Ohio University Compensation 2014
Compensation Strategy

Introduction
Ohio University’s staff compensation plans for Administrative/Professional, Classified Civil Service, and all other non-faculty employees\(^1\) are designed to attract, retain, and motivate a highly talented and committed workforce in support of the University’s mission and goals. To meet these needs, the compensation plans have the following objectives:

- Establish and maintain competitive compensation structure based on comparisons to appropriate external labor markets while also considering internal job worth
- Articulate the relationship between institutional strategy and employee performance, recognition, and rewards
- Ensure that the compensation plans are administered strategically, consistently, effectively, efficiently, fairly and equitably
- Deliver transparent and practical communication of compensation components to all employees
- Ensure policies and practices are legally compliant with all relevant federal and state statues, and designed to ensure sound stewardship over available compensation funding
- Establish the principles and process for regular review of market position and effectiveness of policies

Comparison Markets and Pay Positioning
- The compensation program will be benchmarked against the markets within which Ohio University competes for talent. The appropriate markets will be tailored to the nature of the role and the job family and will include:
  - Public doctoral granting universities
  - National, Midwest, and Ohio not-for-profits and for-profit employers
- Salary ranges will be positioned against these markets and provide necessary flexibility to enable the University to attract and retain highly qualified staff at all levels of experience

Program Components and Design
- The program will cover Administrative/Professional, Classified Civil Service, and all other non-faculty employees\(^1\) across the multiple divisions, schools, and campuses within the University
- The program will integrate career tracks, job levels, functional career progressions and compensation and will provide a foundation for performance management
- The program will:
  - Describe career progressions by job family and career tracks (management, individual contributor, and technical/administrative support) to ensure understanding of what is required to progress and to articulate differences between job levels
  - Provide competitive pay ranges to accommodate a variety of experience levels from novice to expert
  - Provide clear administrative guidelines to guide managers in making appropriate pay decisions in a variety of employment situations

\(^1\) Excludes Bargaining Unit, FOP, and Executive Employees
Jobs are assigned to the compensation structure and career levels based on the responsibilities, complexity, and requirements of the job. Advancement to a job in a higher career level is not automatic and requires taking on the more complex responsibilities associated with the higher level job as well as a demonstration of performance and competence in the current level as well as preparedness for the higher level.

Governance
- University leadership, managers, and the Human Resources office all have responsibilities in administering and maintaining the program. The table below describes these roles:

<table>
<thead>
<tr>
<th>University Leadership</th>
<th>Human Resources Compensation</th>
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<tr>
<td>• Establish and maintain the compensation strategy and program</td>
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<td>• Hold direct reports accountable for supporting the program and ensuring its effective and consistent administration in their areas of responsibility</td>
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<td>• Support Human Resources in maintaining adherence to the program</td>
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<tr>
<td>• Responsible for general oversight of the program, including the development and updating of all program components (career progressions, pay structure, policies and guidelines, titling guidelines, etc.)</td>
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<td>• Monitor market conditions and make recommendations for updating the pay structure</td>
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<td>• Implement and execute the strategy set by University Leadership</td>
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<td>• Develop and maintain systems for monitoring program’s effectiveness</td>
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<td>• Provide educational resources and manager training</td>
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<td>• Work with supervisory personnel to maintain the integrity of the compensation structure by ensuring that advancement to a higher career level occurs only when an employee has taken on significantly more complex responsibilities associated with the higher level position and demonstrated the performance and competence necessary in the higher level position</td>
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<td>• Oversee ongoing communications to managers and employees</td>
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Liaisons
- Maintain knowledge of program and how it impacts client areas of responsibility
- Collaborate with Office of Human Resources to implement and communicate program details and provide looped feedback to and from clients.
- Support the program and follow its guidelines in making pay decisions
- Consult with HR to ensure understanding and in dealing with unusual or difficult situations
- Provide insights into the program’s effectiveness, operations, and perceptions of managers and employees to HR

Employee
- Attend and actively participate in provided compensation training
- Maintain knowledge of program and policies and how it impacts individuals
| **Supervisory Personnel** | Maintain knowledge of program and how it impacts personnel in own area of responsibility  
| | Attend and actively participate in provided compensation training, utilize knowledge obtained and disseminate information employees in area of responsibility.  
| | Support the program and follow its guidelines in making pay decisions  
| | Consult with HR Liaison and/or University Human Resources to ensure adherence to program guidelines  
| | Communicate positively with employees to inform them on the program and how it affects them  
| | Maintain up-to-date job descriptions for direct reports  
| | Manage process with employees requesting position upgrades and reviews to ensure that the employee has taken on significantly more complex responsibilities associated with the higher level position and has demonstrated the performance and competence necessary in the higher level position prior to submission for review |

| **Communications** | The compensation philosophy, program design, and pay guidelines will be openly communicated to managers and employees  
| | Changes and updates to the program will be openly communicated, including the rationale for change |