

# PSU Classification & Compensation Plan (CCP)

## Frequently Asked Questions

(as of 9/10/2018)

**1. Where can I find the PSU Classification & Compensation Plan (CCP) Salary Plan for University Support Staff (USS) and Unclassified Professional Staff (UPS) positions?**

The PSU CCP Salary Plan for USS & UPS positions is on the HRS web page > Classification & Compensation > USS & UPS.

**2. Where can I see all of the PSU CCP Job Names and Descriptions?**

Job Descriptions include details about each job that is used to assign positions to jobs. Details include an overview of duties performed by positions assigned to the job and education and experience required to perform the job duties.

A list of PSU Job Names and links to Job Descriptions for USS positions is found on the HRS web page > Classification & Compensation > USS & UPS.

Note that HRS is finalizing Job Descriptions. Links to the documents will be live as soon as possible.

**3. My pay rate is below the starting hourly or bi-weekly rate for my job. Will my salary be increased?**

It is the University's plan to increase salaries that are below the pay range over time. The first step in this increase will occur in fall 2018. Annual salaries that are \$1000 or less below the pay range will be fully increased to meet the pay range. Annual salaries that are more than \$1000 below the pay range will be increased by 1/3 of the difference to the pay range, but with a minimum adjustment of \$1000. Future increases will be made as financial resources are available and considering strategic planning priorities.

**4. My pay rate is above the highest hourly or bi-weekly rate for my job. Will my salary be lowered? Will I no longer receive pay increases?**

Salaries above the pay range will not be lowered. Employees with salaries above the pay range will fully participate in salary increases being implemented in fall 2018. Employees with salaries above the pay range should expect that future salary increases (after Fall 2018) will be limited in some fashion. Details will be determined at a later date.

**5. I have not had an increase in several years? Will I get an increase based on my years of experience?**

Adjustments will be made as financial resources are available and considering strategic planning priorities.

**6. What if I do not agree with the assignment of my position to a job?**

Implementing the CCP is a big change for PSU. It is important that campus takes time to study the new plan and understand that it is a holistic plan developed to apply to all USS positions now and UPS positions in the future. There are still many internal business processes to be developed, and this will take time. At this time, formal discussions about the CCP and specific position assignments can begin to take place early in 2019.

In the meantime, employees can discuss issues with the following individuals depending on his/her division:

<b>Division</b>	<b>Who to Contact</b>
Academic Affairs	Dean
Administration & Finance	Vice President
President	Department Head
Student Life	Vice President
University Advancement	Vice President

**7. What if I do not like the name of my job? Can I change the name of the job?**

Employees are appointed to a unique position that is assigned to a job. The job is a classification tool that groups positions that perform similar duties. The job name cannot be changed. The position name can be the same name as the job, or it can be more descriptive, if needed, provided that the more descriptive position name is not a job name used for other positions.

**8. Is PSU's Classification & Compensation Plan the same as the other Regents' Plans?**

Each KBOR institution's classification and compensation plan is similar to the others, but each are also different. Each institution implemented a plan that reflects their unique organization hierarchy.

**9. Where are the other KBOR institutions in implementing the CBIZ recommended plans?**

All of the other KBOR institutions have implemented a classification and compensation plan.

**10. What is the PSU Classification and Compensation Plan Project?**

The PSU Compensation & Classification Plan project is the project to develop a new Classification and Compensation Plan (CCP) to use for University Support Staff (USS) and Unclassified Professional Staff (UPS) positions and the employees appointed to these positions.

The PSU CCP has been called the CBIZ Project in the past. In the future, it will be referred to as the PSU Compensation & Classification Plan (CCP).

**11. Why did PSU pursue a Classification and Compensation Plan?**

In February, 2014, PSU classified/civil service employees voted to move from the State of Kansas (SOK) classified/civil service system to University Support Staff (USS). The change was effective FY 2015 (June 2014).

