TEXAS A&M UNIVERSITY KINGSVILLE®

Office of Employee Services

Employment and Compensation Guidelines

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Introduction

These guidelines are provided as a supplement to The Texas A&M System Regulation *31.01.01 Compensation Administration* and System Regulation *33.99.01 Employment Practices.*

Each member CEO or designee shall establish and communicate salary administration guidelines for all categories of positions. These guidelines should address internal equity, objective and fair treatment, competitiveness with the appropriate external markets, and compliance with appropriate federal and state laws.

In addition, each member must establish written guidelines for faculty and non-faculty searches that use committees. The guidelines must ensure consistency in search procedures and establish parameters for the focus and scope of searches.

These guidelines will assist department managers and divisional administrators with various steps of the employment and compensation processes. It is important that the manager and all those making decisions have access to this information at the onset of the process. Adherence to these guidelines will ensure best practices are applied and compliance is met with applicable federal and state laws and Texas A&M University System and Texas A&M University-Kingsville policies, regulations, and procedures. The sections that follow address compensation and employment guidelines for all budgeted faculty and staff, temporary/casual workers, graduate assistants, and student employees. Each of these sections discusses important key elements of the process as well as the types of documentation that must be retained.

Policy, Regulation and Standard Procedures

The Office of Employee Services administers all compensation processes in accordance with specified System and University policy regulations and procedures.

The Texas A&M University System Policies and Regulations

- The Texas A&M University System Policy 31.01 *Compensation*.
- The Texas A&M University System Regulation 31.01.01 *Compensation Administration*
- The Texas A&M University System Regulation 31.01.02 *Fair Labor Standards*
- The Texas A&M University System Regulation 31.01.08 *Merit Salary Increases*
- The Texas A&M University System Regulation 31.01.09 *Overtime*
- The Texas A&M University System Regulation 32.02.02 *Discipline and Dismissal of Nonfaculty Employees*
- The Texas A&M University System Regulation 33.99.01 *Employment Practices*
- The Texas A&M University System Regulation 33.99.04 *Promotions, Transfers and Voluntary Moves*
- The Texas A&M University System Regulation 33.99.05 *Part-Time Employment*
- The Texas A&M University System Regulation 33.99.06 *Administration of Multiple Employment*

Position Management

Position management in HR refers to the practice of organizing and managing job roles (positions) within an organization, independent of the individuals currently filling those roles. It involves defining, tracking, and aligning positions with the organization's strategic goals, workforce needs, and budgetary constraints. Key components include:

- **Defining positions**: Creating a detailed description for each position, including job duties, responsibilities, required qualifications, and reporting structures.
- **Managing position data**: Maintaining accurate information about positions, including their status (filled or open), budget allocations, and historical data.
- **Tracking position history**: Monitoring changes in position status, including creation, modification, and abolition.
- **Supporting workforce planning**: Using position data to forecast staffing needs, manage budgets, and optimize resource allocation.
- **Integrating with other HR processes**: Connecting position data with recruitment, compensation, and benefits administration.

Benefits of position management include, but not limited to:

- **Operational Efficiency**: By clearly defining roles and responsibilities, position management eliminates overlap and streamlines workflows, enhancing overall efficiency.
- **Strategic Alignment**: Ensures that every position is aligned with the organization's goals, making it easier to achieve long-term objectives.
- **Cost Optimization**: Helps maintain a balance between workforce size and budget constraints, ensuring resources are used wisely.
- **Improved Recruitment**: Tracking vacancies and prioritizing essential roles ensures hiring is focused and timely, reducing delays and mismatches.
- **Employee Satisfaction**: Clear role expectations and fair allocation of responsibilities promote job satisfaction and employee engagement.
- **Flexibility**: Enables organizations to adapt quickly to changes, whether they're internal shifts or external market demands.
- **Compliance**: Ensures that organizational roles adhere to labor laws and equity standards, minimizing legal risks.

Creating a New Position

Creating a new position is the process by which a new job is created. Budgeted faculty and staff positions must be complete with a position description, set of standard minimum qualifications, and established salary.

Departments and managers may initiate a request for a new position by submitting the appropriate form via Microsoft Forms. Creating a position in Workday requires the initiation of the "Create Position" business process, regardless of the position type (faculty, staff, temporary/casual, student worker, graduate assistant).

Departments initiating a new position request for faculty and staff should be prepared to provide an organizational chart, the position description details, and a concise justification, including funding information for the new position as a part of the request. Initial funding approval from the divisional vice president is a commitment of funds only. Available funding may influence the development of a position, but should not replace the position evaluation process for staff positions.

With a thorough list of position needs (job duties), the position request will be submitted for review by Employee Services. Employee Services will conduct a job study to determine the appropriate job profile, minimum standard qualifications, and base minimum salary for the position based on The Texas A&M System Central Pay Plan as well as market comparisons.

Reclassifying Existing Position (Vacant)

Reclassifying an existing vacant position is the process by which an existing position is given a new job profile and default salary. A reclassification may be to a higher, lower, or lateral job profile.

Reclassifying a vacant position requires the initiation of the "Edit Position Restrictions" business process, regardless of the position type (faculty, staff, temporary/casual, student worker, graduate assistant). A vacant position reclassification represents a significant change in the duties, required skill sets, and/or qualifications of the position.

Departments and managers may initiate a request to reclassify a position by submitting the appropriate form via Microsoft Forms. Departments initiating a reclassification request on a vacant faculty or staff position should be prepared to provide an organizational chart, the position description details, and a concise justification, including funding information, for the reclassification as part of the request.

