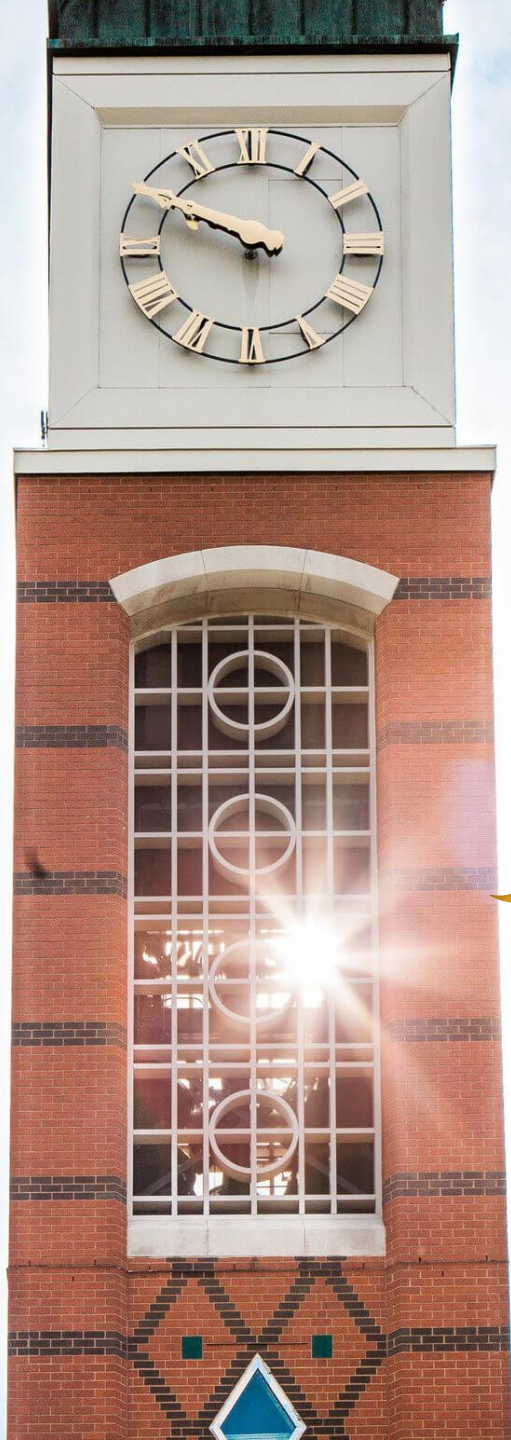
Affirmative Action Date
Comments:

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.
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THANK YOU

gvsu.edu/hro/compensation



Linda Yuhas,
Director of Compensation &
Employment Services

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 professional staff members, physical plant operations staff members, campus safety and security staff members, confidential staff members, all temporary staff members and other staff members
- 381 employees
- Current contract dates: 10/1/17-9/30/2020

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
- 157 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
- 24 (total in COAM & POAM)
- Current contract dates: 6/1/2018-5/31/2021

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
- 24 (total in COAM & POAM)
- Current contract dates: 6/1/2018-5/31/2021

Leaves of Absence & FMLA

Family and 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

Types of Leave

Continuous

- Absence for more than 3 consecutive business days and has been treated by a doctor
 - Unable to perform the duties of their position, may include essential functions during that continuous period of time
- May require temporary accommodations upon return

Intermittent

- Time off in separate blocks due to a serious health condition
 - Does not exempt the employee from performing essential functions of the job
 - Employees must adhere to other policies and procedures to utilize leave (ex: department call in procedure)

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

- Employee's portion will continue through payroll deduction
- Salary continuation, STD, WC, vacation/sick time run concurrently with FMLA

Unpaid Time Off

- *Infinisource* will notify employee of benefits costs and how to submit payments

In both cases:

- University remains responsible for its portion of medical costs
- Employee remains responsible for their portion of medical costs

Salary Continuation/Sick Time

Amount Available

- PSS – up to 20 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
 - May need to involve Disability Support Resources (DSR) for long term/permanent accommodations

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



Jeff is a PSS employee who has been at GVSU for 5 years. A recent increase in symptoms for a long term back issue have caused Jeff to be out of the office on a more regular and ongoing basis to attend doctor's appointments and physical therapy pertaining to the injury. There is currently no known end date to this treatment plan.

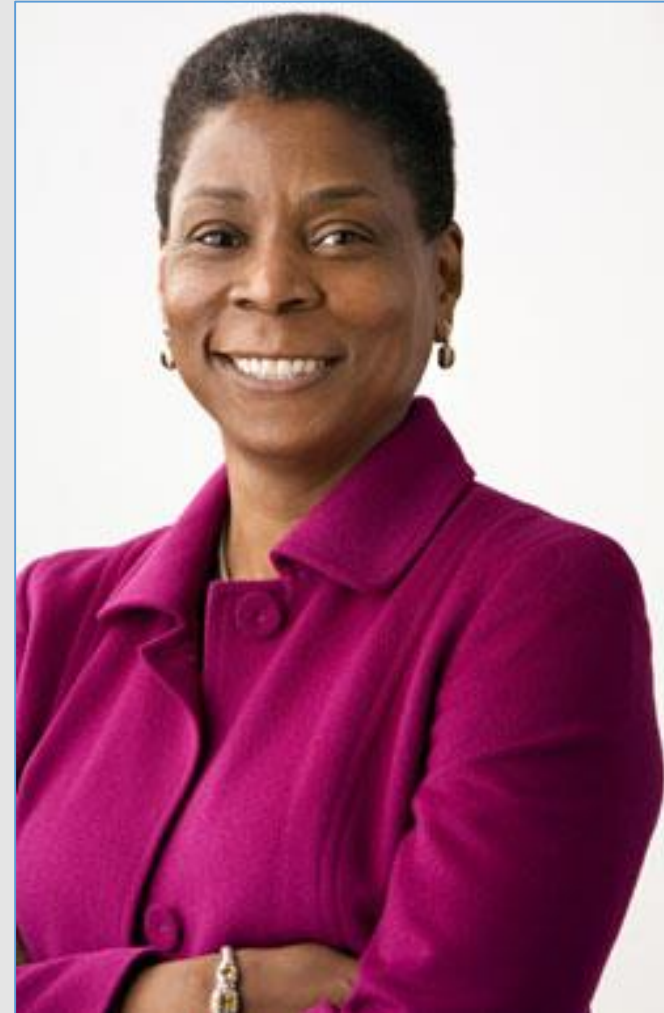
Case 5

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 6

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.



Questions?

Contact Information

Compensation

Linda Yuhas

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Leaves of Absence

Natalie Trent

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