USS employees are not governed by the State of Kansas civil services rules and regulations, including the State of Kansas classification and compensation plan. USS employees are governed by Kansas Board of Regents policies and policies and rules of the university where the USS employee works.

PSU agreed to develop a new CCP that would replace the SOK classification system and pay plan.

**12. What authorized the move from SOK Classified/Civil Service to USS?**

Senate Bill 74 (now K.S.A. 76-715a) was passed by the 2005 Kansas Legislature. The bill provided the authority and procedure for Regents classified employees to move from classified/civil service to University Support Staff.

**13. Were PSU classified employees the only Regents employees to move to USS?**

Classified/civil service employees at the University of Kansas were the first to move to USS in July 2005.

Classified/civil service employees at the other Regents institutions – Emporia State University, Fort Hays State University, Kansas State University and Wichita State University – all voted to move to USS effective FY 2015.

**14. Who developed the PSU CCP?**

The University of Kansas hired CBIZ Human Capital Services to develop the Classification and Compensation plan when KU classified/civil service employees moved to USS in July 2005. All of the other Regents institutions that moved to USS in 2014 (effective FY 2015) hired CBIZ in 2014 to develop similar plans for their institutions.

Specifically, CBIZ was hired by PSU “to conduct a classification and compensation study, including review of employee titles and job classifications, current compensation practices and the development of a new, market-based compensation plan.”

### 15. What information did PSU provide to CBIZ to develop the CCP?

In January 2015, PSU sent CBIZ information to use to develop the CCP. Information included:

- PSU position description or Job Analysis Questionnaire (JAQ) written or reviewed by the employee and/or supervisor
- Organizational Charts
- Enrollment data
- Annual budget & financial data

CBIZ analysts reviewed the data over several months. In December 2015, CBIZ provided PSU with a final report and recommendations.

### 16. What did the CBIZ recommendation include?

CBIZ provided PSU with:

1. A **Classification Plan** with Jobs for USS and UPS positions.
2. A **Compensation Plan** with pay grades and pay ranges.
3. **Job Descriptions** with information used to determine the assignment of positions to jobs.

### 17. What did PSU do with the CBIZ recommendations?

CBIZ recommended PSU do the following. *PSU Actions are in italics.*

1. Review employee classifications and recommended titles to ensure agreement.

*PSU leadership reviewed the assignment of job classifications and recommended job names.*

2. Increase the compensation of all employees to the starting salary for their job's respective salary ranges. A multi-year implementation strategy may be necessary given the findings of the study.

*See Question 3, above.*

3. Consider whether to implement the market or living wage salary structures.

*The PSU Salary Plan is a "living wage" structure. See Question 20, below.*

4. Implement a merit matrix to reward performance. A merit matrix can be an important tool in consistently and fairly rewarding employees in order to encourage superior performance by accelerating high-performing employees through the base pay ranges.

*No decision has been made on implementing merit-based increases.*

5. Update structures annually. In order to reduce the administrative burden associated with salary structure maintenance, CBIZ will provide updated factors which will allow PSU to update the recommended salary structures for up to five years after the study.

*The initial living wage salary plan has been increased by 3.8% based on this updated data.*

6. Conduct a comprehensive market review every 3 to 5 years to ensure that the salary ranges remain market competitive.

*Plans for future market reviews have not yet been determined.*

#### **18. Where can I find the CBIZ Final Report?**

The CBIZ Final Report can be found in GUS Classic > Internal Documents.

#### **19. Has PSU provided CBIZ with updated position descriptions or organizational changes after January 2015?**

The contract with CBIZ did not include additional review after the initial review starting January 2015.

#### **20. What is a Living Wage Salary Plan?**

In 2015, CBIZ determined that a living wage for employees in Southeast Kansas was \$23,305 per year. The starting salary for jobs assigned to grade 2 was initially \$23,305 per year. It is now \$24,190.40 per year. Grade 2 is the lowest grade that will be used for benefits-eligible positions.

