

**TEXAS WOMAN'S UNIVERSITY  
COMPENSATION**

**Compensation Policy for Staff Positions**

Texas Woman's University is an institution of higher education dedicated to the pursuit of educational, research, and public service objectives. To attain these objectives, the University has as one of its responsibilities the securing of a staff of competent employees and expending as effectively and economically as possible the monies placed in its charge for salaries and wages. Position classification is widely acknowledged and professionally endorsed as an effective personnel control and coordination device and has been adopted by the University's administration as an aid in accomplishing its objectives.

It is the policy of the University to distribute fairly and equitably money available for salaries and wages. And, that there will be no discrimination based upon race, color, religion, sex, sexual orientation, age, national or ethnic origin, veteran status or against qualified disabled persons. To insure the fulfillment of this policy, rates of pay will be based on duties, responsibilities, education, experience, knowledge, skills, abilities, compensable work factors, internal equity, market analysis, and the availability of funds.

**POLICY/PROCEDURE**

**ADMINISTRATION OF THE COMPENSATION PLANS**

The Chancellor and President is responsible for the administration and maintenance of the Executive Management Compensation Plan.

The Sr. Associate Vice President for Human Resources & CHRO under the overall direction of the Vice President for Finance & Administration is responsible for the administration and maintenance of the Classified and the Professional and Administrative Compensation Plans. The Sr. Associate Vice President for Human Resources & CHRO will continuously review all factors basic to the administration and maintenance of sound pay policies, including pay practices among governmental and private employers, the ability of the University to secure and retain the services of qualified employees, job requirements, and other pertinent information basic to the compensation plans. The Sr. Associate Vice President for Human Resources & CHRO will recommend changes in the Classified and the Professional and Administrative Compensation Plans as the needs of the University require.

The Compensation Plans for the Classified and the Professional and Administrative groups will consist of the Compensation Pay Plan and Policies and Procedures as may be necessary to describe and administer the compensation policies of the University.

## **TYPES OF EMPLOYEE CATEGORIES**

**Faculty Employee:** An employee with academic rank, paid to teach or conduct research in full or in part from the budget line item "Faculty Salaries".

**Executive Management Employee:** An employee appointed to serve the University as Chancellor and President or Vice President.

**Administrative Employee:** An employee whose duty consists of the director, associate, or assistant administrator of a recognized department, or budgeted entity, is not more than three levels below the Chancellor and President or a Vice President excluding positions listed in the Clerical Allocation Plan, is responsible for participating in the administration of the department or entity and is responsible for the duties and responsibilities of the administrator or director in his/her absence.

**Professional Employee:** An employee primarily responsible for the performance of work requiring a bona fide occupational qualification, specialized training or certification in a recognized professional field of science or learning.

**Classified Employee:** An employee not included in any of the above definitions and will have a minimum and maximum base salary established in the compensation pay plan.

**Student Assistant** - An undergraduate or graduate student enrolled at TWU employed to perform work as assigned by the supervisor. This employee performs part-time work incidental to their academic training in an occupational category that requires all incumbents to be students as a condition of employment.

**Graduate Research Assistant** – A graduate student enrolled at TWU employed in support of the research mission of the unit, its director or faculty, in laboratory, library, field, or computer work, or such other activities as may assist the unit's research effort.

**Graduate Teaching Assistant** - A graduate student enrolled at TWU employed in support of the teaching mission of the unit, or who is responsible for, or in charge of, a class or class section, or a quiz drill or laboratory section.

**Graduate Assistant (S)** – A graduate student enrolled at TWU employed in support of instruction, paid from faculty salaries, receives a workload report showing 0 units (units assigned as a sub-administrative assignment), and cannot be paid from course fee or distance education accounts.

Graduate Assistant (W) – A graduate student enrolled at TWU employed to assist with administrative duties, paid from wages budget line, and must be used for course fee and distance education instructional support.

Graduate Research Associate - A graduate student enrolled at TWU employed in support of the research mission of the unit, its director or faculty, in laboratory, library, field, or computer work, or such other activities as may assist the unit's research effort. These positions require skills, training, and abilities above that which would normally be expected for a graduate research assistant.