Changes in a position description should be based on departmental needs and not with specific employees in mind. Employee Services will evaluate proposed changes to a position for the appropriate job profile, minimum standard qualifications, and base minimum salary (default compensation for vacant positions) based on the Texas A&M System Central Pay Plan. If necessary, Employee Services will conduct a job study for market comparisons.

Updating Position Descriptions

Updating an employee's position description entails making minor changes to their job that are not sufficient to warrant a reclassification to a new job profile. All updates to position descriptions are reviewed by Employee Services to ensure that a new job profile is not warranted. Updating a position description in Workday requires the initiation of the “Edit Position Restrictions” business process.

The following are recommended practices to follow when reviewing and updating position descriptions (PDs) for TAMUK employees using Workday.

Reviewing, Editing and Approving Updates to the Position Description

Updates can be done at any time of year, but usually are completed prior to or during the annual performance evaluation period, or before creating a job requisition to refill a position.

The Edit Position Restrictions can be initiated by a department or Employee Services. Updates will be reviewed and approved by Employee Services to finalize changes.

It is best to start with the *Position Description Template* when drafting updates to an employee's position description. This format is specifically designed to aid in reading and understanding the different parts of a standard position description.

The Job Description Summary field should be no longer than four sentences. It is intended to be a brief general summary of the position and should be consistent with and reflective of the more detailed duties sections, giving an overview of the level of skill required and scope of responsibility.

Job Duties should be present on both the "Position Restrictions" section and the "Responsibilities" section under the "Qualifications" tab when processing *Edit Position Restrictions* in Workday. The Position Restrictions will feed to any job postings or advertisements, but the material under the Qualifications tab can be picked up in reporting and will feed to performance evaluations.

There is not a set requirement for the number of duties sections, but a general guideline is that most positions can be appropriately described in 4 to 8 sections of duties. Depending on the position and variety/nature of the duties being performed, it may be necessary to divide the duties into more than 8 sections. Any one duty can have several components to help identify the level and scope of the duty being performed, and therefore identifying the level of the position.

A "Duty Title" is a best practice and is used to describe each section of duties. Examples of some commonly-used duty titles include: supervisory, customer service, program/project coordination, administrative support, business support, recruiting, scheduling, professional development, management and training, and other duties.

Required qualifications are the minimum qualifications of education, experience, license/certification, and knowledge, skills and abilities for acceptable performance of the essential functions of the job upon hire.

System Wide Pay Plan job profiles all have minimum required education and experience set which may be modified slightly to reflect specific types of education (such as a Bachelor of Science in Biology) and experience, so long as the level of education and quantity of experience remain consistent with those required by the pay plan and are related to the job performed.

Preferred Qualifications are the secondary qualifications that you would prefer in an applicant/employee, but are not required for the performance of the essential functions.

Employment Guidelines

As stated in System Policy *01.03 Appointing Power and Terms and Conditions of Employment*, the TAMUS Board of Regents "appoints all the officers, faculty members, and other employees of the system. The board, however, may delegate to the chancellor, and the chancellor may delegate to the respective CEO the authority to appoint, promote, transfer, and terminate employees." System Policy *02.05 Presidents of System Member Universities* describes that as CEO, TAMUK's President recommends to the chancellor the appointment of all personnel requiring appointment by the board and has authority and responsibility over any personnel matters necessary and appropriate for the efficient administration of the institution.

TAMUK adheres to System Regulation *33.99.01 Employment Practices* in its hiring processes. The Office of Employee Services (OES) ensures the hiring department complies with the policy's vacancy processes, equal employment opportunity recruiting efforts, employment selection records retention, search committees, employment, selective service registration, and approval to hire. Approval is required by the President, and the President may serve as the approver for units reporting directly to the President that do not have a vice president. TAMUK observes and promotes the principles of equal opportunity in hiring practices and is in full accord with the belief that educational and employment opportunities in all hiring practices should be available to all eligible persons without regard to race, color, sex, age, religion, national origin, disability, or veteran status.

The Office of Employee Services hosts a Recruiting and Hiring Best Practices training course for hiring managers and search committee members. The training is customized to the hiring manager's recruiting knowledge. However, the conversation consists of the hiring processes covering recruitment procedures, hiring matrix completion, interviewing candidates, and sample interview questions.

Filling a Vacant Position

Vacancies below the president's level (excluding positions requiring student status) will be posted by the Office of Employee Services to the university's online employment site for at least five days. Vacancies will be posted in one of four (4) ways:

- Post open to all applicants (internal and external),
- Post open only to applicants currently employed within the A&M System (internal only),
- Posting open only to applicants currently employed at TAMUK (as indicated by assignment to the university's budget) or
- Posting is open only to applicants within a department or as defined university's area of designation.

The posting requirement under Section 1.3.3 of System Regulation *33.99.01, Employment Practices,* cannot be waived. However, vacancies may be filled without being posted by approved internal promotion or transfer as defined in *System Regulation 33.99.01, Employment Practices.*

The Texas Workforce Commission automatically posts all postings listed on the university's online employment site, as the State of Texas Labor Code requires.

