 <b>KENNESAW STATE</b> UNIVERSITY	Policy Title	Wage and Salary Administration Policy
	Issue Date	February 18, 2019
	Effective Date	September 1, 2024
	Last Reviewed/ Updated	April 16, 2024
	Responsible Office	Human Resources
	Contact Information	Human Resources Compensation Director Phone: 470-578-6030 Email: compensation@kennesaw.edu

**1. Policy Purpose Statement**

The purpose of this Policy is to provide a framework to assist Kennesaw State University (KSU) in administering wages and salaries for staff positions other than faculty and administrative officers, students, and contractors.

Kennesaw State University is committed to providing a competitive compensation program that will attract, retain, and motivate staff. Our goal is to establish and maintain pay policies and practices that are externally competitive and internally equitable.

KSU strives to make compensation decisions as objectively as possible, supported by reliable market data, internal alignment, individual performance evaluations, and available funding.

This Policy is intended to further support transparency and consistency in staff salary administration while affording an appropriate level of flexibility within and across the University. This Policy is not, however, intended to be a contract of employment, expressed or implied, between any employee and KSU.

**2. Background**

We recognize the value of employees and job applicants being treated in a fair and non-discriminatory manner. KSU is committed to equal employment principles and to ensuring a salary administration program in compliance with applicable laws and the University System of Georgia’s (USG or System) policies and guidelines.

**3. Scope (Who is Affected)**

All regular and temporary staff employed by Kennesaw State University.

**4. Exclusions or Exceptions**

While some terms, definitions, and policies are common to all KSU employment categories, this policy does not apply to faculty, student, or contractor employment and compensation.

**5. Definitions and Acronyms**

Please refer to the glossary on the Compensation website at <https://hr.kennesaw.edu/compensation/resources.php>

**6. Policy**

## **Position Classification**

USG has developed and adopted a position classification system to provide the basis for administering its wage and salary administration program. The classification system includes positions intended to be regular and temporary. Regular positions (i.e., 20 hours or greater), will be eligible for benefits, and temporary positions, regardless of work commitment, are not eligible for benefits. The Vice Chancellor of Human Resources for the Board of Regents of the University System of Georgia maintains a list of official job categories with a general description of the types of positions that are normally included in the category. Generally, the categories should be sufficient to accommodate any position classification at the institutional level. The job categories (job code) are represented by a six (6) digit code with the first four (4) characters established at the System level.

## **KSU Salary Structure**

Under KSU's salary administration program, each staff job is assigned a pay grade and pay range based on market value and in consideration of internal alignment. Each pay grade has a minimum, competitive (-10% of midpoint, midpoint, +10% of midpoint), and maximum pay range.

Individual pay rates within the pay range are determined by factors such as relevant education, experience, and job performance (when approved by State Legislature). Every employee is compensated at a pay rate/salary that is at or above the minimum of their job's established pay range and should be no more than maximum of the pay range.

The pay structure is comprised of 17 pay grades and includes all levels below the Vice President (E2) level. The pay structure is found on the Compensation website at <https://hr.kennesaw.edu/compensation/salary-structure.php>.

## **Entrance Salaries and Pay Levels**

KSU will hire candidates into the appropriate pay grade assigned to the posted job. The starting base salary or base pay for a new hire (including transfers from other USG institutions) shall normally be at the minimum pay range for the position into which they are hired. Considerations of movement within the pay grade above the minimum includes prior and relevant experience, relevant advanced skills and education listed as preferred qualifications on the job description, internal alignment, and budget availability.

Any salary/pay rate above the midpoint of the pay range requires additional approval by the AVP Human Resources/CHRO or his/her designee.

## **Salary and Wage Adjustments**

KSU may adjust employee compensation based upon multiple factors. Pay increases may be granted upon promotion or reclassification to a higher-level position, through pay grade adjustments for job titles, to address salary inequities, when an administrative adjustment is deemed necessary, and on an annual basis (when approved and funded by the state legislature), provided employee performance warrants the adjustment.