### **ASSIGNMENT OF POSITIONS AND TITLES**

The Sr. Associate Vice President for Human Resources & CHRO is responsible for:

- Obtaining information about each classified, professional or administrative position
- Comparing the duties, responsibilities, work requirements and compensable work factors with other University positions
- Assigning each position to either the Classified or the Professional and Administrative Personnel Groups
- Assigning a title to each classification
- Establishing a salary range for each classification
- Determining periodically that each position is correctly assigned

Assigned titles are specific and are to be used to account for each employee; they are to be used on all official forms and records. All funds are to be disbursed in accordance with University regulations and control, regardless of original source. The source of funds for payment of salaries will have no bearing on the rate of pay for positions.

### **COMPENSATION POLICIES APPLICABLE TO CLASSIFIED, PROFESSIONAL AND ADMINISTRATIVE EMPLOYEES**

#### **Interpretation of Salary Rates**

Each established salary rate listed is base compensation for full-time service and will include the value of any maintenance if position has (++) noted next to the title; which means emoluments included (i.e., meal plan, and housing). Compensation for part-time work is proportionate to the time worked. FTE (Full Time Equivalency) is determined by calculating the number of hours worked based on a 40 hour workweek. To calculate FTE, the total number of hours worked are divided by 40 hours. For example: employee is working 20 hours per week divide 20 hours by 40 = .50. .50 will be the FTE.

## **THE CLASSIFIED PERSONNEL GROUP**

### Assignment of Positions

Each position assigned to the Classified Personnel Group is assigned to a specific job title on the basis of duties, responsibilities, work requirements, and compensable work factors. Positions, which involve substantially the same kind of work, equivalent difficulty and responsibility, and require comparable experience and training, are grouped together into a single job title. Each job title is part of the Classification Plan and the Classified Compensation Pay Plan.

### The Compensation Plan for Classified

The Compensation Plan will consist of:

- The Classified Compensation Pay Plan
- A job description for each title
- Salary Administration Policies and Procedures

### Pay Administration for Classified Employees

A salary range is assigned to each title in the Classification Plan to assure uniform salary potential for all positions assigned to that title. The Sr. Associate Vice President for Human Resources & CHRO or his/her appointed designee will establish and maintain the salary range for each title in the Classification Plan. Salary ranges are intended to take into account the pay practices applicable to comparable positions at TWU and the compared approved market.

### The Compensation Pay Plan

The Compensation Pay Plan for the Classified Personnel Group will consist of:

- A complete schedule of approved titles
- A schedule showing the salary range assigned to each title
- A schedule of ranges of pay in hourly, monthly, and annual amounts

- Other information necessary to administer the Compensation of the University

Revisions to the Compensation Pay Plan are developed by the Sr. Associate Vice President for Human Resources & CHRO and are approved by the Vice President for Finance & Administration.

#### Beginning Salary Rates for Classified Employees

An individual appointed to a classified position is appointed at the minimum (base) of the assigned salary range for the position. If promoted, the individual will receive a minimum salary adjustment to the entry level of the new classification; or to a salary rate which is 3% above the staff member's current salary; whichever is greater. If the 3% adjustment places employee's salary above others in same position, then the 3% may not be granted.

#### Salary Increases for Classified Employees

Statutory, minimum wage, budgeted authorized salary increases, or classification adjustment increases may be granted to employees in the Classified Personnel Group.

### **THE PROFESSIONAL AND ADMINISTRATIVE PERSONNEL GROUP**

#### Assignment of Positions

Each position assigned to the Professional and Administrative Personnel Group will meet one or more of the following criteria:

A. Must meet one of the below:

1. The position is either the administrator or director of a recognized department or budgeted entity and is not more than one level below the Chancellor and President or Vice President and is responsible for the preparation and administration of the policies, programs, and internal procedures of the department or entity; or
2. The position is either the associate or assistant administrator of a recognized department or budgeted entity and is not more than three levels below the Chancellor and President or a Vice President and is responsible for participating in the administration of the department or entity or a major function thereof and is responsible for the duties and responsibilities of the administrator or director in his/her absence; or
3. Position has a managerial title and is responsible for the managerial process of a major function; or

- B. The position requires, as a bona fide occupational qualification, specialized training or certification in a professional field of science or learning.

C. The position is a professional librarian or coach.

### The Compensation Plan for Professional & Administrative

The Compensation Plan includes:

- The Professional & Administrative Compensation Pay Plan listing of titles.
- A job description for each title
- Salary Administration Policies and Procedures

### Pay Administration for Professional and Administrative Employees

Professional and Administrative salaries are intended to take into account the pay practices applicable to comparable positions at TWU and the compared approved market.

