# Fall 2022

# **Department Representative Meeting**

November 3, 2022

# Welcome!

## Shelley Lopez, Program Director, HR Communications/Special Projects

### Renisha Gibbs

# Associate Vice President for Human Resources/F&A Chief of Staff

# Foreign Influence Update: Fall 2022

# Robyn Blank Chief Compliance and Ethics Officer

# Agenda

- Old Stuff
  - Review of procedures from July 1, 2021, implementation
  - March 2022 guidance
- Newer Stuff
  - Updates to document requests
- Really New Stuff
  - Tenure-track faculty hires

# Old Stuff

- July 1, 2021, Implementation
  - Use of RAMP Export Control Module for processing
  - Job Code List (research and research-supporting positions)
    - Postdocs
    - Visiting Scholars
    - Graduate Research Assistants
    - Research Faculty
  - Document List (statutory)

# Old Stuff

- March 2022 Guidance
  - Existing employees with hire dates prior to July 1, 2021, moving into new positions
  - Conditional offer language
  - Exemptions (for those in job codes listed but not doing or supporting research)
  - Fulbrights
  - Professors Emeritus/Emerita

# **Newer Stuff**

- Updates to Document Request Lists (August 2022)
  - Based on Due Diligence for J-1 hires
    - Declaration of military or law enforcement service in a foreign country
    - Inclusion of request for funding information that includes funding that makes it possible for the candidate to participate in a visa program
    - List of any paid or unpaid affiliations, such as board membership
  - Clarifications
    - DS-160
    - FGRTP Form

# New Stuff

- Tenure-track faculty hires will require screening
  - Job Code List updates to include these positions
  - Applies to new hires with start dates on or after January 1, 2023
- Exemptions may apply—use same form
- Use RAMP Export Control to track screenings and progress

**Questions?** 

Robyn.blank@fsu.edu

**Compliance@fsu.edu** 

850-644-5238

www.compliance.fsu.edu

# **Employment-Based Immigration**

## Leslie Crosdale

## Associate General Counsel, Office of General Counsel

Employment-Based Visa sponsorship: H-1B, TN, E-3, or O-1

- Visa Processing Times
  - H-1B/E-3 visa process: 2-3 months (using Premium Processing)
  - TN visa process: 1 month
  - O-1 visa process: 2-3 months (using Premium Processing)

Employment-Based Visa sponsorship: H-1B, TN, E-3, or O-1

- Visa Processing Costs
  - H-1B/E-3: ~\$3,500 (with Premium Processing)
  - TN visa process: \$0
  - O-1 visa process: ~\$3,500 (with Premium Processing)

## **Employment-Based Green Card Process**

- Faculty members (tenure track) traditionally begin the green card process with entry into the position.
- Green card process timeline: 1.5-8 years depending on the home country of the employee.
- Non-faculty green card cases are processed on a case-by-case basis depending on the bandwidth of the OGC and the specific facts of the employee's case.
- Green card costs (estimate): \$700 \$2,000 depending on the category.

# Initiating a Case (visa or green card)

- H-1B forms: <u>https://cge.fsu.edu/departments/h-1b</u>
- PR forms: <u>https://cge.fsu.edu/scholars-</u> employees/permanent-residence
- Questions and forms go to: Leslie Crosdale, OGC Office, 424
   Westcott, MC 1400

Leslie Crosdale Associate General Counsel Email: Lcrosdale@fsu.edu Phone: 850-644-8728

# Exchange Visitor Program – J-1 Visas

## Beth Roach, J.D.

J-1 Program Manager, Center for Global Engagement

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Key J-1 Visa Resources

- General Information
  - <u>https://cge.fsu.edu/scholars-employees/j-1-exchange-visitor-program</u>
- Visiting Scholars
  - <u>https://global.fsu.edu/visiting-scholars</u>
- Temporary Scholar Employee (Postdocs)
  - <u>https://cge.fsu.edu/scholars-employees/j-1-exchange-visitor-program/temp-scholar-employees</u>
- NoleStart
  - <u>https://istart.fsu.edu/</u>
- RAMP Export Control
  - <u>https://ramp.research.fsu.edu/modules/export-control</u>