#### **21. What are the objectives of the PSU Compensation & Classification Plan?**

1. To ensure a pay philosophy that reflects the values and goals of the University.
2. To ensure the University's financial resources are used in the most effective and efficient manner.
3. To provide a rational basis for making pay decisions, eliminating arbitrary salary assignments and thereby establishing internal fairness.
4. To maintain salary ranges that are competitive with labor markets from which employees are recruited.
5. To establish job titles and job descriptions that are consistently used throughout the University.
6. To clarify relationships among positions in order to avoid overlaps and gaps in responsibilities.
7. To maintain position descriptions that accurately describe essential functions and duties of each position.
8. To clarify the knowledge, skills and abilities ("KSAs") required to competently perform the position duties and aid in the development of career paths.

9. To assist supervisors in evaluating and rewarding employee job performance.

**22. Why change the name from the CBIZ Project to the PSU CCP?**

CBIZ is the company that provided the initial Classification and Compensation Plan recommendation in 2015. The plan going forward will be administered by PSU.

**23. Will CBIZ provide additional services?**

CBIZ will provide salary data which will allow PSU to evaluate the salary plan for up to five years after the study.

**24. Who was involved in reviewing the CBIZ recommendation?**

The President, Provost and Vice Presidents reviewed the CCP information many times. HRS and Institutional Equity staff were also involved.

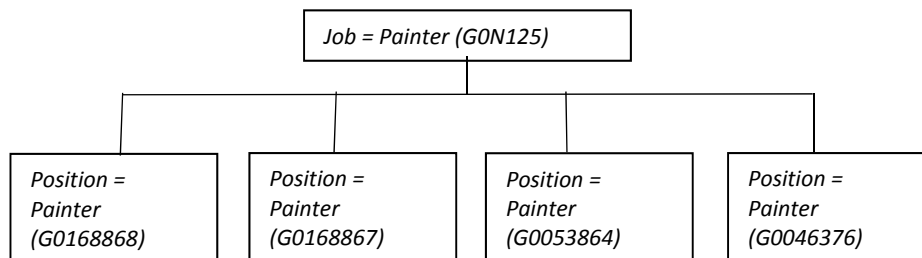
**25. How is the new CCP different from the SOK plan?**

The SOK plan assigns jobs to pay grades. Each pay grade has steps.

The PSU CCP also assigns jobs to pay grades. There are no steps in the PSU CCP. Instead, there is a pay range for each grade.

**26. What is the difference between a Job and a Position?**

Every employee is appointed to a position that performs specific duties. Positions that perform the same or similar duties are assigned to the same job. Here's an example:



**27. Will I have a different Position Name/Title?**

Most USS will have a change in the position name. As of now, the position name/title will be the same as the job name. For example, the job title is Painter and the position title will be Painter.

There may be some situations when the position name needs to be more descriptive than the job name. For most USS positions, however, this will not be needed.

**28. What if I do not like the name of my position? Can I change the name of the position?**

HRS is working on a business process to request position name changes. Campus will be notified when this process is finalized.

**29. Do employees and supervisors need to complete an updated position description?**

A new position description will be needed at some time in the future. HRS and Institutional Equity are revising the position description form so that it can be used for all USS and UPS positions. Campus will be notified when the new form is ready for use.

**30. Are current Position Descriptions still found in GUS Classic?**

Current position descriptions are still found in GUS Classic > Position Inventory > Attachments.

**31. Why were Unclassified Professional (UPS) position not included in these results?**

The CBIZ final study did include information and recommendations for unclassified professional positions. The review of job classification assignments is quite difficult and complicated. Leadership decided to focus on USS positions in the spring 2018 in order to move the project forward. As time allows, leadership will continue reviewing UPS positions, and results will be communicated when decisions are finalized.

**32. When is the PSU CCP effective?**

The PSU CCP is effective now for USS employees. Note that many details about business processes and procedures need to be finalized before the plan is fully operational.

**33. Who developed the salary ranges?**

CBIZ developed the salary ranges using market data.

