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Personnel Welfare Committee presentation to President's Compensation Committee Meeting Spring 2005

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Notes

1. Colored Ink

X-Sender: jluthma@mailstore.bgsu.edu
X-Mailer: QUALCOMM Windows Eudora Version 6.1.1.1
Date: Wed, 08 Mar 2006 12:48:25 -0500
To: Lona Leck <lona@bgnet.bgsu.edu>, annje@bgnet.bgsu.edu,
dcrooks@bgnet.bgsu.edu, lona@bgnet.bgsu.edu, skendal@bgnet.bgsu.edu,
kflesh@bgsu.edu, nplee@bgsu.edu, cmolnar@bgsu.edu, celestr@bgsu.edu,
pnemitz@bgsu.edu
From: Joe Luthman <jluthma@bgnet.bgsu.edu>
Subject: Re: Draft of Email to All

Lona:

Slides are very nice and succinct. No one should complain that it takes too long to consider this!

I think it would be useful to include information on how staff input ranks in importance.

- 1) Will all staff vote on the 4 options?
- 2) Will only the ASC reps vote for which option to endorse?
- 3) Will reps and staff only recommend, and PWC chooses which of the 4 options?
- 4) If there's a vote, will majority rule?
- 5) If there's a vote, will the results of the vote be reported to the administration? (this addresses the strength of support)

In short, who will have the final say as to the option to recommend?? If not included, many staff may decide their presence is not really required.

Hope this helps !!

Joe

At 11:44 AM 3/8/2006, Lona Leck wrote:

Executive....and please forward to PWC members....

Listed below is the email I plan to send to all staff later today. I'd love your input to the note and to the changes I have made to the PPT (I'm not posting it until I've received your feedback today). Essentially, I have taken the talking points from the presentation to ASC last week (GREAT JOB PWC and STEVE IN THIS REGARD BY THE WAY!!!) and, I feel, kept the facts clear but took out some of the more emotional terminology. I've also taken the liberty to name the options, I did not make a slide for the straight percentage option...but could if you feel it would be helpful.

I hope to hear from you soon.

Lona....see below for the letter draft...

The Administrative Staff Council is very interested to learn of your views in the area of compensation, specifically, the allocation of any potential salary increase for the upcoming

year.

Below is an overview of the process through which the ASC Personnel Welfare Committee has the opportunity to present compensation issues to the administration. Following the overview, are four options that ASC is considering this year for your salary increase, assuming an increase is offered. ASC will hold a general meeting on Wednesday, March 22 at 9:30 AM in Olscamp 101 for the purpose of reviewing the options and answering questions from constituents. All administrative staff are invited and encouraged to attend this meeting. Additionally, a Blackboard discussion forum has been established for this purpose. Staff may also communicate concerns and questions to council representatives.

*Each fall and spring the leadership of ASC meet with the President's Compensation Panel. The fall meeting is a preliminary exchange of ideas – what we're thinking about & what is feasible from their perspective. The spring meeting is ASC's opportunity to present what our constituents want in terms of compensation for all administrative staff for the next fiscal year. ASC had many of the same goals in the 1980's that we strive for today. This fact has prompted the 2006 Personnel Welfare Committee to focus on a single goal this year with a high potential for success – Mercer pay grade penetration equity. Knowing there will be differing opinions, we need your view on dealing with compensation issues that will affect you. Listed below are the **4 OPTIONS** being considered:*

OPTION 1 - The Performance Matrix

OPTION 2 - The Fixed Dollar Amount

OPTION 3 - The Hybrid - Fixed Dollar Amount Plus Percentage

OPTION 4 - The Straight Percentage

The attached slides were developed by Mercer, Inc. (a firm hired by BGSU in the early 90's to devise a compensation plan for administrative staff) and were part of a presentation that organization made to the ASC PWC in January. The notes were added by the Administrative Staff Council for further explanation.

Your time and consideration of this information is very important to us. Please review the material, communicate with your representative, join our Blackboard forum and/or attend the general meeting. We need the input of all staff in order to make the best compensation request for you!