## J-1 Visa Categories at FSU

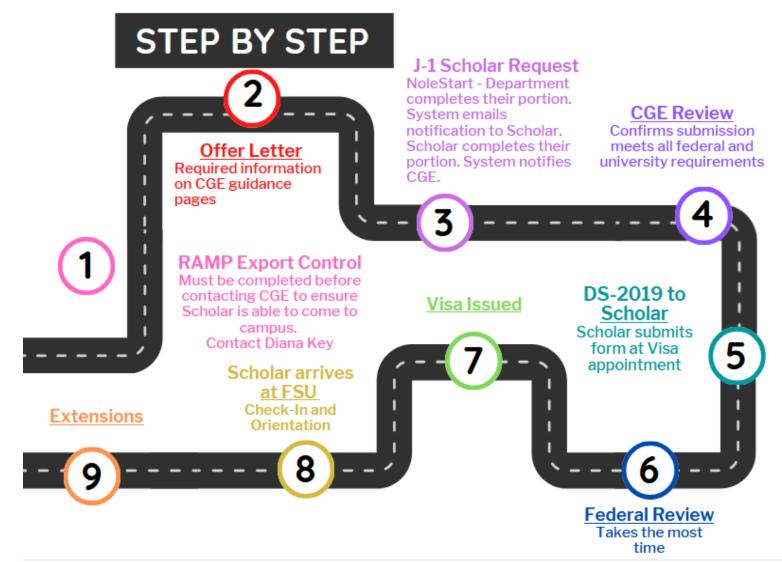
- Professors or Research Scholars
  - Visiting Scholar/Researcher (1-2 years)
    - Very important to review Visiting Scholar Policy and FSU's requirements and limitations.
  - Temporary Scholar Employee/Postdoc (+6 months 5 years)
    - Paid as a postdoc.
    - Receives benefits such as state health insurance
- Short-Term Scholars (6 months or less)
- Specialists

All Scholars are required to show funding, insurance, and English proficiency.

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### 60 days?! How does this work and why does it take so long?



**Contact Information** 

**Beth Roach** 

eroach@fsu.edu

850-645-3179

jscholar@fsu.edu

# 403(b) Savings Plans Project

# Joel Huffman Assistant Director, Benefits

# 403(b) Project Objectives

- FSU has *fiduciary responsibility* to act in the best interest of our employees.
- The 403(b) vendors or pricing had not been reviewed in recent years.
- We evaluated current products and vendors through a competitive Request for Proposal (RFP) process. Key goals included:
  - Provider consolidation
  - *Reduction* in costs and administrative fees
  - Fiduciary risk reduction
  - Responsive and accurate customer service
  - Advanced technology and high-level data security

# 403(b) RFP

- The Request for Proposal (RFP) requested costing for two types of 403(b) services.
  - Lead Recordkeeper (LR)
  - Single Recordkeeper (SRK)

# 403(b) RFP

- The primary services of a Lead Recordkeeper (LR) are to develop and maintain the vendor agnostic voluntary 403b microsite, act as the default vendor for participants who do not make an active choice of provider, accept a single feed of all plan contributions, and disseminate the contributions downstream to the other vendors, provide and maintain the plan document, monitor loan and hardship limits, and provide plan level participant data.
- **Single Recordkeeper (SRK)** services include all these services except the dissemination of contributions downstream.

403(b) RFP

- RFP Committee Discussion
  - The Committee decided to utilize a LR service. TIAA will be the LR.
     Corebridge Financial (AIG) and Voya will continue as active vendors with a target effective date of January 2023.
  - TIAA, Corebridge Financial (AIG) and Voya will be the only active 403(b) vendors for Florida State University.

# 403(b) Timeline

October 12, 2022	403(b) Fund lineup changes effective October 12.
End of October	An official transition guide will be distributed to all affected
	participants and available to all employees.
October 24 – October 26	Town hall meetings held the week of October 24.
November 2 – November 4	Town hall meetings held the week of November 2.
December 3, 2022	Quiet period begins for account & vendor changes. No further
	changes can be made after this time.
December 19, 2022	Transfer of data from FSU to TIAA (LR).
After final 2022 payroll is	Benefits will update SRAs for leave payout purposes and post to
confirmed	the HR website (Benefits, A&L, and Forms page).
January 11, 2023	"Retirement@Work" & plan go live. Applicable HR websites
	will have "Retirement@Work" pages and links available.
Mid-January	General FSU communication mid-January, including new process
	for enrollments/tracking