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Responsibilities

The Office of Employee Services will:

- Assist departments in developing consistent, job-related selection procedures.
- Post vacancies. comprehensive

- Conduct criminal history and US degree verification checks as required.
- Ensure all experience (including military experience) is verified in the hiring decision.
- Conduct appropriate and timely orientation and training for the hired employee, including assignment of training as required by law, system policy or regulation, or university rules.
- Ensure that TAMUK hiring practices adhere to federal and state laws, system policies, and regulations.
- Inform university personnel of proper hiring procedures through workshops, user guides, and other methods of communication.
- Ensure all experience (including military experience) is verified in the hiring decision.
- Ensure each position (excluding positions that require student status and adjunct faculty) has an approved position description.

Hiring Managers will:

- Prepare and use job descriptions throughout the hiring process. Where a position description does not exist, the hiring manager must prepare and obtain approval through the university's human resource information system before a vacant position can be posted.
- Develop and follow consistent, job-related selection procedures.
- Follow university hiring procedures, notifying the Office of Employee Services of pending vacancies and ensuring the Office of Employee Services refers all applicants through the university's online employment site.
- Hire qualified applicants based on the parameters established in a comprehensive posting.
- Ensure all experience (including military experience) is verified in the hiring decision.
- Ensure copies of documents related to the hiring process are retained (or provided to the Office of Employee Services upon request) per the specified hiring practice for each position listed.
- Conduct appropriate and timely orientation and training for the hired employee, including assignment of training as required by law, system policy or regulation, or university rules.

Members of a Search Committee will:

- Conduct the search in accordance with Recruitment and Hiring Procedures and with assistance from Employee Services;
- Maintain confidentiality, discussing search committee business and applicants in private and only with other committee members or the hiring manager;
- Review and evaluate applications in order to narrow the candidate pool by assessing the experience, expertise, and fit of each candidate after establishing a set of review criteria and questions;
- Participate in meetings and interviews of candidates selected for the various phases of the process;
- Work collectively to schedule and manage the on-campus interview process, including the work to encourage various campus stakeholders to participate and offer feedback; and,
- Recommend candidates at each stage for consideration outlining strengths and weakness of each candidate in no particular rank order before proceeding to the next phase.

Job Postings

The Office of Employee Services maintains an electronic library of approved position descriptions to support a consistent and compliant employment process. All requests to post positions require approval by the applicable department supervisors, including the President. The initial position compensation level is included in this approval process.

Upon receipt of the required approvals, the Office of Employee Services will initiate the position posting process. The position descriptions guide the electronic posting within Workday's applicant tracking system. The Office of Employee Services monitors the Workday workflow, ensuring the job posting process is finalized and the vacancy is available.

TAMUK subscribes to JobElephant, a third-party vendor that distributes job postings to external job sites. With

JobElephant services, TAMUK's job postings are posted through the Texas Workforce Commission, Indeed, and HigherEdJobs career sites. Vacancies are posted on the University's employment site for at least five days.

Executive and managerial vacancies must be advertised using the most appropriate advertisement that attracts a high-quality applicant pool. Faculty vacancies must also be advertised. For tenure-track vacancies, national advertising in one or more higher education listings and journals of the field is appropriate. For non-tenure-track vacancies, local or regional advertising is suitable.

Advertising for all other positions is highly encouraged and should be utilized when positions require specialization, a specific skill, or limited availability.

Application Process

Applicants must submit an employment application through the university's online site. Other supporting materials, such as resumes, vitae, transcripts, or letters of reference, may be required. However, a resume or vitae shall not be accepted in place of an online employment application for all job postings. Applicants deemed not qualified for a job posting will be notified of their non-qualification by an automatic electronic notification from the university's online employment site.

Texas A&M University-Kingsville must maintain a uniform approach to comply with TAMUS Policy on recruitment, hiring, and related activities. This approach includes utilizing standardized application components. The standardized faculty application components are limited to the following:

- Employment Application
- Cover Letter
- Curriculum vitae
- Portfolio of creative work (where applicable)
- Personal Statement to include philosophy and plans for research, teaching and service, as applicable
- Samples from unpublished works or in works in progress
- Professional references

Similarly for staff positions, application components must be limited to:

- Employment Applications
- Cover Letter
- CV or Resume
- Portfolio of creative work (where applicable)
- Professional references

Search by Hiring Manager or Advisory Committee

Position searches can be conducted by either a hiring manager or a search advisory committee. A search committee must be formed for positions ranked at a manager-level and above, and all tenure-track faculty positions. Searches for other professional staff may also use a committee, if desired. Either the hiring manager or the committee will recruit, screen applicants, check references, and interview candidates. Search committees must submit recommendations to the hiring manager responsible for making the final selection. Identified members of a search committee must attend the Recruiting and Hiring Best Practices training held by the Office of Employee Services. This training must be completed once every 12 months.

If a search committee is utilized, the committee members should represent the constituencies of the group most closely associated with the position. The hiring manager generally selects the committee chair and others to serve. The search committee membership is submitted to the Office of Employee Services via the Advisory Committee Form. The Office of

Employee Services reserves the right to review, approve, and make recommendations related to the composition of a committee. The search committee is subject to all the hiring manager requirements outlined in system policies and federal and state laws and regulations.

Hiring managers and search committee members review the applications received and select the top candidates to interview based on the qualifications outlined in the position description and the hiring matrix ratings. The hiring matrix provides committee members (or the hiring manager) with the framework for ranking candidates based on the position's requirements. The matrix is utilized to select candidates to interview and to rank candidates after interviews are conducted. The hiring manager and search committee must obtain approval from the Office of Employee Services before proceeding with interviews. Upon approval, the Recruiting Partner will disposition other candidates not selected to participate in the interview process.