Lona

For more information about ASC: <http://www.bgsu.edu/organizations/asc/index.html>

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X-Sender: lona@mailstore.bgsu.edu
X-Mailer: QUALCOMM Windows Eudora Version 6.0.3.0
Date: Wed, 08 Mar 2006 11:44:24 -0500
To: annje@bgnnet.bgsu.edu, dcrooks@bgnnet.bgsu.edu, lona@bgnnet.bgsu.edu,
jluthma@bgnnet.bgsu.edu, skendal@bgnnet.bgsu.edu, kflesh@bgsu.edu,
nplee@bgsu.edu, cmolnar@bgsu.edu, celestr@bgsu.edu, pnemitz@bgsu.edu
From: Lona Leck <lona@bgnnet.bgsu.edu>
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Lona

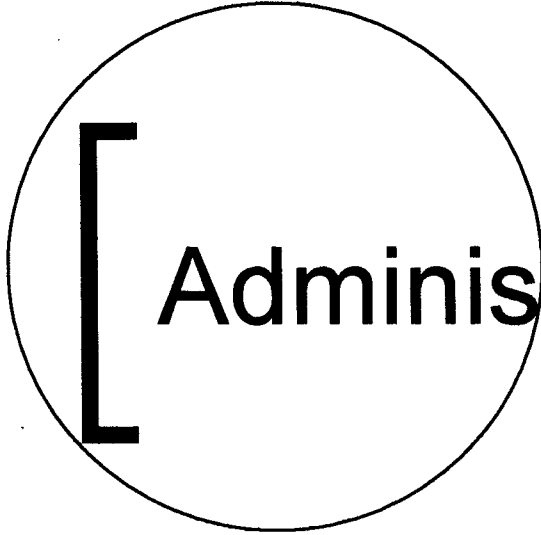
For more information about ASC: <http://www.bgsu.edu/organizations/asc/index.html>

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2006 Compensation Options for Administrative Staff.ppt

Sub. Power Point Draft
From Lana 3/9/05
ASC Compensation Presentation March 2005.ppt



Administrative Staff Council



Personnel Welfare and Salary
Presentation to the President's
Compensation Committee

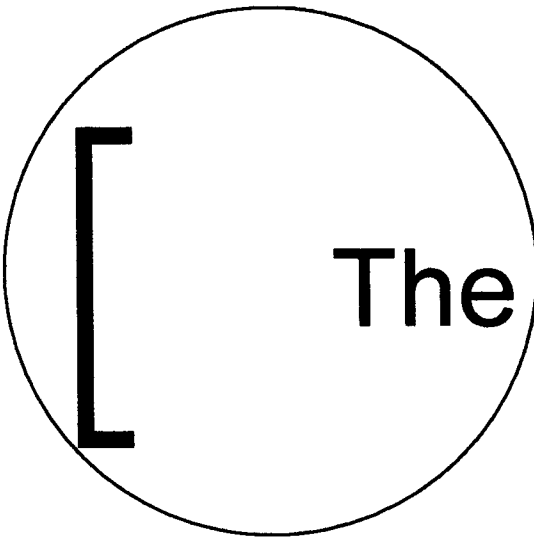
March 22, 2005



2005 Goals Overview



- Annual Raise
- Accrued Vacation Time
- Salary Ranges
- Personal Leave
- Compensatory Time
- Interim/Acting Positions
- Long Term Initiatives