# 403(b) Information and Communication

- Additional information regarding the 403(b) project can be found at:
  - General project information <u>https://hr.fsu.edu/403b-savings-</u> plans-project
  - Forms and resources <u>https://hr.fsu.edu/home/403b-savings-plans-project/resources-and-forms</u>
  - 403(b) savings plan information <a href="https://hr.fsu.edu/403b-savings-plans">https://hr.fsu.edu/403b-savings-plans</a>

# Employee 403(b) Next Steps

- For employees enrolled with a <u>continuing provider</u>, *TIAA*, *Corebridge Financial (AIG), or Voya*, no immediate action is needed.
- Employees can continue to evaluate their contributions and fund line-ups as needed.
- Changes to contributions after implementation will be made through the Retirement@Work portal.

## Employee 403(b) Next Steps

- If you are currently with <u>Equitable, Jefferson National, Lincoln Investments,</u> <u>Lincoln National, Brighthouse/Metlife, Symetra, or ReliaStar</u>, you will need to enroll with a continuing provider for ongoing Voluntary 403(b) Plan contributions.
  - If you choose <u>TIAA</u> or take no action for your future contributions by December 2, 2022, you will be enrolled in a new TIAA account effective with the January 13, 2023, paycheck, and sent an enrollment confirmation. Your beneficiary designation will be set to "Estate."
  - If you choose <u>Corebridge Financial (AIG)</u> by December 2, 2022, you will be enrolled in a new Corebridge Financial (AIG) account effective with the January 13, 2023, paycheck. Your beneficiary designation will be set according to the rules of the plan.
  - If you choose <u>Voya</u> by December 2, 2022, you will be enrolled in a new Voya account effective with the January 13, 2023, paycheck.
- Once you receive your enrollment confirmation, you should log in to your account to review your investment options and designate a beneficiary for your account. 29

## 403(b) Retirement Committee

- The University also formed an FSU Retirement Committee to help oversee our Voluntary 403(b) Plan.
- The Committee has general responsibility and oversight for the administration and compliance of the Plan, to include supervising the selection of investment options for the assets of the plan in accordance with ERISA.
- The Committee will meet quarterly.

# 403(b) Retirement Committee

### **Committee Members**

- Renisha Gibbs | Associate Vice President and CHRO
- Michael Williams | Associate Vice President
- Judd Enfinger | Controller
- Phaedra Harris | Senior Director, HRIS
- Dr. Dalisha D. Herring, CFP | Assistant Lecturer, Finance Department
- Dr. Patty Born | Payne H. & Charlotte Hodges Midyette Eminent Scholar in Risk Management & Insurance

# Open Enrollment 2023 Changes/Deduction Reminders

# Joel Huffman Assistant Director, Benefits

## 2023 Premium Decreases

- The following plans will have premium decreases for the 2023 plan year:
  - Humana Vision
  - Metlife Dental PPO
  - Ameritas Dental PPO

## **Deduction Reminder**

- Enrollments and changes are effective January 1, 2023.
  - Deductions for the January premiums will begin with the December 2 paycheck.
  - FSA/HSA deductions begin on January 13 paycheck.

## Changes to Health Savings Accounts

- The Healthcare & Limited Purpose Flexible Spending Account annual carry over from 2022 to 2023 has increased to \$570.
- HSA Annual Maximum Contribution Amounts for 2023
  - Individual: \$3,850 (increase of \$200)
  - Family: \$7,750 (increase of \$450)
  - Catch Up (Age 55+): \$1,000 (no change)

## HSA Contribution and Coverage Limits

- Effective January 1, 2023, once an employee turns 65, they may no longer make payroll contributions or receive employer contributions into their HSA.
- There are NO exceptions allowed as of January 1, 2023.
  - The HSA will end on the last day of the month, prior to their 65<sup>th</sup> birthday. For example, if the employee is turning 65 in February 2023, their contributions will end on January 30, 2023.

#### **HSA Coverage Limits**

- ALL HSA Spouse Program exceptions will also end on December 31, 2022.
  - Each spouse is only able to receive the single ER Contributions (up to \$500 per year).
  - Each spouse is allowed to make payroll contributions up to half the annual HSA maximum.
  - If either spouse is 55+, they can contribute up to the full \$1,000 catch up.
  - There will be no exceptions allowed as of January 1, 2023.