All increases are contingent on USG guidance and available funding. Supervisors may not commit to any change in employee compensation without appropriate departmental, institutional, or USG-level approval.

Adjustments to KSU's pay plan and merit increases (when approved and funded by the state legislature) are generally effective at the beginning of the fiscal year unless otherwise designated. Pay grade adjustments for specific job titles may be made within a fiscal year based on an analysis of competitive wage rates in the job market.

### **Promotions and Reclassifications**

KSU may authorize salary and pay rate increases for promotions and reclassifications (i.e., classification of an existing position into a new job title and/or pay grade due to a significant change in job content) or to address salary inequities, subject to Board of Regents policy. Promotional and reclassification increases are subject to the availability of funds.

Reclassification procedures can be found on the [compensation website](#).

Salary and pay rate modifications for promotions and reclassifications will be based on established 'Salary Administration' guidelines. An employee who is promoted from a lower to a higher pay grade or is reclassified to a higher pay grade will normally be awarded a salary increase to at least the new pay range minimum.

The guideline for a promotional or reclassification adjustment is based on relevant experience to the position and is generally ten (10) percent or the minimum of the new paygrade, whichever is greatest and may be subject to a 20% salary increase cap. Increases above the minimum of the new pay range or in excess of ten (10) percent require additional justification and approval by VP, Human Resources/CHRO or his/her designee. Increases are capped at the pay range maximum and are subject to management review and approval, department budget, and Human Resources approval.

Promotions that result from an "internal" posting will be subject to a 20% salary increase cap. Exemptions to the promotional cap can only be approved by the President and/or the Executive Vice President and Chief Business Officer in consultation with the Vice President, Human Resources/CHRO. USG review and approval must occur when applicable.

Newly promoted or hired employees are generally ineligible for a subsequent promotion or a lateral move (unless within their own unit) prior to the completion of six (6) months of continuous service in that position unless:

- The individual's current work is to be curtailed.
- All available employees with at least one year of service have been considered and rejected for the position.
- The leadership of two units mutually agree to a transition to the benefit of KSU.

All promotions and reclassifications that result in a culminative increase of 10% or greater requires additional approvals of the Chancellor or University President or designee as outlined in the [HRAP Advanced Salary Increase Policy](#).

### **Transfers**

An employee may apply for a posted position and be identified for transfer when appropriate.

For the purposes of this policy, employee transfer compensation will be determined as follows:

- **Lateral Transfer (same/similar title and classification)** – employee transfers into a new position whether internal or external to the department and is the same or similar

job title, classification and pay grade as current position. A lateral transfer may not result in a change in pay.

- **Lateral Transfer (different title and classification)** – employee transfers into a new position whether internal or external to the department and is a different job title and classification but same pay grade as current position. Compensation will be determined based on relevant experience and may be subject to a 20% increase cap in the salary.
- **Demotion** – employee transfers into a new position whether internal or external to the department and is of lesser responsibility, lower classification, and may be the same or lower pay grade. Staff employees who voluntarily request the demotion through the recruitment process by applying for such a role, may be subject to a reduction of pay based on the relevant experience to the position.

When a demotion results from an employee request, work performance, or ability issues, the employee’s salary should be reduced by an amount equivalent to a promotional adjustment, in accordance with the Salary Administration guidelines associated with promotions and reclassifications. Compensation increases are NOT allowed with a demotion.

When a demotion results from a management-initiated reorganization, reclassification that places a position in a lower pay grade, or the elimination of the employee’s position due to lack of funding, the employee’s rate of pay/salary may remain unchanged, depending upon factors such as internal equity and departmental budget constraints. However, the rate of pay resulting from the demotion may not exceed the maximum of the new pay grade.

The chart below provides additional information for the corresponding policy section.