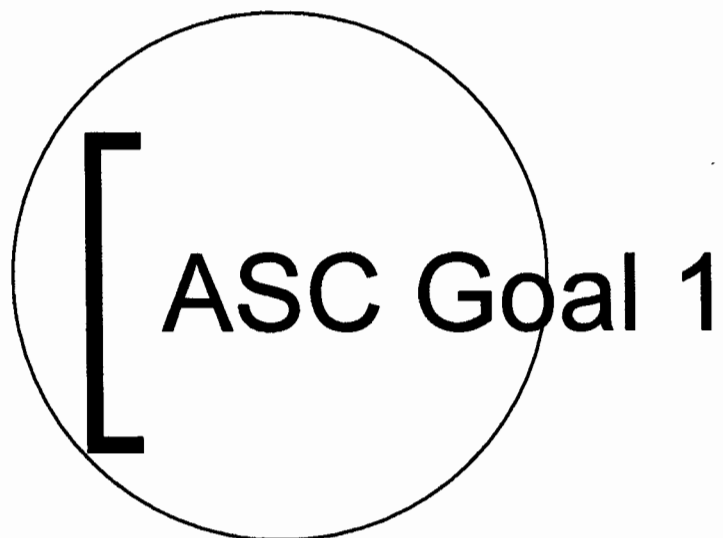


[The Annual Wage Pool]

Justification

Alignment with President's priority of rewarding the BGSU family.

Acknowledgement of increasing work load and demands for acquisition of additional training and skills.

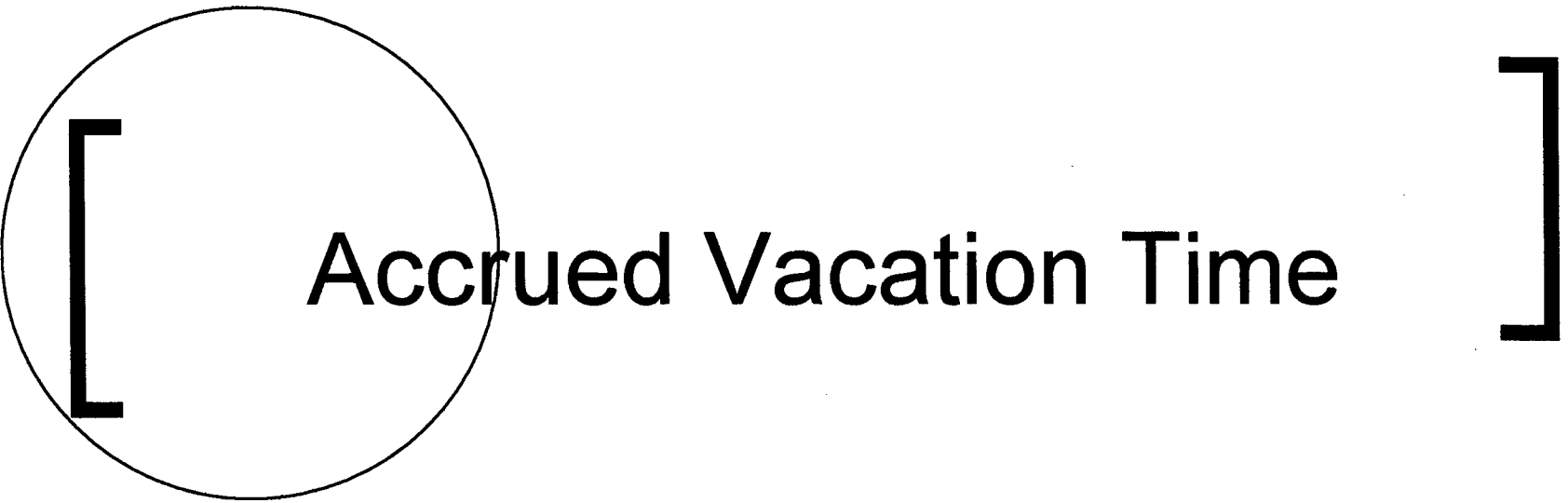


ASC Goal 1



A salary increase of 4% to all administrative staff meeting expectations.

An additional 1% salary increase available for those receiving super merit.



Accrued Vacation Time

Justification

Administrative staff lose vacation hours each year.

Classified staff with 20 + years of service may accumulate 480 hours of vacation.



ASC Goal #2



Increase vacation accrual maximum to 480 hours. Upon leaving the university the employee would be paid for the accrued vacation up to that maximum.

11



Progression Through Salary Ranges

Justification

Mercer recommends administrative staff be paid at the mid-point of their range by the five year anniversary.