#### Additional Programs for the 2023 Plan Year

- The Diabetes Management Pilot Program and Weight Management Pilot Program will be offered again. Please refer to the <u>myHealth page</u> for more information.
- Participation in the Shared Savings Program may reduce healthcare costs through the use of Healthcare Bluebook, SurgeryPlus, and Chard Snyder. For more information, please refer to the <u>myBenefits</u> page.

### **Employee Eligibility**

- If you or an employee have questions regarding eligibility or Qualifying Status Changes (QSC), please refer them to the Benefits team.
  - Phone: (850) 644-4015
  - Insurance: insurance@fsu.edu
  - Retirement: <u>retirement@fsu.edu</u>

### Calendar Year-End Schedules/Reminders

Christine Conley Director, Benefits & Leave

#### Fall/Winter Holidays

Holiday	Schedule					
Friday, November 11, 2022	Veteran's Day Holiday					
Wednesday, November 23, 2022	Fall Break Holiday					
Thursday, November 24, 2022	Thanksgiving Holiday					
Friday, November 25, 2022	Day after Thanksgiving Holiday					
Friday, December 23, 2022	Winter Break Holiday					
Monday, December 26, 2022	Christmas Day Observed Holiday					
Tuesday, December 27 – Friday, December 30	Winter Break Holiday					
Monday, January 2, 2023	New Year's Day Observed Holiday					

#### **Payroll Schedules**

- Pay Period J (10/28/22 11/10/22)
  - Time Entry: Wednesday, 11/9/22
  - Approvals & Cost Center 1: Thursday, 11/10/22
  - Cost Center 2 & Final Confirmation: Monday, 11/14/22
  - Off-cycle closes Thursday, 11/17/22 at 12:00 pm
- Pay Period K (11/11/22 11/24/22)
  - Time Entry: Monday, 11/21/22
  - Approvals & Cost Center 1: Tuesday, 11/22/22
  - Cost Center 2 & Final Confirmation: Monday, 11/28/22

#### **Payroll Schedules**

Pay Period L (11/25/22 – 12/8/22)

- Off-cycle closes Thursday, 12/15/22 at 12:00 pm

- Pay Period M (12/9/22 12/22/22)
  - Time Entry: Friday, 12/16/22
  - Approvals & Cost Center 1: Monday, 12/19/22
  - Cost Center 2 & Final Confirmation: Tuesday, 12/20/22
  - Off-cycle closes Tuesday, 1/3/22 at 12:00 pm

#### Calendar Year-End Processes

- Compensatory Leave Payouts will be processed in Pay Period L (12/8/22). Payout amounts will display on the department's Cost Center #2.
- Annual leave balances as of 12/22/22, greater than the 2022 maximums, will be rolled into an employee's sick balance.

Employee Type	Maximum Year-End Annual Leave Balance
USPS	320
A&P	432
Faculty (12-month)	432
Executive Service	560

**Staffing Updates** 

Christine Conley Director, Benefits & Leave

### Staffing Updates

- Lonyell Butler
  - Senior HR Specialist, Workers' Compensation
  - <u>Ilbutler@fsu.edu</u> / 645-2731
- Christie Riley
  - Senior HR Specialist, FMLA
  - <u>cnriley@fsu.edu</u> / 644-5051
- Joel Huffman
  - Assistant Director, Benefits
  - jrhuffman@fsu.edu / 644-7932

### **Courtesy Onboarding Update**

# Amelia Colorado HR Specialist, EDM Special Projects

#### **HR Updates**

- Coming Soon! Updates to the Courtesy Onboarding Process
  - Adding candidate information to ensure measures are taken to validate the identity of our courtesy candidates who are requesting access to FSU resources.
  - Please email Amelia Colorado at <u>acolorado@fsu.edu</u> with any questions.

#### **Essential Piece Award**

#### Renisha Gibbs

### Associate Vice President of Human Resources/ Finance & Administration Chief of Staff

#### **Essential Piece Award**

- "He is a great partner to central HR and strives to understand and follow our policies, procedures, and guidelines."
- "He is always a pleasure to work with and is always very responsive and helpful."
- "He performs his departmental HR responsibilities seamlessly, and he frequently goes above and beyond to help others outside of his department."

