### Administrative Professional Salary Determination and Adjustment

**POLICY**
The system Human Resource Services (HRS) administers the procedures for administrative professional (AP) salary determinations and adjustments. To ensure salary decisions are consistent, system HRS provides overall direction for all salary determinations and adjustments system-wide. System HRS is at the Pullman campus. Campus HRS offices are located at Spokane, Tri-Cities, and Vancouver campus locations.

**Eligibility**
This salary determination and adjustment procedure applies to all AP employees.

**TOOLS**
The salary determination tool/guide (Table 1) provides direction when setting AP compensation based upon the employee’s skills and abilities related to the position and the minimum, midpoint, and maximum of the assigned salary grade ranges.

**Table 1: AP Salary Determination Tool/Guide**

<table>
<thead>
<tr>
<th>Min</th>
<th>Midpoint</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Quartile</td>
<td>Second Quartile</td>
<td>Third Quartile</td>
</tr>
<tr>
<td>• Meets minimum qualifications of job</td>
<td>• Performs (or has demonstrated capability to perform based on prior experience) some/ most job responsibilities with increasing effectiveness</td>
<td>• Performs (or has demonstrated capability to perform based on prior experience) all aspects of job effectively and independently</td>
</tr>
<tr>
<td>• Candidate is fairly new to job and field, as little or no direct, related prior experience</td>
<td>• On steep learning curve, building skills, knowledge, and responsibilities</td>
<td>• Experienced in the job and possesses required knowledge and skills</td>
</tr>
</tbody>
</table>
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### Table 1: AP Salary Determination Tool/Guide (cont.)

<table>
<thead>
<tr>
<th>First Quartile</th>
<th>Second Quartile</th>
<th>Third Quartile</th>
<th>Fourth Quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Possesses most/all of the basic knowledge and skill requirements, but may need to build upon them through experience</td>
<td>• Consistently exhibits desired competencies to perform job successfully</td>
<td>• Seasoned and proficient professional</td>
<td></td>
</tr>
<tr>
<td>• May be learning some aspects of job or developing expertise to handle them more independently and effectively</td>
<td>• Placement in this quartile requires review and prior approval by HRS</td>
<td>• Placement in this quartile requires review and prior approval by HRS</td>
<td></td>
</tr>
<tr>
<td>• Consistently exhibits many or most desired competencies to perform job successfully</td>
<td>• Depth and breadth of experience, specialized skills, perspectives add significant value to institution</td>
<td>• Serves as expert resource and/or role model/mentor to others in similar jobs or to other areas</td>
<td></td>
</tr>
</tbody>
</table>

### NEW EMPLOYEES

New employee salaries are assigned based on the applicant’s qualifications and experience for the position’s assigned grade range.

System HRS must review and approve a proposed starting salary above midpoint of the salary range prior to the department making an offer to the applicant. Salary rates at the minimum or below the midpoint do not require additional review by system HRS.

Appointing authorities recommend new employee placement within the grade range/quartile with System HRS conducting a review and having final approval for placement in third or fourth quartiles.

### CURRENT EMPLOYEES

#### Reallocation

The employee's salary rate is typically placed from the minimum to the midpoint of the salary range. In consultation with system HRS, hiring departments should consider an employee's qualifications and experience using the salary determination tool/guide in Table 1 when determining the salary rate.
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Open Recruitment

The successful applicant is placed at a salary rate from the minimum to the midpoint of the range. In consultation with system HRS, the hiring department should consider the employee's qualifications and experience when determining a starting salary. Departments may place salaries within the first and second quartiles of the salary determination tool (minimum to midpoint) without additional review or approvals. However, above midpoint requires consultation and final approval from System HRS.

When the position is the same salary grade range as the employee's current position, salary is determined as it would be with lateral moves.

Lateral Moves

Generally, an employee does not receive a salary adjustment when moving to another position with a comparable salary grade range. The department may contact the campus HRS office to discuss a possible exception based on a unique job or on employee qualifications prior to making an offer to the employee. System HRS considers the operational size of the unit and scope of duties as well as other factors when determining the appropriate salary.

Voluntary Demotions

If an employee voluntarily moves to another position with a lower salary range, the employee's salary rate is governed by the new salary range.

Departments may place salaries within the first and second quartiles of Table 1 (minimum to midpoint). However, above midpoint requires consultation and final approval from System HRS.

Acting or Interim Appointments—Temporary Base Salary Increases

Occasionally, employees are expected to assume higher levels of duties as a result of acting or interim appointments. However, it is only when an employee is appointed as acting or interim that a base salary adjustment may occur as follows:

- The appropriate appointing authority must authorize the acting or interim appointment in collaboration with system HRS.
- The employee must meet the minimum requirements of the position.
- The employee's temporary salary is determined by the salary range/grade of the acting or interim position. System HRS approves the proposed salary.
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Executive-Level Appointments

The Vice President and Chief Human Resource Officer must authorize executive-level acting or interim AP appointments and salary with the following titles:

- Vice presidents
- Vice chancellors
- Assistant vice presidents
- Assistant vice chancellors
- Associate vice presidents
- Associate vice chancellors
- Executive directors
- Athletic Director
- Chief of Staff

See also BPPM 60.17.

Stipends

Temporary compensation in the form of a stipend to increase a salary may be appropriate when:

- The employee has taken on additional duties of at least twenty percent of effort outside of their position's typical duties for an extended period of time.