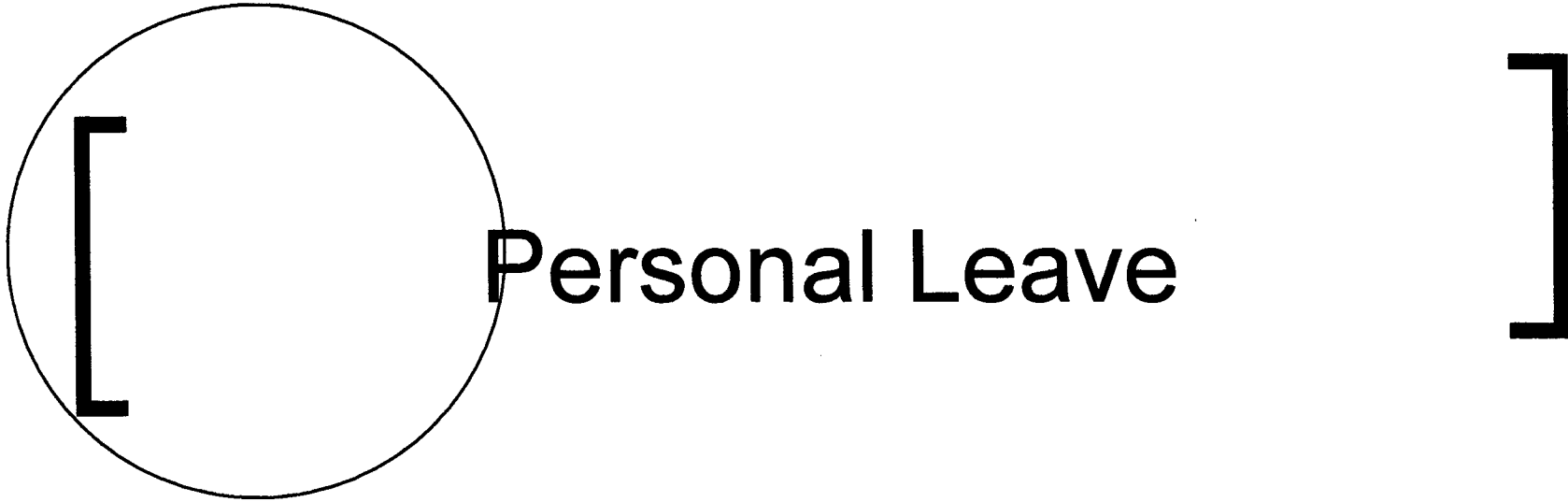
ASC Goal # 3

Use the Market Adjustments and Promotions pool to provide an ongoing process and annual funding, not derived from the salary pool, to ensure all satisfactorily performing administrative staff reach at least the mid-point by the fifth year in position.



Supporting Documentation for Range Progression

Here we need the slides outlining cost to the institution to move individuals through the ranges.....information from Dave/Robert ☺



Personal Leave

Justification

Recognition of enhanced productivity and absorption of additional duties deserves reward.

Time away enhances morale

New staff have no leave accumulated.



ASC Goal # 4

Annually award eight hours of personal leave to all meeting job expectations. In the absence of an evaluation, satisfactory performance should be presumed.

In addition to accrual based on sick leave, new staff shall be awarded 8 additional hours of personal leave.



Compensatory Time

Justification

Administrative work requires completion of professional duties, often necessitating more than 40 hours of work per week.

“Comp” time should be earned in accordance with the same policies adopted for classified staff.



ASC Goal #5



Remove the Administrative Staff Handbook reference to Compensatory Time, on page 23, and replace it with a clear statement of hours to be worked and a process to define how compensatory time may be earned and utilized.



[Supporting information for change in compensatory time.]

Under normal circumstances, a full-time administrative staff member is expected to work a minimum of 40 hours per week. There may be occasions, however, when it will be necessary to work beyond the 40 hours in order to fulfill the contracted obligations. No compensatory time is earned. When an administrative staff member's normal duties perpetually require work beyond the 40-hour week, it is assumed that this situation will be taken into account in the employee's overall compensation and that the employee will be given the opportunity for a variable work schedule.