# John Klapchuk



#### Fall 2022 Outstanding Department Representative and Essential Piece Award Winner

### **2022 Annual USPS Evaluation Reminders**

Tracey Pearson Deputy Chief Human Resources Officer/ Director, Employee & Labor Relations

#### **Important Dates**

- Evaluations will be available in OMNI on Tuesday, January 3, 2023. They are due no later than Wednesday, March 1, 2023. Communication will be sent out on January 3, 2022, as a reminder.
- The evaluation rating period measures performance from January 1, 2022 December 31, 2022.
- Performance evaluations are <u>not</u> required for USPS employees who were hired or transferred to a new USPS position on or after May 1, 2022, and are in probationary status; these employees will not have evaluations available in OMNI HR.

#### Lower than Satisfactory Performance?

- An overall rating of *Below Satisfactory* requires a Performance Improvement Plan (PIP), and will only cover the last 60 days, not the entire rating period. Supervisors must contact Employee & Labor Relations (ELR) before initiating a *Below Satisfactory* performance evaluation.
- Performance Expectations Plans (PEP) are recommended with a Marginal Satisfactory overall rating. Please contact your department's assigned ELR representative for guidance.
- In order to receive guidance, managers should reach out to ELR now if they anticipate an employee will receive either of the above ratings.

### **HR Compliance Report**

# Abigail Lejeune Assistant Director, Employee Data Management

#### What is the HR Compliance Report?

- A tool that provides departments with a measure of their area's compliance with key HR appointment processes.
- Launching in Spring 2023

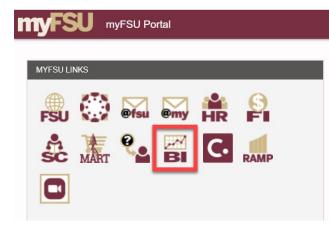
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### What metrics are included?

- Late ePAFs
- ePAFs Missing Supporting Documentation
- Total ePAFs
- Late Job Offers
- Total Job Offers
- Late Smart Onboarding Invitations
- Smart Onboarding Invitations Missing Supporting Documentation
- Time Approved Late

### Running the Report

Access myFSU BI



 From the Dashboards menu, click on HR Reports, then HR Compliance Report

My Dashboard CRM - Peoplesoft CRM - Reporting CRM - Peoplesoft CRM - Reporting - Admin CSW - Emergency Contact Info CSW - Financial Aid - Real Time Recon CSW - Grad Clearance Financial Reports HR Reports Active Employees E Cost Center Daily Wellness Check Employee Time Verification Encumbrances 💷 HR - GL Detail HR Average FTE III HR Compliance Report Partial Telework Request Report Position Detail Timesheets

#### Running the Report

 Use the report filters to select the appropriate Academic Term. The remaining filters: pay period end date, division, college, and department are optional.

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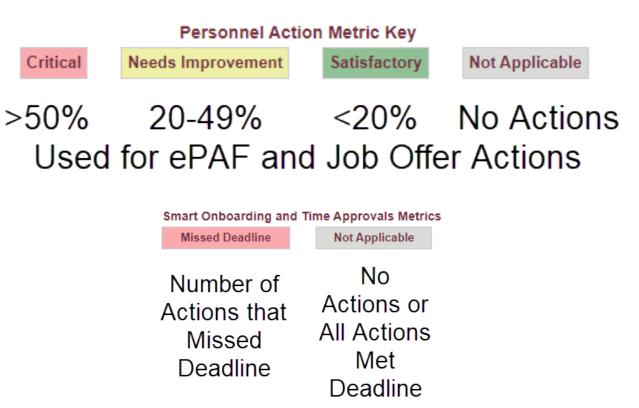
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The HR Compliance Report is designed to provide departments a measure of their area's compliance with key HR processes. Failure to maintain compliance in the submission and completion of HR transactions can result in errors or delays in employee compensation and system access. This report should be used as a tool to verify compliance and identify areas of improvement for your department. Additional information on each metric and applicable deadline calendars are available at the bottom of the report.

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			Academic Affairs	College of Education	123006	Education OASIS	0%	0%	2	0%	25			7
			Academic Affairs	College of Engineering	212006	Engineer Comp & Multimedia Svo	100%	0%	1	0%	1		1	1

#### What do the colors mean?



Compliance is measured based on meeting <u>established deadlines</u> for payroll and personnel actions.

#### **Next Steps**

- Coming soon: Spring 2023
  - Will provide a snapshot of compliance data by semester and update after every pay period.
- Be on the lookout for additional information including helpful resources and job aids.