The search advisory committee is responsible for consistently applying established criteria to applicants. Hiring managers and search advisory committees should review applications received and select the top candidates to interview based on the qualifications outlined in the position description, announcement, and the hiring matrix scoring. The evaluation of applicants may include assessing their application forms, vitae, credentials, and reference checks; telephone interviews and face-to-face interviews with applicants on campus, at conventions, or elsewhere; and, for faculty vacancies, monitoring their teaching of a class. Once the position finalists are determined, the hiring manager or search committee conducts reference checks.

Under System Regulation *33.99.01, Employment Practices*, the hiring manager, or other appropriate committee designee, should verify references, previous employment**,** and other job-related credentials before making an offer of employment**.** The information collected should be documented and retained in the hiring record.

Hiring Decision

A complete hiring packet is required as part of the hiring decision. A hiring packet consists of the selected candidate's application materials, justification memo, the hiring matrix, interview notes, and completed reference check forms. The hiring manager or administrator is responsible for determining the finalist for the position. The complete hiring packet must be submitted to the Office of Employee Services for review of compliance with respective policies and procedures. Upon review, the Office of Employee Services will secure the appropriate hiring approvals before extending an employment offer, and finalizing the hiring process. The Office of Employee Services ensures that the proposed salary is consistent with the University's compensation administration, which includes a salary review for internal equity, external competitiveness, and adherence to the appropriate pay plan.

Job Offers

The approvals to hire must be secured before an offer can be extended. To comply with system regulations and university rules, certain disclosures and contingencies must be included in every required offer-to-hire letter. In general, these disclosures and contingencies address, but may not be limited to, matters such as final administrative approval before the offer is effective, employment eligibility verification, criminal background check, degree verification, criminal history background check, and access to official transcripts. Should the results of these verifications be unsatisfactory, the University reserves the right to terminate employment.

An offer of employment must not exceed the approved base salary approved by the Office of Employee Services. If salary negotiation is necessary, a request must be submitted to the divisional vice president or the most senior division administrator for review. Upon review, the vice president or the most senior division administrator must submit the request to be approved by the president, or designee, through the Office of Employee Services. This practice will ensure consistency in our compensation strategy across all departments and roles on campus.

Faculty and Faculty Administrators

Approval of offers for faculty appointments proceeds from the department head to the dean and from the dean to the Office of Employee Services. The provost and president will review each request before extending an offer. Where the position requires a joint appointment in different departments, approval must be secured by both the primary and secondary appointment authorities.

Department heads shall ensure that employment offers for tenure-track and non-tenure-track faculty contain the appropriate disclosure and contingency language. This language can be found in the hiring guidelines made available by Academic Affairs. The letter of offer becomes a mutually binding agreement if the applicant communicates an acceptance in writing, provides the university with official transcripts, and completes all necessary hiring and onboarding steps with the Office of Employee Services.

Upon receipt of written acceptance, the provost prepares and signs the official appointment letter sent to the candidate. Suppose the appointment is tenure-accruing. In that case, the length of the probationary service period at TAMUK is indicated, and credit is given for appropriate service at other institutions. If discrepancies exist between the offer letter and the official appointment letter, the academic affairs appointment letter should be considered the official document.

Adjunct Faculty

To allow for flexibility when part-time adjunct faculty members are needed, a process is in place for hiring candidates through an Evergreen Requisition. Departments seeking adjunct faculty will post adjunct faculty vacancies by department or discipline with the university's employment website.

On occasion, there will be a need for direct hiring, but this should be limited to pressing situations such as unanticipated enrollment growth, retirements, leaves or medical situations, reassigned time due to new grants, or other situations, and generally only when applicants in the Evergreen pool are not sufficient or qualified.

Each department will follow the same hiring guidelines for recruiting and selecting faculty for any adjunct positions. These include:

- Solicitations can be targeted, as when a department head or faculty member invites a given individual or specific group of individuals to submit an application for consideration for a job, but the department, in conjunction with the Office of Employee Services, must also solicit applications openly.
- Qualified individuals should have a way of knowing that adjunct faculty jobs are available and be given the opportunity to be considered for those adjunct faculty jobs.
- The department will follow all stated hiring evaluation processes for justifying a hire through this Evergreen search effort. This includes documenting justification of a candidate's qualifications over other candidates in the pool. Firsthand knowledge of teaching effectiveness, familiarity with Texas A&M University-Kingsville, and a good understanding of departmental goals can be used as important criterion for the selection process. How much weight is given to the different criteria is up to the hiring department, but consistency must be applied across similar hires.
- As adjunct faculty needs are identified, department heads (or designees) would have the option to review the existing pool of candidates or engage in targeted or broader solicitations to increase the size of the pool before narrowing to select the finalist(s).
- Candidates for adjunct positions are not eligible for immigration sponsorship and must hold the required work authorization to work in the United States on a full-time basis.

The respective department is responsible for ensuring that an Evergreen posting is evaluated and reposted every full semester.

Staff (Non-faculty)

Approval of offers for non-faculty appointments proceeds from the hiring manager through the department head to the Office of Employee Services. The divisional vice president or the most senior division administrator and the president will review each request before approval to extend an offer. Where the position requires a joint appointment in a different department, approval must be secured by both the primary and secondary appointment authorities.

Criminal History Record Check

After an offer is extended and accepted, the Office of Employee Services will conduct a criminal record check on the finalist in accordance with System Regulation *33.99.14, Criminal History Record Information-Employees and Candidates for Employment*, and TAMUK Rule 33.99.14.K1, *Criminal History Record Information*. Hiring managers will be advised on the next steps if the results of the criminal record check are unsatisfactory.