Interim/Acting Positions



Justification

Vacant positions are not always immediately filled or not filled at all.

Administrative staff perform additional duties in addition to regular responsibilities.

Mercer recommended to increase salary by 10% in the above circumstances.



ASC Goal #6



Provide a minimum salary increase of 10% to individuals serving in interim and acting positions. Make the increase permanent if position is held for one year.

Provide a minimum salary increase of 10%, or minimum of new range, whichever is higher, when JAQ's result in movement to a higher pay grade.



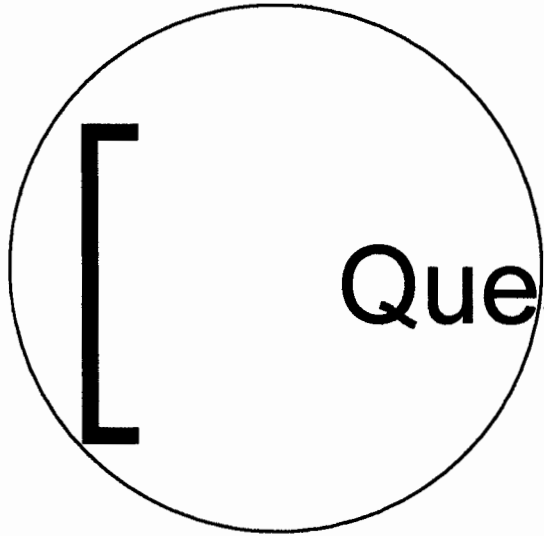
ASC Long Term Goals



Provide health care benefits for part time administrative staff.

Communicate vacation accruals balance and potential loss of hours to employees in a timely manner.

Create a sick leave bank for employees to utilize when their personal sick leave is exhausted.



Questions and Discussion



BOWLING GREEN STATE UNIVERSITY

Office of Human Resources

To: Administrative Staff Council
 Re: 2005 Compensation Recommendations
 From: Rebecca C. Ferguson, Assistant Vice President
 Date: August 10, 2005

Thank you for meeting with the President's Compensation Working Group twice this year. We appreciate hearing your compensation and benefit goals. We look forward to working with Administrative Staff Council this year on these issues and others as they arise. Please let me know if you have any questions regarding the responses.

Issue: Annual Wage Pool

Justification:

Alignment with the President's priority of rewarding the BGSU family and in acknowledgement of increasing work load and demands for acquisition of additional training and skills.

Goal:

A salary increase of 4% to all administrative staff meeting expectations. An additional 1% salary increase offered for those receiving super merit.

Response: A salary of 3% for those whose performance met expectations and .25% for those that exceeded expectations was provided this year. Also, dollars were set aside for market adjustments. Considering what we are facing as a State we were pleased to be able to offer raises at this level.

Issue: Accrued Vacation Time

Justification:

Full-time administrative staff currently may carry a maximum vacation leave balance of 392 hours. Administrative staff lose vacation hours each year. Classified staff with 20 or more years of service are allowed to accumulate 480 hours of vacation. To create an equitable system, administrative staff with 20 or more years of service should also be able to accrue 480 hours.

Goal:

Increase vacation accrual maximum to 480 hours beginning with the 16th year of employment. Upon leaving the university the employee would be paid for the accrued vacation up to that maximum.

Response: Thank you very much for the suggestion. We will not be taking steps to increase our unfunded liability which would occur with this approach.

Issue: Salary Ranges

Justification:

A consultant to the University recommended that administrative staff members be paid at the mid-point of their range by the time they reach their five year anniversary of employment. The university has not met the timeline. This is due, in part, because the university has determined

that the funding come out of the annual salary pool for Administrative Staff. This pool is too small to accommodate such a change. We recommend a funding solution that uses the Market Adjustments and Promotions pool.

Goal:

Provide an ongoing process and annual funding, not derived from the salary pool, to ensure all administrative staff that have provided satisfactory performance for five years, are receiving at least the mid-point salary in their pay rank. This salary mid-point should be achieved no later than the anniversary of their fifth year in their position.