### **Criminal History Background Checks**

#### Andrew Kapec

# University Background Check & HR Records Manager Employment and Recruitment Services

### How to Handle Disclosed Criminal History

- Review of Criminal History handled solely by HR Background Check Team
  - Details are confidential
  - Department given "approval" or "not eligible"
- Considerations of Criminal History Review include:
  - Severity, Time Passed, Relation to Job Sought, and Appropriate Disclosure
- Existence of Criminal History not and automatic disqualification
- "Not Eligible" determinations apply only to one specific position/Job ID

#### How to Handle Disclosed Criminal History

- Considerations for selecting Top Candidates should include:
  - Qualifications, Education, and Experience
- Criminal History conversations and questions with candidates should be deferred to the BGC Team in HR.
- Candidate selection process is sacred and must not be tainted.

### How Background Checks Are Ordered

- Smart Onboarding
  - All hires made via OMNI-HR Job Offers route through HR BGC Team in SMO - <u>except FWS.</u>
- Request Form via Forms Portal (Found at hr.fsu.edu/bgc)
  - All FWS Hires
  - Volunteers
  - Appointments/Changes made without OMNI-HR Job Offer
    - Internal Movement, Reassignments, Change of Duties, Compliance
  - Request Form Roster can be used for large groups ask BGC Team

#### Miscellaneous

- All new appointment hire dates are contingent and may move.
- Approval from HR must be received **before work begins**.
  - "Work" includes trainings or orientation.
- To ensure timely pay and policy compliance, Job Offers should be submitted <u>2-3</u>
   <u>weeks</u> before anticipated start dates.
- Review the Background Check Website (<u>hr.fsu.edu/bgc</u>) for policy explanations and details on process and procedures.
- Public Service Loan Forgiveness (PSLF) Forms can be Nifty'd to <u>HR-</u> <u>Records@fsu.edu</u> for completion.
- Verifications, Name Changes, Public Records Requests -> <u>HR-Records@fsu.edu</u>

#### Human Resources Background Check Team

**Andrew Kapec**, University Background Check & HR Records Manager akapec@fsu.edu | 850-644-7938

Jarixsa Cadena, BGC Coordinator jyc22@fsu.edu| 850-645-1746

**Tiffany Ospina-Suarez**, Express Appointment Associate tospinasuarez@fsu.edu| 850-644-7702

### Staff Compensation Study

# Shelley McLaughlin Director,

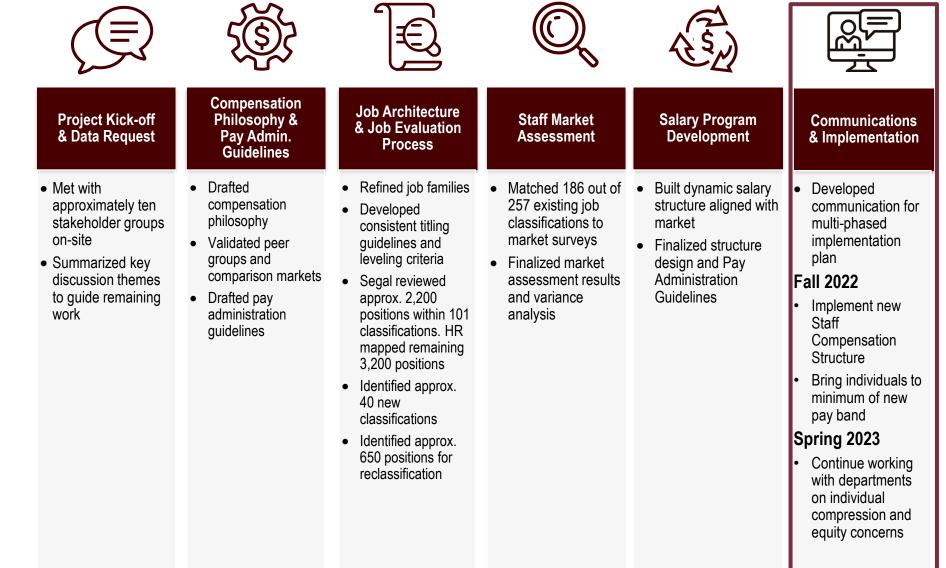
Compensation and Employment & Recruitment Services