- The stipend salary adjustment is temporary.

- The salary stipend does not exceed a ten percent increase in the employee's monthly base salary.

Executive-Level Appointments

The Vice President and Chief Human Resource Officer must authorize executive level stipends for Vice Presidents and the Athletic Director.

Mass Salary Increases (MSI)

Salary increases for AP employees are not automatically provided. WSU awards general salary increases to administrative professional (AP) employees as part of the University-wide mass salary increase (MSI) process when funds are allocated by the Legislature and/or the University.

The Budget Office provides guidance on the MSI process each year.

Out-of-Cycle Salary Adjustments

Under certain circumstances, out-of-cycle salary increases may be appropriate. Out-of-cycle salary determinations are proposed/requested by the departmental appointing authority and must receive system HRS approval before being communicated to the employee.
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General Considerations

The following should be taken into consideration when proposing an out-of-cycle salary adjustment:

- The salary determination tool (Table 1) guides the appointing authority on the appropriate salary to propose for out-of-cycle salary adjustments.

- Increases of less than or equal to 10 percent and below the midpoint of the salary grade require a system HRS review to verify the percentage of the increase and quartile placement.

- Increases of more than 10 percent and/or above the midpoint of the salary grade require a system HRS review and approval.

Justification Categories

The following scenarios may justify an out-of-cycle salary adjustment:

- Significant changes of duties. This requires an updated position description in the Online Position Description and Recruitment System (OPDRS).

- Internal or external equity and/or market conditions:
  - May be appropriate if employee’s salary is determined to be inequitable.
  - Department and system HRS jointly conduct a review of salary equity for the entire area to identify potential concerns.

- Retention:
  - May be considered if an employee is offered higher level work either internal or external to WSU. Internal to WSU higher level is considered to be a higher salary grade than the employee’s current position.
  - Salary placement must be within the salary range and use the salary determination tool.
  - System HRS reviews salary equity when evaluating a retention increase request. Equity reviews may not be limited only to the immediate department.
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Justification (cont.)

- Extraordinary merit may be considered if an employee performs work:
  - Substantially above and beyond expectations on a specific project or goal; or
  - Beyond the normal function and responsibilities of the job in a way that significantly impacts the unit, strategic priorities, and/or the University strategic plan.

  System HRS conducts a review with departmental input.

Request Process

To request an out-of-cycle salary adjustment, follow the AP classification/reclassification procedure in BPPM 60.02.

If the request is for retention or internal or external equity and/or market conditions, the appointing authority submits a request through Workday. (See the Workday Request Compensation Change reference guide for instructions.) NOTE: Submitting a request does not ensure system HRS approval.

Workday Documentation

The personnel administrator or appointing authority submits justification through the Workday Request Compensation Change action that includes:

- Justification memo attachment detailing the basis for the request, or a comment explaining the reasoning regarding the out-of-cycle salary request. The memo or comments should include:
  - Why the increase is being initiated;
  - The circumstances prompting the request; and
  - Any additional pertinent information.

Approval

System HRS makes the final decision to approve or deny the out-of-cycle increase request. EXCEPTION: If the request is for an out-of-cycle increase for an executive-level position, the President or the Provost and Executive Vice President makes the final decision and must provide authorization to system HRS.

HRS Process

System HRS reviews the out-of-cycle salary request using:

- The salary determination tool (Table 1),
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**HRS Process (cont.)**

- The employee's current placement with the assigned salary grade range, and

- The new placement in the salary grade range after the proposed increase:
  - Increases of less than or equal to 10 percent and below the midpoint of the salary grade require a System HRS review to verify the percentage of the increase and quartile placement.
  - Increases of more than 10 percent and/or above the midpoint of the salary grade require a System HRS review and approval.

System HRS may incorporate additional market data such as local, regional, and CUPA (College and University Personnel Association) market data in the full review and analysis. System HRS may also meet with the appropriate college/department representatives and the incumbent.

System HRS administers all official salary surveys used to make University compensation decisions.

**Decision**

System HRS provides notification through Workday to the requesting appointing authority regarding whether the request is or is not approved. An approval memo notification is sent to the following:

- Departmental HR partner
- Employee
- Supervisor
- Appointing authority
- HRS Records

**EMPLOYEE-REQUESTED SALARY REVIEW**

Any AP employee may request a salary review of their own position. (See also **BPPM 60.02**) To initiate such a review, the requesting employee must submit the following to their immediate supervisor and their campus HRS office:

- A memorandum describing the circumstances and basis for the request.
- A signed position description that includes current duties and responsibilities.
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EMPLOYEE-REQUESTED

- An organization chart showing the position's relationship to other positions in the department (see BPPM 60.02).

NOTE: Campus HRS offices are located at the Spokane, Tri-Cities, and Vancouver campuses. System HRS is at the Pullman campus.

HRS Process

The campus HRS office performs a position review/analysis, a position audit, and/or a salary review, as described above. The review may or may not result in a title/title code change and a different salary range.

Upon completion of the review, the campus HRS office provides a written summary to the employee and the appointing authority. The appointing authority is to provide a written response to the campus HRS office and the requesting employee within 30 days of receiving the analysis from the campus HRS office.

If the campus HRS office determines that there should be a title/title code change and a different salary range, the appointing authority may make a recommendation to change the salary for the position, with system HRS having final approval.