Education Verification

Every offer of employment for a budgeted position must be conditioned on verification of education, license and certification requirements, as outlined in System Regulation 33.99.01, *Employment Practices.*

Hiring Foreign Nationals

Texas A&M University-Kingsville shall comply with requirements related to hiring foreign nationals as outlined in System Regulation 33.99.09, *Employment of Foreign Nationals.*

Recordkeeping

The hiring department will submit, and the Office of Employee Services will retain, the official hiring packet, consisting of the job posting, applicant scoring matrix, interview notes, selection documentation, job advertisements, reference checks, and correspondence related to the hiring process. The Office of Employee Services will retain the official hiring packet following the System's *Records Retention Schedule*. The applications submitted through the university's human resources information system will also be retained following the System's *Records Retention Schedule*.

Orientation/Training

New employees are expected to report to the Office of Employee Services for orientation on their hire date as prescribed by a specified schedule to complete required documentation related to employment with Texas A&M University-Kingsville. New faculty are expected to participate fully in the first-year faculty onboarding program and subsequent programming.

Job Changes

The Texas A&M University System Regulations 33.99.01 *Employment Practices* and 33.99.04 *Promotions, Transfers and Voluntary Moves* provide allowance for promotion or transfer of qualified internal candidates to fill positions without posting a notice of vacancy. Procedures are identified in this section for filling budgeted staff positions by internal transfer of budgeted employees.

Basic details regarding faculty salary, tenure and promotion can be found within the Faculty Handbook.

Promotions, Transfers, and Demotions

Employees being proposed for promotion must be currently employed by Texas A&M University-Kingsville in a budgeted position, have education, experience, and other qualifications that meet or exceed the minimum required qualifications as documented on the position description, and have been employed in their present position for at least three months. Employees being proposed for promotion must also have a satisfactory record of performance. The president, or designee, may approve exceptions to the three-month requirement.

Any pay change being made in conjunction with a promotion will not be made effective prior to the first day of the pay period in which the promotion request received final approval. Following the Texas A&M University System Regulation 31.01.01 *Compensation Administration*: State law prohibits retroactive salary increases. However, when a document approving a salary increase is signed by an individual authorized to approve salary increases, the increase may be effective retroactive to the first day of the pay period in which the final approval was completed.

A budgeted employee being considered for internal promotion to a position that has qualifications markedly superior to the minimum requirements may be approved for a salary rate above the minimum amount, provided this information is reviewed by Employee Services and thoroughly documented in writing. For director-level positions and above, salaries will be based on market comparisons and justified in writing accordingly.

Managers considering a promotion for a budgeted staff employee to a new or existing position should first receive approval from the respective vice president or division administrator, through the appropriate chain of command. The vice president or division administrator should engage with the Office of Employee Services regarding job duty expectations, the appropriate job profile, employee qualifications, and adequate salary justification. Employee Services will additionally review salary expectations for internal equity within the department and across campus. After Employee Services consultation, promotional consideration should be submitted through administrative channels to the president, or designee, for written approval.

A well-documented request will provide the name of the budgeted employee, position job profile and identification number (PIN), a brief summary of the job duties and responsibilities of the position, a concise and factual justification statement of qualification of the employee (education, work experience and other credentials and how such qualifications meet or exceed the qualifications documented in the position description), the current minimum and recommended new salary rate, the requested effective date of promotion, and an indication of the source of funds if necessary. Once justification is documented and verbal or written approval is given, the promotional event will be initiated in Workday through a Change Job on the employee and an Edit Position Restrictions on the position if necessary.

Employees being considered as a candidate for promotion, promotion reclassification, or transfer that requires a position change shall be subject to a criminal history background check. If applicable, a verification of degree and/or licensure or other credential verification will be performed as well.

Promoting an Employee to New Position

A change in employee status is considered a promotion when an employee moves from his or her current budgeted position to a budgeted position with a different PIN as a result of the hiring process or through approved internal promotion, and the position requires higher qualifications (such as greater skill or more education or experience or involving a higher level of responsibility), a higher rate of pay and usually a different title. The President, or designee, may approve the promotion of a qualified internal candidate currently employed in a budgeted position to fill a vacant budgeted position without posting a Notice of Vacancy.

Promoting Employee in Current Position (Reclassification)

When a position's job duties, responsibilities, and required qualifications are reevaluated and the position is assigned to a different job profile within the same PIN. The President, or designee, may approve the promotion of a qualified internal candidate currently employed in a budgeted position to fill a vacant budgeted position without posting a Notice of Vacancy.

Transferring Employee to New Position

A change in employee status is considered a transfer when an employee moves from his or her current budgeted position to a budgeted position with a different PIN as a result of the hiring process or through an approved internal transfer, and the move does not meet the definition of a promotion. Transfers include lateral transfers and voluntary moves to lower positions. The President, or designee, may approve the transfer of a qualified internal candidate currently employed in a budgeted position to fill a vacant budgeted position without posting a Notice of Vacancy.

By definition, a transfer is a move to a new (or existing vacant) position without a change in pay. The salary of an internally transferred employee will normally be comparable to other employees holding the same job profile. A budgeted employee being considered for internal transfer to a new position must meet the minimum requirements for the position they will hold.

Voluntary Demotions

This section addresses non-disciplinary demotions only. A non-disciplinary demotion occurs when an individual moves from one position to another position having a lower pay range and/or a less senior title requiring less education, experience, and responsibility. Salary adjustments may be made in the event of a demotion resulting either from an employee's request to transfer to another position or at the request of the university. Salary adjustments are optional and based upon departmental funding. Employee Services is available to assist in determining the salary rate.