Reference: Appendix A for detailed information.

Response: Restructuring how we distribute pay increases could assist in achieving this goal. We have a limited amount of dollars to work with – if this is a high priority for ASC we could work together toward a goal of distributing raises differently.

Issue: Personal Leave

Justification:

[a] The additional work responsibilities absorbed and productivity achieved by administrative staff due to tightened budget constraints deserves recognition and reward. Time away from the workday will enhance morale and ultimately, productivity, since the work will still have to be completed.

[b] New staff have not accumulated leave and are often most in need of time off due to the transition process. They have a need for leave during normal business hours to assist in that transition process.

Goal:

[a] Annually provide eight hours of personal leave for all university staff who have provided satisfactory performance indicating they are meeting their job expectations.

Although it is university policy that every employee receive an annual evaluation, in the absence of an evaluation it is presumed the employee has performed, at minimum, satisfactorily.

Goal: [b] In addition to the current personal leave policy based on sick leave accruals; provide an additional eight hours of personal leave to new employees to be used during their first year of employment at BGSU.

Response: This was not possible this year. Let's continue to talk about this if it continues to be important to ASC.

Issue: Compensatory Time

Justification:

Administrative staff are expected to work the hours necessary to complete their professional duties, which often requires more than 40 hours per week. Administrative staff working more than 40 hours per week should be allowed to earn compensatory time, to be utilized in accordance with the same policies for the use of "Comp" time by Classified Staff.

Goal:

Remove the Administrative Staff Handbook reference to Compensatory Time, on page 23, and replace it with a clear statement of hours to be worked by administrative staff and a process to define how compensatory time may be earned and utilized.

Response: We agree that the usage of Compensatory time should be removed from the administrative staff handbook. Our administrative staff members are not eligible for overtime and therefore not eligible for compensatory time.

Issue: Interim/Acting Positions

Justification:

Vacant positions are not always immediately filled, or not filled at all. Administrative staff perform additional duties as more is expected of them. In the case of interim or acting appointments, the new duties are in addition to the employee's regular responsibilities. The original recommendation from a university consultant was to increase the salary by 10% in the above circumstances. The university chose to decrease that amount to the current 5% minimum increase. We support the original recommendation of the consultant.

Goal:

Increase minimum salary increase for interim and acting positions to 10%; make the increase permanent if position is held for one year.

Goal:

Increase salary adjustment to a minimum increase of 10%, or the minimum salary in the new range, whichever is higher, for JAQ review results which move the employee to a higher pay grade.

Response: Currently the policy requires a minimum adjustment of 5%. If the department budget has flexibility to exceed this amount we support the request to make the adjustment greater than what is required. During tightening budget times requiring a higher percentage of increase is not reasonable.

ASC ADDITIONAL GOALS

Provide health care benefits for part time staff.

Response: HWIC will continue to consider this request.

Communicate vacation accruals balance and potential loss of hours to employees in a timely manner.

Response: It is our hope the new pay advices will assist employees in monitoring their balances more closely. The maximum accruals have not changed in many years therefore it continues to be the employees' responsibility to monitor their hours. Processes are in place for those individuals that appropriately report their leave usage but due to work load are not able to utilize their year's accruals. In those cases serious consideration is given to allow the employee to carry forward the hours in excess of the maximum allowed for an additional year.

Create a sick leave bank for employees to utilize when their personal sick leave is exhausted.

Response: The Office of Human resources is excited about working on this project this year. Thank you for making this possible for the broader university community (classified staff).

Equalize compensation and benefit plans for all constituent groups.

Response: Regarding compensation, market forces affect each constituent group differently. These differences must be taken into account when addressing their compensation requests. It is our hope that we treat all of our constituent groups equitably. There was a time at BGSU when faculty, administrative and classified staff did not pay the same for medical, dental and prescription drug benefits. We have worked diligently to create and maintain the current approach of equal charges for all constituent groups. Other differences, i.e. vacation will continue for a variety of reasons.