### The Compensation Pay Plan

The Compensation Pay Plan for the Professional & Administrative Group will consist of:

- A complete schedule of approved titles
- Other information necessary to administer the compensation of the University

Revisions to the Compensation Pay Plan are developed by the Sr Associate Vice President for Human Resources & CHRO and are approved by the Vice President for Finance & Administration.

### Beginning Salary Rates for Professional and Administrative Employees

The appointing administrator will obtain the assigned salary from the Manager of Compensation before recruiting for a vacant professional or administrative position. The beginning base salary will be recruited and hired at the approved budgeted market amount. The last completed market review will be used for market salary information.

Exceptions to this policy may be approved based upon written justification submitted to the Office of Human Resources for review and recommendation to the divisional Vice President and Vice President for Finance and Administration.

## Salary Increases for Professional and Administrative Employees

Statutory, or budgeted authorized salary increases may be granted to employees in the Professional and Administrative Personnel Group.

## **PROMOTION, TRANSFER, OR DEMOTION**

### General Policy

All promotions or transfers to positions in the Classified and the Professional and Administrative Personnel Groups are on the basis of qualifications and suitability without regard to race, color, religion, sex, sexual orientation, age, national or ethnic origin, or against qualified disabled persons, veteran status, and in keeping with the laws of the State of Texas. It is the policy of the University to fill a job vacancy with the best-suited candidate either by promoting or transferring an employee or by hiring from outside the University.

## **COMPENSATION DEFINITIONS**

Promotion: The change of an employee from a position of one title to a position of another title assigned to a higher salary and/or salary range.

Transfer: The change of an employee from one department to another department or a change from one position to another position assigned to the same salary and/or salary range.

Demotion: The change of an employee from a position in one salary and/or salary range to a position assigned to a lower salary and/or salary range.

### Promotions and Transfers

An administrator may promote or transfer a qualified employee to a vacant position within his/her area of responsibility at any time if the qualified employee possesses the most or sole skills and competencies for the vacant position. Otherwise, job posting requirements will apply. To be eligible to make application for a transfer or promotion to a posted vacancy, the employee must have been employed in her or his present position for at least six months. However, with the approval of the OHR and the current supervisor, a transfer or promotion may occur within the first six months of employment.

## Demotions

An administrator may demote an employee or reassign him/her to a position where he/she will be able to meet performance requirements, to apply disciplinary action for misconduct, or for other reasons. An employee may request a demotion to start training in another occupation, to continue employment when a Reduction in Force (RIF) is imminent or for other reasons. Approval of the divisional Vice President and Sr. Associate Vice President for Human Resources & CHRO is required prior to demoting an employee.

## Pay Rate Adjustment upon Promotion and Reclassification

When a classified staff member is promoted, or has his/her position reclassified based on increased responsibility or complexity of duties requiring a change in salary grade, the staff member will receive a minimum salary adjustment to the entry level of the new classification; or to a salary rate which is 3% above the staff member's current salary; whichever is greater. If the 3% adjustment places employee's salary above others in same position, then the 3% may not be granted

## Pay Rate Adjustment upon Demotion

Upon demotion or downward reclassification of an employee's current position, an employee's salary will normally be placed at the same percent above the base of the salary and/or salary range in the newly assigned salary and/or salary range as in the previous salary and/or salary range. . The new pay rate is determined by consideration of the circumstances related to the demotion, the employee's employment record, and job performance.

## Pay Rate Adjustment upon Transfer

When a classified staff member is transferred to a position of equal salary and/or range, an employee's salary will normally remain unchanged.

## Promotion, Transfer or Demotion Authority

Approval of promotions, transfers or demotions made in accordance with University policies and procedures is delegated to the Sr. Associate Vice President for Human Resources & CHRO for review.

## **ESTABLISHING A POSITION**

Establishing a Position - To establish a position not in the printed operating budget, a written request as well as a completed Job Analysis Questionnaire must be submitted to the Divisional Vice President.

If the Divisional Vice President agrees for the Office of Human Resources to review the request the Vice President will sign the Job Analysis Questionnaire and will then forward it to the Office of Human Resources for review. This request must define the position, provide justification for the position, and specify proposed funding. Starting salaries for classified employees will be at the base of the position as established in the Compensation Pay Plan.