Change	Internal Posting	External Posting
Lateral transfer (same title/classification)	No pay change	No pay change
Lateral transfer (different title/classification)	20% cap	Use external hire guidelines
Promotions	20% cap	Use external hire guidelines

**Interim and Acting Appointments**

KSU recognizes the occasional need to make interim and acting appointments to undertake the responsibilities of a vacant position for a short period of time or because of temporary changes in the duties and responsibilities of a filled position. Generally, temporary appointments should be longer than one (1) month but not exceed twelve (12) months.

An “acting” appointment occurs when an administrator is absent or reassigned for a short period of time, generally three months or less. The absent administrator retains the responsibility of their position but delegates the authority to the “acting” person.

An “interim” appointment occurs after an administrator resigns, and while a replacement is being sought or if an administrator is absent for a period of time usually exceeding three months. The ‘interim’ person has both the authority and responsibility of the office.

KSU recognizes that a temporary pay adjustment may be considered when a significant change in duties and responsibilities occurs. Any such adjustments must be requested by the appropriate Vice President, Dean, Director, or Department Head and are subject to budgetary authorization, funding availability, and Human Resources approval.

Pay adjustments for Acting and Interim Appointments must be consistent with both the additional responsibilities assigned and KSU salary guidelines. Pay increases should generally be 10% of the monthly salary of the incumbent in the role or the minimum of the salary range for the position for which the appointment is made. Employees serving in Acting or Interim Appointments will only receive a temporary pay increase for the duration of the appointment. The employee's former rate of pay will be reinstated when the acting or interim appointment is completed.

Procedures for Acting and Interim Appointments can be found under '[Adjustments in Pay](#)' on the Human Resources/Compensation website.

### **Merit Increases**

Merit increases, when approved by the state legislature, are generally authorized and effective at the beginning of a fiscal year and are subject to salary limitations and guidelines established by the University System Office each fiscal year.

Annual salary increases are merit-based and are generally distributed on a percentage basis at or near the average percentage increase as provided for by approved state appropriations and USG guidance.

Merit increases that exceed the range established by USG must be documented on an individual basis and approved by the Vice President, Human Resources/CHRO based on the guidelines for that year's merit process.

### **Special Salary Adjustments**

Pay adjustments outside of the normal salary programs (e.g., promotions, reclassifications, merit increases, etc.) may be requested to address external market pressure, internal equity, salary compression, new or changed job duties, and/or retention concerns. Sufficient justification must accompany a department's request for such adjustments. Recommended increases will be capped at the applicable position's pay range maximum and are subject to management review and approval, department budget, and Human Resources approval.

### **Administrative Adjustments**

Subject to funding availability, the Vice President, Human Resources/CHRO or their designee may approve an adjustment to an employee's rate of pay to correct an administrative oversight or error.

### **Advanced Salary Increase Request**

Cumulative fiscal year salary adjustments equal to or greater than ten (10%) percent above the USG's annual salary and wage guidance require the advance approval of the Chancellor or University President or designee. The criteria for determining whether Chancellor or President/Designee approval is required, is outlined in the [HRAP Salary Increase Administration Policy](#).

### **Retention/Counter Offers**

To retain a valued employee or staff member, a department may submit a request to their designated Human Resources Business Partner to counter a job offer from another employer. A retention/counteroffer may be extended only if the offer is for the same position that the employee currently holds with KSU. Retention/counteroffers are not available for job changes within KSU.

In appropriate circumstances, KSU will attempt to match the external offer. However, a retention/counteroffer generally will not exceed the employee's current salary by more than 10%, unless the employee's compensation is significantly below market value. All requests are subject to review and approval by Human Resources based on the employee's relevant experience and tenure at KSU, with due consideration to internal equity within their department.

### **Incentive Programs**

KSU may establish incentive compensation programs consistent with state law, USG Policy, and applicable procedures. However, any such programs must be reviewed and approved by USG's Office of Human Resources and KSU Human Resources annually.