#### Staff Compensation Study

- In partnership with Segal consulting, HR launched a project to update our staff compensation and classification system.
- The major objectives of this study were to create or update:
  - Total Rewards/Compensation Philosophy
  - Pay Administration Guidelines
  - Defined career paths
  - Defined classification levels
  - Competitive market assessment
  - Contemporary, competitive, and equitable salary structure

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	XI					VP and Above	Vice President
	x					Management 5	Associate Vice President
Classification	к					Management 4 (Includes Chief Officers)	Assistant Vice President
Structure	VIII					Management 3 (Typically Director)	Directors, Cultural Arts
Sample Titles	VII			Professional 5 (Requires specialized education/experience)	Associate General Counsel	Management 2 (Typically Assoc. Director or Program Director)	Associate Director, Cultural Arts
	VI			Professional 4 (Typically Administrator)	Audit Administrator	Management 1 (Typically Asst. Director)	Assistant Director, Cultural Arts
	v			Professional 3 (Typically Analyst or Manager)	Business Manager		
	IV			Professional 2 (Typically Specialist)	Accounting Specialist		
	Ш	Support 3 (Typically Executive Support or Senior Level Associate/Technician)	Executive Assistant	Professional 1 (Typically Coordinator)	Event Coordinator		
	П	<b>Support 2</b> (Typically Technician or Associate)	Campus Services Technician				
	I	Support 1 (Typically Assistant)	Clerical Assistant				🔆 Segal

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Pay Band	Rate	Minimum	First Quartile	Median	Third Quartile	Maximum
001	Annual	\$31,320	\$39,933	\$48,546	\$57,159	\$65,772
001	Hourly	\$15.00		\$23.25		\$31.50
002	Annual	\$32,920	\$42,385	\$51,849	\$61,314	\$70,778
002	Hourly	\$15.77		\$24.83		\$33.90
003	Annual	\$34,520	\$44,876	\$55,232	\$65,588	\$75,944
005	Hourly	\$16.53		\$26.45		\$36.37
004	Annual	\$36,250	\$47,578	\$58,906	\$70,234	\$81,563
004	Hourly	\$17.36		\$28.21		\$39.06
005	Annual	\$38,060	\$50,430	\$62,799	\$75,169	\$87,538
005	Hourly	\$18.23		\$30.08		\$41.92
006	Annual	\$40,910	\$54,717	\$68,524	\$82,331	\$96,139
006	Hourly	\$19.59		\$32.82		\$46.04
007	Annual	\$47,660	\$64,341	\$81,022	\$97,703	\$114,384
007	Hourly	\$22.83		\$38.80		\$54.78
008	Annual	\$55,290	\$75,333	\$95,375	\$115,418	\$135,461
008	Hourly	\$26.48		\$45.68		\$64.88
009	Annual	\$64,130	\$88,179	\$112,228	\$136,276	\$160,325
009	Hourly	\$30.71		\$53.75		\$76.78
010	Annual	\$74,390	\$103,216	\$132,042	\$160,868	\$189,695
010	Hourly	\$35.63		\$63.24		\$90.85
011	Annual	\$86,290	\$120,806	\$155,322	\$189,838	\$224,354
011	Hourly	\$41.33		\$74.39		\$107.45
012	Annual	\$103,550	\$146,264	\$188,979	\$231,693	\$274,408
012	Hourly	\$49.59		\$90.51		\$131.42
013	Annual	\$124,260	\$177,071	\$229,881	\$282,692	\$335,502
015	Hourly	\$59.51		\$110.10		\$160.68
014	Annual	\$150,000	Market	Market	Market	Market
014	Hourly	\$71.84				

#### Pay Band Structure

#### Implementation

- Effective **September 16, 2022**, we increased the University's minimum wage for staff to \$15/hr (\$31,320 annually).
- Effective **November 25, 2022**, we will move all staff positions into the new market-competitive structure. Employee impact may be one of the following:
  - Pay Band Adjustment Only Employee's pay band will adjust to the new structure. No job code change or salary adjustment.
  - *Reclassification* Based on a thorough review of PD, employee will reclassify into a new job classification may or may not include Market Adjustment.
  - Market Adjustment A salary adjustment is needed to bring the employee up to the minimum of their assigned pay band in the new structure.
- Beginning Spring 2023, Human Resources will focus on assessing individual placement in the new structure to further address compression and pay equity.

**Closing Remarks** 

**Shelley Lopez** 

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### Thank You!