Copy: Dr. Linda Dobb, Dr. Chris Dalton, Dr. John Folkins, Dr. William Balzer, Dr. William Knight



BOWLING GREEN STATE UNIVERSITY

Office of Human Resources

To: Classified Staff Council

Re: 2005 Compensation Recommendations

From: Rebecca C. Ferguson, Assistant Vice President

Date: August 10, 2005

Thank you for meeting with the President's Compensation Working Group twice this year. We appreciate hearing your compensation and benefit goals. We look forward to working with Classified Staff Council this year on these issues and others as they arise. Please let me know if you have any questions regarding the responses.

1. **6% Salary Increase.** All Classified Staff employees receiving at least a "successful performance" rating of 3.0 on their performance evaluation for the performance rating period 2004-2005 should receive this increase.

GOAL: To reward Classified Staff employees with monetary compensation for successful performance ratings.

Response: Due to the State wide budget situation this request will not be reached. As you are aware the Board of Trustees authorized a 3.25% increase for classified Staff at the June 24, 2005 meeting. These monies will be distributed to classified employees in accordance with current policy.

1. **Reinstate Longevity.** We believe the front line of BGSU is the Classified Staff as they are key players in the recruitment and retention of BGSU students. Long-term University employees, those with more than 10 years of service should be rewarded for their years of service. We recommend a 10-cent per hour increase on the base hourly wage be added for every additional year of service to the University, beginning with the completion of their tenth year of employment at BGSU. This includes both full- and part-time staff employees.

GOAL: To reward long-term University employees for their many years of dedicated service to BGSU.

Response: This request was considered and will not be acted upon.

2. **Health Care.** No increase to the health care contributions for the 2006 calendar year. We recommend that any excess revenue incurred from the BGSU Health Care Pharmacy program be redirected into the BGSU health care fund to help offset the costs of health care to University employees.

GOAL: To encourage University employees to utilize this service and help control our self-funded health care program.

Response: As we work on health care costs for 2006 we will keep this request in mind.

- 3. **Performance Evaluation.** All permanent Classified Staff employees receiving a "successful performance" rating of 3.0 on their evaluation for the rating period beginning 2004-2005 should be given 8 hours of personal time to reward them for successful performance.

GOAL: To reward classified employees for the additional work responsibilities absorbed and productivity achieved due to tightened budget constraints and staff reductions. Recommended implementation of this reward beginning with the 2005-2006 fiscal year (July 1).

Response: The amount of personnel leave employees receive is currently based on sick leave balances. We arrived at this system after a great deal of consultation with both Classified and Administrative staff representatives.

- 4. **Change Personal Time Allocation.** We recommend that allocated personal time is no longer based on sick leave balances and that each permanent Classified Staff employee be given 24 hours per year beginning January 1, 2006.

GOAL: To provide Classified Staff personal time off.

Response: The current practice regarding personal leave distribution will continue. We are open to continuing discussions regarding personal leave distribution.

- 5. **Change in Vacation Time Allocation.** We recommend an additional day of vacation be rewarded to each Classified Staff employee beginning with the start of their 18th year and increased an additional day for every 3 years of service thereafter. Currently Classified Staff receive no additional vacation time after their 16th year of employment.

GOAL: To provide non-monetary compensation for long-term employees

Response: The current accruals for vacation will continue; if the university were to add additional days its unfunded liability would grow. This situation might eventually lead to a larger lag time in replacing positions or fewer positions replaced altogether.

- 6. **Reclassification/Promotion.**

Classified Staff Council proposes the reclassification rate to change from 4% to 8%. Currently a job reclassification is 4%, while a promotion is 8%. This would allow for reclassifications to be at a higher rate than temporary reclassification and be equivalent to promotion (per previous request).

GOAL: To provide equal value for the advancement process.

Response: Earlier in the year CSC had requested reclassifications and promotions both equal a 6% increase this was accepted. We continue to support an approach of 6% for both reclassifications and promotions.

Copy: Dr. Linda Dobb, Dr. Chris Dalton, Dr. John Folkins, Dr. William Balzer, Dr. William Knight