### **Workweek**

The KSU workweek is the period of seven (7) consecutive days, from Sunday through Saturday, in which the required working hours for full-time employees equal forty (40) hours. KSU has an institutional responsibility to minimize hours worked beyond 40 hours in a workweek (i.e., overtime) to the extent possible.

Managers/supervisors are responsible for:

- Assigning, monitoring, and ensuring the accurate reporting of all hours worked, including regular, overtime, and compensatory hours.
- Distributing and scheduling those hours during the workweek.
- Authorizing paid overtime only when the work is deemed necessary.
- Mitigating the budgetary impact of overtime, understanding that employees must be compensated for all hours worked.

### **Overtime Pay**

KSU requires all employees in non-exempt jobs (i.e., covered by or subject to the minimum wage, overtime, and recordkeeping provisions of the Fair Labor Standards Act (FLSA)) to be paid at least the federal minimum wage for all hours worked and overtime pay at one and a half (1½) times their regular rate of pay for all hours worked in excess of 40 hours in a workweek. Exempt employees (i.e., not subject to the minimum wage and overtime provisions of the FLSA) are not covered by this policy or eligible for overtime pay.

Employees eligible for overtime pay must maintain a record of the total hours they work each day. Reported time must accurately reflect all regular and overtime hours worked, any absences, early or late arrivals, early or late departures, and meal or unpaid breaks, and should regularly be submitted for verification and approval. Employees are prohibited from performing any "off-the-clock" work, which means work performed, but unreported in time management systems. Employees are prohibited from working overtime or working any hours outside of their scheduled workday unless preauthorized by their supervisor or department.

Overtime earnings must be calculated for each workweek. Hours cannot be averaged over two or more workweeks.

It is a violation of policy to falsify time records, or for any employee or manager to instruct another employee to incorrectly or falsely report hours worked or alter another employee's timecard or time records to under- or over-report hours worked. Any violations of this policy should be immediately reported to KSU's Human Resources Department. Any employee or manager who fails to report, or inaccurately reports, any hours worked will be subject to disciplinary action, up to and including termination.

### Definitions

Please refer to the glossary on the Compensation website at <https://hr.kennesaw.edu/compensation/resources.php>.

### 7. Associated Policies /Regulations

- a. USG [Human Resources Administrative Practice Manual, Classification, Compensation, and Payroll: Position Classification](#)
- b. USG [Human Resources Job Classification](#)
- c. USG [Human Resources Administrative Practice Manual, Classification, Compensation, and Payroll: Promotions](#)
- d. USG [Human Resources Administrative Practice Manual, Classification, Compensation, and Payroll: Wage and Salary Administration Policy](#)
- e. USG [Human Resources Administration Practice Manual, Classification, Compensation, and Payroll: Salary Increase Administration Policy](#)
- f. [Board of Regents Policy Manual, Section 8.3.12, Compensation](#)

### 8. Procedures Associated with this Policy

Please refer to Resources on the Compensation website at <https://hr.kennesaw.edu/compensation/resources.php>.

### 9. Forms Associated with this Policy

Please refer to Resources on the Compensation website at <https://hr.kennesaw.edu/compensation/resources.php>.

### 10. Violations

Employees in violation of this policy are subject to corrective action up to and including termination and/or legal action.

### 11. Review Schedule

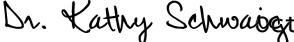
Human Resources will review the Wage and Salary Administration Policy annually.

#### \*\*\*For use by the KSU Institutional Policy Facilitator Only\*\*\*

At Kennesaw State University, institutional policies that have undergone the established shared governance review and feedback process are presented to the President and Provost for final approval. The signatures below indicate this institutional policy has been reviewed and approved by the President and Provost.


Kennesaw State University  
Policy: Wage and Salary Administration

Page 9 of 9

DocuSigned by:  
 October 28, 2024

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Dr. Kathy S. Schwaig,  
President  
Kennesaw State University

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Dr. Ivan Pulinkala  
Provost and Executive Vice President for  
Academic Affairs  
Kennesaw State University

October 28, 2024