If the demotion occurs as a result of the employee's request to transfer to a lower position, either in the same department or in another department, the receiving supervisor may adjust the employee's salary to the position's job profile minimum pay grade. The new salary should be based on factors, including but not limited to, responsibilities/requirements of the position, uniqueness of the position, the employee's years of experience/service, the pay of other employees in the same or in similarly situated positions, and the recruiting range of the position.

If the demotion occurs at the request of the university and is not part of a disciplinary process, salary adjustments are optional and based upon funding availability. All demotions must be documented and approved up through the President, or designee.

If the demotion occurs as a result of disciplinary action in accordance with The Texas A&M System Regulation 32.02.02, *Discipline and Dismissal of Nonfaculty Employees* the supervisor or department head must consult with Employee Services before proceeding.

Multiple (Joint or Dual) Employment

Multiple Employment may occur as either *Joint Employment* or *Dual Employment*. Joint Employment occurs when a System employee occupies one position, but is assigned to duties in more than one department, unit, or component of the System; the various segments of a joint employment position have common basic educational and experience requirements and are paid at a common salary rate. Dual Employment exists when an employee of the state occupies two or more separate positions within the Texas state government. In a joint employment relationship, all hours worked by a nonexempt employee are to be combined for the purposes of assessing overtime compensation. When a nonexempt employee works in a Dual Employment arrangement in two or more System positions, the hours in the two separate positions will be combined for overtime purposes with exceptions.

If an employee undertakes, on an occasional or sporadic basis, and solely at the employee's option, part-time employment with the System which is in a different capacity from that in which the employee regularly engages, the hours worked in the additional part-time job shall be excluded in assessing hours worked for overtime purposes. Additionally, all hours worked in the secondary job must be worked outside regular work hours from the primary job.

Adding a Job to an Employee (Dual Employment)

An employee may undertake, on an occasional or sporadic basis, and solely at the employee's option, part-time employment with the System in a different capacity from that in which the employee regularly engages. Exclusively under these circumstances, hours worked in an additional part-time job shall be excluded in assessing hours worked for overtime purposes. Examples of dual employment of this kind are staff who teach adjunct courses, employees hired to work at athletic events, employees hired to work security with the Police Department, and faculty with 9-month appointments who teach in the summer. All hours worked in a secondary job must be occasional and/or sporadic, worked outside regular work hours from the employee's primary job or worked in a different annual work period from an employee's primary job.

The Workday routing will ensure that the assigned department head approver of the primary job has the opportunity to approve the additional job within a different department. If a staff employee will be hired as an adjunct for the secondary job, the academic department is responsible for obtaining approvals through the Office of Employee Services and the Office of Academic Affairs as well as supplying a signed offer letter to the employee.

The employing department is responsible for creating a new (or securing an existing vacant) faculty position (if adjunct faculty) or a new temporary/casual position (if staff) in Workday before initiating the hire process. If at any time the scheduled hours of the secondary job will overlap the hours of the employee's primary job, the employee will need to secure approval from their primary manager through an Alternate Work Schedule Request Form, or plan to use vacation hours with a statement to that arrangement secured in writing with the primary manager's approval. The "Add Additional Job" business process in Workday is followed to add the secondary job.

Texas A&M System-wide Pay Plan

Compensation Philosophy

The Texas A&M System maintains a System-wide Pay Plan focused on attracting, retaining, and rewarding a qualified workforce. Within the boundaries of financial feasibility, employee compensation shall be externally competitive and internally equitable.

Comprehensive Pay Plan

The Comprehensive Pay Plan is derived from the Texas A&M System-wide Pay Plan which contains job profiles and rates of pay for each position utilized at Texas A&M University-Kingsville. Employee Services has been delegated the responsibility for the application of this system-wide pay plan for campus in addition to articulating the student, graduate student, and adjunct faculty pay plans specific to TAMUK.

It is the policy of Texas A&M University-Kingsville that all persons shall have equal opportunities afforded them in all employment-related functions, regardless of race, color, religion, national origin, gender, age, disability, or status as a veteran. "Equal opportunities" include, but are not limited to, the following: initial employment, position classification and reclassification, promotion, transfer, demotion, recruitment or recruitment advertising, reduction in force or other termination, rates of pay, benefits, rights of appeal and due process, and selection for training. Texas A&M University-Kingsville, an Equal Opportunity Employer and Educator, is committed to excellence.

Staff Pay Plan

Pay rates for budgeted staff positions are derived from each graded job profile within the Texas A&M System Central Pay Plan and documented through a minimum pay grade structure utilized to set salaries for new hires, promotions, reclassifications, and transfers.

Faculty Discipline Pay Plan

Pay rates for faculty positions are derived from the rank and discipline the employee primarily teaches. This is documented through a minimum pay grade structure utilized to set salaries for new hires and the tenure and promotion process.

Undergraduate Student Employment Pay Plan

The classification descriptions within the Student Employment Pay Plan are intended to provide general information and to be a guide for departments in selecting an appropriate student job title and pay range. These descriptions are not intended to be exhaustive or prescriptive. Rates of pay for student job titles are listed as well.

Graduate Student Employment Pay Plan

The classification descriptions within the Graduate Student Employment Pay Plan apply to graduate students only and, with the criteria outlined for eligibility, are intended to provide general information only and are not intended to be exhaustive, or prescriptive. Rates of pay for graduate student job titles are listed as well.