## **RECLASSIFICATION AND/OR REALLOCATION**

### **General Policy**

The reassignment of a given position to a different title within the Classified Personnel Group or to a different title within the Professional and Administrative Personnel Group is determined by a job analysis of the duties, level of responsibilities, minimum required qualifications, reporting relationships, compensable work factors, and availability of resources for the position. A reclassification or reallocation of a position is not made so as to fit the qualifications of an individual employee (or group of employees), but rather to reflect the qualifications required for the duties to be performed and the allocation of funds. A written request as well as a completed Job Analysis Questionnaire must be submitted to the Divisional Vice President. All position requests will be reviewed and recommendations made with budget considerations. Generally, a reclassification may be considered if the duties, level of responsibilities, qualifications, and reporting relationships change 30% or greater.

## **DEFINITION OF TERMS**

Reclassification: The reassignment of an existing position to another title within the Classified and P & A Personnel Group.

Reallocation: The reassignment of an existing position from one personnel group to a different personnel group.

Reclassification/Reallocation Approval Process: An administrator may request a review of a position or group of positions for proper assignment within the Classified or the Professional and

Administrative Personnel Group by first discussing the need for the reclassification or reallocation with the departmental administrator or next higher level of administrative authority.

If approval for review is obtained at that level, the administrator then submits a Job Analysis Questionnaire to the Office of Human Resources for a job analysis of the position(s). The Job Analysis Questionnaire is available on-line at <http://www.twu.edu/compensation-classification/jaq-summary.asp>

The Office of Human Resources will perform a job analysis and will evaluate and recommend the classification assignment or allocation of the position(s) taking into consideration the following:

- The assigned job duties and responsibilities of the position(s);
- The knowledge, skills and abilities required to perform the duties of the job;
- The degree of supervision received;
- The degree of judgment required;
- The degree of supervision exercised; people responsibility;
- The degree of financial responsibility;
- The decision making responsibility required; impact of decisions/errors
- Special working conditions of the position(s); hazards;
- The level of education and experience required;
- Special licenses or certifications required;
- The degree of complexity of work;
- The degree of physical demands;
- The degree of safety and health of others;
- The relationship of the position(s) to similar positions(s) at the University; and
- The additional funds, if any, required for the change.

The employee occupying the position must meet the minimum qualifications for the reclassified position.

The Office of Human Resources will then make a classification or allocation recommendation to the Divisional Vice President. The Divisional Vice President will review the recommendation of the Office of Human Resources, and indicate approval or disapproval. The Office of Human Resources will then notify the department of the Divisional Vice President decision.

It is the responsibility of the Office of Human Resources to attain the data, interpret the recommendation, recommend reclassification/new position, and enforce compensation policy. Final determination of job descriptions will be approved by the Office of Human Resources.

Approved reclassifications may be randomly selected for a desk audit for audit purposes to confirm changes of reclassification request.

A notification will be sent after review of request notifying end result of job audit.

The Divisional Vice President will remove from any budget request any position reclassification/reallocation request, which has not been previously approved through the above procedure prior to the budget cycle. The Divisional Vice President will also remove from any budget request any request for a new position, which has not been previously reviewed by the Office of Human Resources.

Approval of the reclassification or reallocation of a position does not automatically change the status of the employee occupying the position. To change the status of the employee occupying the position, the administrator must submit a Manager Self-Serve transaction through Oracle Phoenix. Please see Manager Self-Serve UPK Training Material on the Payroll Website. <http://www.twu.edu/payroll/>

## **DESK AUDIT**

A desk audit is an “interview” by a member of the Compensation team of the Office of Human Resources with the incumbent of the position and their immediate supervisor that has submitted a request for reclassification and the reclassification request needs additional gathering of information.

Approved reclassifications may be randomly selected for a desk audit to confirm changes of reclassification requests.

For further information regarding Desk Audit Guidelines, please see Compensation at the following website:

<http://www.twu.edu/compensation-classification/desk-audits.asp>

## **JOB DESCRIPTIONS AND INTERPRETATION**

Each job description will include the official job title, a job summary, a description of the duties and responsibilities characteristic of the job, and a statement of the minimum education and experience qualifications, certification and licensing requirements if any, and the knowledge, skills and abilities a person should possess to fill a position with a reasonable prospect of success.