**34. The salary plan document has minimum rates, mid rates and maximum rates. Are these 3 rates the only rates that employees will be paid?**

Employee salaries can fall anywhere on the pay range.

**35. Does the PSU CCP have steps and step increases?**

No.

**36. What criteria is used to determine where employee's salaries should be on the pay grade?**

Criteria to determine where salaries should be on the pay grade have yet to be established.

**37. Does length of service or duties affect salary?**

Length of service is not currently a factor in USS salaries.

Position duties affect the assignment of the position to a job.

**38. Will salary ranges be adjusted each year?**

See Question 17.5 and 17.6, above.

**39. How will the salary of a new hire be determined? Does the supervisor determine a new hire's starting salary? Who is the final approver of salaries?**

A new hire who meets minimum education and experience should start at the minimum salary.

Salaries for new USS hires must be approved through the organization hierarchy to the Provost (Academic Affairs), Vice President (Administration & Finance, Student Life, University Advancement) or President (President's division).

HRS is working on business processes for hires, promotions and transfers.

**40. How do you move to a higher pay grade?**

Positions are assigned to jobs based on duties, competencies and other classification factors. HRS is working on a business process for review of positions and job assignment (i.e. requests for reclassification).

**41. Are years of experience considered for current employees moving to a new position and new hires?**

HRS is working on business processes for hires, promotions and transfers.

**42. Will future cost-of-living adjustments (COLA's) change the salary ranges?**

Decisions about changes to the salary ranges have not been determined.

**43. Will the supervisor decide salary increases for direct reports?**

Salaries for USS employees must be approved through the organizational hierarchy to the Provost (Academic Affairs), Vice President (Administration & Finance, Student Life, University Advancement) or President (President's division).

**44. Will employee's salaries be adjusted every year?**

See also Question 3, above, for next steps for USS employees below minimum.

Decisions about salary changes after the 2.5% increase for eligible employees on the 10/19/2018 paycheck have not been determined.



**45. Do I include longevity pay with my annual salary to determine where my salary is on the pay grade?**

No.

**46. If an employee's salary is at or above the maximum salary on their positions pay grade, will they receive a cost-of-living adjustment?**

See Question 4, above.

**47. What is the plan to increase salaries for employees who are more than \$1,000 below minimum for their position's pay grade?**

See Question 3, above.

**48. When will I know my new salary?**

Employees can see current pay rate on his/her **GUS HR pay slips** or in **GUS HR > About Me > Personal Information > Compensation tab**.

The pay rate will change, as appropriate, for employees eligible for the 2.5% increase on the 10/19/2018 paycheck. Campus will be notified when rates have been changed in GUS HR for the 10/19/2018 paycheck.

**49. I have worked at PSU for many years and am not at mid-point. How many years is mid-point? Will my salary be increased to mid-point?**

The process to manage salaries within the range has not yet been determined. See also Question 36, above.

**50. Will salaries be decreased?**

No employee's salary will be decreased with implementation of the PSU CCP. See Question 4, above.

**51. My PSU CCP job name is different from my SOK job name. It looks like I have been demoted or downgraded, and that PSU does not value me.**

The PSU Classification Plan Job Names and Job Descriptions are different from the State of Kansas (SOK) job names and job descriptions. The SOK classification system was very rigid and inflexible. The result of this rigid system is that PSU has many USS positions assigned to a few SOK jobs because a better fit job was not available.

The PSU CCP was created to fit PSU's positions and organizational hierarchy. Many positions now have a job that is different from their old, SOK job. In some cases, the SOK job is still available but the position was assigned to a different PSU CCP job. **Position were assigned to CCP jobs based on the duties, competencies and other criteria of the position. The job assignment was not based on the proficiency or length of service of the employee assigned to that position.**

There is no intent to downgrade or devalue any USS employee because of the PSU CCP job assignment. No employee's salary will be decreased. Some employee's salaries that are below minimum will be increased to minimum.