Salary Administration System

The System-wide Pay plan for staff will be based on:

- Job families with distinguishable jobs
- Job descriptions with duties and minimum requirements
- A pay structure with grade (salary) minimums
- Classification of positions: allocation to applicable job family and job level that most appropriately captures the characteristic level and type of occupational work

- Compliance with applicable federal and state laws and regulations.
- Not discriminating against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation, genetic information, gender identity, and status as a protected veteran and/or individual with a disability, or any other illegal factor, for any position for which the applicant or employee is qualified.
- Consistent framework for managing salary administration actions that allows flexibility within each System Member for the effective management of individual salaries while operating within established budget parameters and fiscal resources.

Competitive Markets

Competitive markets used for benchmarking and maintaining the System-wide Pay Plan will reflect the current state of the competitive environment for different job families and roles. For positions found primarily in higher education, the comparison market will be a group of public doctoral and master's institutions at the national, regional, or local level, depending upon the position. For positions in Information Technology, Human Resources, Finance and Accounting and other key non-academic positions, broad industry markets will be used in addition to the identified universities to develop and maintain the salary structure. For positions (i.e., professional non-faculty) which are not higher education specific, general industry comparison data for the State of Texas may be used in addition to the identified universities to develop and maintain the salary structure. Regional geographical differentials may be considered. System internal equity and market competitiveness will be monitored regularly to ensure continued program effectiveness.

Market Data Review

Competitive market data should be analyzed every two years or as often as necessary, and salary structures should be adjusted to maintain competitive salary ranges. The analysis and any adjustments should be based on:

- Reliable published surveys to preserve consistency.
- An adequate number of jobs within each job family on which to gather market data (benchmark jobs).
- Matching jobs based on actual duties and responsibilities, not job titles.
- Comparing the relevant employment market for each benchmark job.
- Conducting independent third-party surveys when necessary.
- Monitoring market trends and movement of salary structures.
- Recognizing each System Member's financial environment whenmaking salary range adjustments.

Method of Salary Payment and Records

Personnel employed on an annual salary basis are paid in monthly installments. Personnel employed on an hourly salary basis are paid in bi-weekly installments.

Monthly salaries are paid on the first working day of the following calendar month unless the first working day is a designated state or national holiday, in which case, monthly salaries will be paid on the first working day after the holiday. Hourly salaries are paid bi-weekly on a predetermined pay period schedule published by the TAMUK Payroll Office.

Records and reports associated with salary and wage payments required by federal and state law, regulation, and accounting systems of A&M System members are incorporated in the human resource information system, Workday.

Overtime and Exempt vs. Non-Exempt Positions

Texas A&M University-Kingsville's Overtime FAQs help address questions associated with the Fair Labor Standards Act (FLSA), overtime eligibility, compensation, work time, and documentation for employees and supervisors. The Texas A&M University System Regulation 31.01.02 *Fair Labor Standards* documents procedures and responsibilities.

Retroactive Pay Increases

The Texas A&M System Office of General Counsel has researched retroactive pay increases and concluded that there is no authorization by the State of Texas to grant such increases based on:

Article III, Section 53 of the Texas Constitution prohibits the payment of retroactive increases to State employees. It states there is no power to grant any extra compensation to an individual after the service has been rendered.

Increases may be effective on the first day of the pay period in which the individual authorized to approve salary increases signed the approval document.

Salary Actions, Documentation and Approval

The base salary of all TAMUK employees will be a fixed amount, and no employee will receive any additional base salary without specific approval of the President, or designee. The annual operating budget and personnel salary actions initiated during the year must be prepared and processed in accordance with this requirement. All salary actions must include documentation that addresses the justification of the increase.

Managers considering any compensation action for a budgeted employee should first receive approval from the respective vice president or division administrator, through the appropriate chain of command. The vice president or division administrator should engage with the Office of Employee Services regarding job duty expectations, the appropriate job profile, employee performance, and adequate salary justification. Employee Services will additionally review salary expectations for internal equity within the department and across campus. After Employee Services consultation, consideration should be submitted through administrative channels to the president, or designee, for approval.

A well-documented request will provide the name of the budgeted employee, position job profile and identification number (PIN), a brief summary of the job duties and responsibilities of the position, a concise and factual justification statement of qualification of the employee (education, work experience and other credentials and how such qualifications meet or exceed the qualifications documented in the position description), the current minimum and recommended new salary rate, the requested effective date of the compensation action, and an indication of the source of funds if necessary. Once justification is documented and verbal or written approval is given, the promotional event will be initiated in Workday for the employee and an Edit Position Restrictions on the position, if necessary.

Consistent and Equitable Salaries

When a position is newly established or reclassified, the duties and responsibilities of the position are compared with other similar positions within TAMUK's workforce, The Texas A&M System, and sometimes regionally or nationally. Each position is then assigned a job profile, which has a specific salary grade based on internal and external market factors determined by the Texas A&M System's Central Pay Plan administrator. Actual salaries may differ based on seniority, performance, or employee qualifications.

Employee Services conducts position and market studies upon request from the Vice President or the most Senior Division Administrator, including review of current salaries and positions for the appropriate job profile, minimum standard qualifications, and grade. Additionally, Employee Services will review requests for new positions, reclassification of existing positions, and internal promotion or transfer for appropriateness of the job profile, minimum standard qualifications, and proposed salary.