A job description is descriptive and not restrictive. It will summarize duties, responsibilities, and other work requirements.

A job description is not to be construed as declaring to any extent or in any way limiting the authority of an administrator to assign, modify, direct, or control the work of an employee. The use of a particular expression or illustration in a job description is not to be held to exclude others, not mentioned, that are of similar kind or quality. The responsibility of notifying the Office of Human Resources of applicable changes to a position's job duties and responsibilities rests with the employing department's supervisor.

Final determination of job descriptions will be approved by the Office of Human Resources.

Requirements applicable to all University employees, such as sobriety, honesty, diligence, and other such conditions or qualities are implied as qualifications for each title, although they may not be specifically included in each job description.

### **POSTING AND ADVERTISING VACANT POSITIONS**

Vacancies of Budgeted Positions - Generally, positions listed in the printed operating budget are approved for the fiscal year and may be filled upon vacancy. All vacancies must be processed through the Office of Human Resources for recruitment. Classified and Professional & Administrative vacancies are filled at the approved budgeted market amount.

For further information regarding posting vacant positions, please see Recruitment at the following web site.

<http://www.twu.edu/humanresources/employment/employment.htm>

### **Staff Re-Employment**

There will be no guarantee of re-employment after termination. However, if employee is rehired into the same position with the same department at Texas Woman's University within 30 days of termination, employee will maintain the salary that was in effect as of the date of termination.

### **Retiree Re-Employment**

There will be no guarantee of re-employment after retirement. TWU hiring supervisors are not authorized to make any statements providing any assurances of job security or continued employment to present, prospective or newly hired workers including retirees wishing to reapply for open positions.

Retirees who become re-employed will receive salary levels at the new hire rate consistent with the TWU Compensation Plan. If a retiree reapplies and is re-employed in a classified position, the salary will be offered at the base of the pay grade of the applying position.

There must be a full calendar month break in service before TRS retirees can be re-employed. TRS retirees should also visit the TRS website for further restrictions regarding benefit and re-employment rules.

There are no current restrictions on any potential re-employment of ORP retirees.

### **OVERTIME STATUS DEFINITIONS**

The TWU official work week is Sunday through Saturday.

Non-Exempt Compensation (N) – An employee employed in a position designated as non-exempt (N) in the Pay Plan. Such employees are subject to the record keeping and overtime provisions of the University and the Fair Labor Standards Act. An employee who is subject to the overtime provisions of the Fair Labor Standards Act and is required to work in excess of 40 hours in a work week is entitled to compensation for the excess hours by taking compensatory time off at the rate of 1-1/2 hours off for each hour of overtime. All overtime must be approved in advance by the employee's supervisor. Working unapproved overtime will result in disciplinary action up to and including dismissal. Overtime accruals will be used before compensatory time accruals. Overtime that is not taken within twelve months of the time it is accrued will be paid. However, every effort must be made to take off all overtime as soon as possible after it is accrued.

In situations in which the employee has not worked more than 40 hours in a work week but the total hours, for the week, including paid leave or paid holidays exceeds 40 hours, the employee shall be allowed equivalent compensatory time off for the excess hours calculated at one times the additional hours worked.

Compensatory time under this paragraph may not be carried forward past the end of the 12-month period following the end of the work week in which the compensatory time was accrued. Compensatory time not used within twelve months or prior to termination/resignation of employment will be dropped.

Exempt Compensation (E) – An employee employed in a position designated as exempt (E) in the Pay Plan are exempt from the record keeping and overtime provisions of the Fair Labor Standards Act. Exempt employees do not normally receive additional compensation for any of their additional work activities. Further, since exempt employees are not subject to the overtime provisions of the Fair Labor Standards Act they are expected to work whatever hours are necessary to satisfactorily accomplish their job duties and responsibilities. Members of the

teaching faculty are also considered exempt if employed on a monthly salaried basis and if not dually employed in any non-exempt capacity.

Executives, Administrators, and Professional employees normally are not eligible for overtime or compensatory time. This category of employees will earn compensatory time when they work during holiday times with supervisor approval.

### **Key to Pay Plan Codes**

**E - Exempt** identifies positions that are exempt from the overtime provisions of the Fair Labor Standards Act.

**N - Non-Exempt** identifies positions that are subject to the record keeping and overtime provisions of the Fair Labor Standards Act. Employees in these classifications are required to report overtime hours.