The assigned job name cannot be changed. See Question 7, above. Employees and supervisors can consider a different name for the position that is more descriptive than the job name. The position name can be different from the job name, provided that the position name is not the same as a different job name. See Questions 27 and 28, above and Question 55, below.

Example: A position may have been assigned to the SOK job of Administrative Specialist. The PSU CCP does include a job of Administrative Specialist, however, based on the duties performed, the position was assigned to the PSU CCP job of Administrative Associate instead of Administrative Specialist. The supervisor could request a change of the position name to a more descriptive name provided that the new position name is not the same as another job name. For example, the requested position name could be Administrative Coordinator or Art Department Admin. It could not be Art Department Administrative Specialist because Administrative Specialist is another PSU CCP job name.

**52. My position has changed since information was provided to CBIZ (e.g. performing more and/or different duties). Were these new/additional duties considered in assigning positions to jobs?**

Yes.

See also Question 6, above.

**53. Does how well you do your job (proficiency) have an impact on your salary?**

The State of Kansas (SOK) compensation plan for classified/civil service employees used length of service for salary (step) increases. Step increases were the same percentage for all eligible employees. The SOK plan did not use proficiency to determine the amount of increase. The last step increase for classified/civil service employees was in FY 2009.

How well an employee performs his/her job and the impact on a salary increase is a feature of merit. See Question 17.4, above.

**54. What is the differences in job names/titles?**

See Question 2, above.

**55. Please explain the following: Position Description, Job Description, Job Family and Job Group.**

There is understandably confusion about the new terminology that is being used with the PSU CCP. As business processes are developed (e.g. how to update a position description), HRS will have sessions for campus that will hopefully clarify these items. Until then, here is a brief description of these terms.

See also Questions 2, 7, and 26 - 30, above.

**Position Description:** Every USS position has a Position Description (PD) document that identifies the duties and responsibilities unique to that position. The PD also includes the percent time duties are performed by the employee assigned to the position. The PD may have additional details (e.g. education and experience, competencies, etc.) that apply to the employee on the position. An employee is evaluated on performance of duties identified in the position description.

Each position is assigned to a Job based on the duties in the PD.

**Job Description:** Positions that perform the same or similar duties are assigned to the same Job. The Job Description (JD) can be used by the supervisor to write a Position Description. The JD is also used by HRS to determine the correct Job to assign to each position. The JD includes examples of duties and responsibilities that may be performed by positions assigned to the Job. The JD also includes additional details (e.g. education and experience, competencies, etc.) that apply to each position assigned to the Job. The JD can look very similar to the PD, but the PD has additional information that apply to the specific position, including the percent time duties are performed.

**Job Family:** Each job is assigned to a Job Family. Job Families include jobs that have a similar purpose. The Job Family is used to compare Jobs.

**Job Group:** The Job Group identifies jobs that have a hierarchy or career ladder. If a job has a career ladder, the Job Group indicates the level of jobs from lowest to highest. Note that all jobs do not have career ladders.

**56. If Job Descriptions are not yet finalized, how can they be considered in assigning positions to jobs?**

CBIZ provided PSU with drafts of Job Descriptions. HRS is finalizing the Job Descriptions and will make them available as soon as possible.

See Question #2, above.

**57. Who can move a USS position to Unclassified? Will the PSU CCP impact whether a position is USS or Unclassified?**

The PSU CCP has no impact on whether a position is USS or Unclassified. Decisions about moving a USS position to Unclassified are approved by the President.

**58. What determines if a position is paid salaried or hourly?**

The Fair Labor Standards Act is the federal law that determines if a position performs duties that must be paid hourly. This determination is based solely on duties performed and is not impacted by the type of position (e.g. USS or Unclassified). Positions that do not perform work that must be paid hourly can be paid a fixed salary each pay period.

**59. Does the salary plan include exempt/salaried positions? Or only non-exempt/hourly paid positions?**

The salary plan applies to all USS positions – hourly and salaried.