Merit Salary Increase

An increase granted to an employee in recognition of meritorious job performance with no title change, in accordance with the criteria described in System regulation and university rule. The two types of merit salary increases include:
<u>Merit raise</u>: An increase that is added to the employee's salary base.
<u>One-time merit payment</u>: A lump sum that is not added to the employee's base salary.

As a general rule merit raises are considered and/or granted once during each fiscal year and in accordance with the criteria listed in 31.01.08.K1 *Merit Salary Increases* and within the current year budget guidelines approved by the Texas A&M System Board of Regents.

Administrative Salary Differentials for Non-Academic Interim Positions

An increase to compensate an employee who assumes additional or higher-level of responsibilities and duties on a temporary basis.

On occasion, positions vital to an organization must be filled immediately on a temporary basis. In such instances, another employee may be temporarily assigned to the vacant position or asked to assume some or all of the responsibilities of the position for lengthy periods of time. An employee placed in an acting or interim status or who is required to assume significant additional responsibilities for an extended period of time may be considered for a temporary salary increase.

Temporary compensation may also be paid to employees who perform additional, non-instructional work beyond their normal job responsibilities and in excess of 100% time. Advance written approval from the appropriate department head is required. Circumstances and compensation amounts are additionally subject to the Employee Services review and approval. After Employee Services consultation, consideration should be submitted through administrative channels to the president, or designee, for approval.

Temporary salary increases are typically added to an employee as an allowance with an expected end date or an actual end date.

Equity Adjustment

A salary adjustment made for the purpose of establishing a fairer and more comparable relationship between the salaries of two or more employees in the same job title or grade relative to experience, education and/or certification.

Salary adjustments due to equity may include internal salary compression, gender equity adjustments (if any), or other forces that may be beyond the control of a department. As with merit increases, however, equity adjustments should be made during the regular budget cycle whenever possible. All requests for equity adjustments should be supported by strong evidence of need and a compelling argument as to why the adjustment cannot be accomplished during the next regular budget cycle. Employee Services will be consulted on all reviews for salary adjustments due to equity. After Employee Services consultation, consideration should be submitted through administrative channels to the president, or designee, for approval.

Market Adjustment

An increase granted to establish equity/competitiveness with salaries paid in the relevant labor market, as documented by approved survey data.

Salary adjustments due to market comparisons may be considered upon the request of vice presidents or division administrators and reviewed by Employee Services. As with merit increases, however, market adjustments should be made during the regular budget cycle whenever possible. All requests for market adjustments should be supported by strong evidence of need and a compelling argument as to why the adjustment cannot be accomplished during the next regular budget cycle. After Employee Services consultation, consideration should be submitted through administrative channels to the president, or designee, for approval.

Increase Due to Change in Minimum Rates (Pay Plan Increase)

An increase that occurs when market conditions or changes in applicable laws dictate the adjustment of the salary grade or salary minimum for a particular central pay plan job profile.

Hiring Salary Adjustment

An increase from the minimum base salary may be applied to newly hired employees who have specific skills and experiences above the minimum qualifications for the position.

Across-the-Board Increase

A uniform salary increase given in accordance with prescribed guidelines, often granted by legislative enactment, without regard to the individual merit of employees.

One Time (Lump Sum) Compensation

One-time, or "Lump Sum," payments can be made to an employee for various work-related activities considered supplemental pay outside the scope of regular responsibilities as outlined in the Workday position restrictions. Moving allowances, employee awards, and payouts at separation are examples of one-time payment instances.

One-time, or “Lump Sum”, payments are not authorized for employees performing job duties at or below their primary job responsibilities. In addition, additional job duties that are within the primary scope of responsibility are not a valid justification to provide compensation to an employee. An increase in the volume of work performed does not automatically warrant additional compensation. Additional compensation for non-exempt employees taking on extra responsibilities will be provided as either overtime pay or compensatory time off.

Extra compensation for services performed that are considered to be supplemental wages (supplemental compensation), must be substantially outside the scope of the primary appointment of the employee as defined by the employee’s position description. One-Time Payments are not a means to pay missed salary/missed hours, make an adjustment to base salary, award grant funding, temporary salary increases, internal equity or a bonus.

One-time supplemental pay can be applied as "Extra Pay for Dual Employment" or "Extra Pay for Single Activity." The application of one-time payments--specific uses of and reasons for--is determined appropriate by the Office of Employee Services and the divisional vice presidents in accordance with all state, System and TAMUK regulations, rules, and procedures. Managers and department heads (cost center approvers) are responsible for implementing and approving one-time payments in accordance with these same regulations and rules.

Allowances

There are several types of allowances that can be applied to an employee's compensation. Some allowances are derived by the nature of an employee's position and reviewed and applied accordingly. Some allowances are derived by pay for temporary additional employee efforts beyond the scope of regular responsibilities as outlined in the Workday position restrictions, such as temporary interim increases, or department head stipends.

Allowances are not permitted for employees performing duties at or below their primary job responsibilities. Any additional compensation for “interim” or “acting” roles requires prior approval before the duties are undertaken. A temporary salary increase may occasionally be granted to employees who take on temporary assignments for critical positions that need to be filled temporarily. Additional compensation should be for duties outside the primary scope of responsibility. Furthermore, temporary salary increases or allowances will only be authorized for employees who perform duties outside their primary scope of responsibility for more than sixty (60) days. The temporary salary or allowance should not exceed 10% of the employee's monthly base salary and be effective the first of the month following the 60 days of additional responsibility. All allowances are considered temporary and subject to annual review by documented standard procedures.