

# **SALARY PROGRAM POLICY & PROCEDURE**

## **(Nonaligned Administrative/Professional and Support Staff)**

### **PREFACE:**

In furtherance of its long-standing philosophy that employee compensation should be structured on the basis of positional responsibility and accountability, coupled with internal and market equity and driven by performance, the university adopts and shall administer the Non-aligned Administrative/Professional and Support Staff Salary Policy & Procedure (Program). The Program is applicable to all nonunionized, administrative/professional and support staff except for temporary or hourly employees, employed on an either renewable term contract basis or continuing basis following the applicable probationary period. Research Center positions are governed by the Program, albeit aligned in distinction from remaining positions as set out below. The Program is designed to provide parameters, including individualized minimum and maximum base salary for all positions, under which those governed and those who govern may properly and prudently plan, gage, and be fully aware of the expectations, responsibilities, opportunities and limitations of the Program.

### **PROGRAM POLICY**

The Program shall consist of a continually monitored series of salary compensation bands, properly and deliberately segregating positions into the bands in accordance with the position's responsibility and accountability in the university's operational scheme, as well as its relative complexity, difficulty and demand, reflecting market and internal equity.

### **SALARY BANDS:**

The Program shall consist of salary bands representing a deliberate gradation of positions into a comparative hierarchy. Each salary band holds a minimum (base) and maximum (cap) devised from a comprehensive evaluation of operational and positional schemata and its relation to identifiable market characteristics.

The breadth of the salary bands is largest at the highest level and decreases in range as the bands descend in level, representing a base and cap that fairly respond to market factored breadth for benchmark positions within the band. This range allows competitive recruitment and significant performance driven enhancement designed to promote a continual striving for excellence and resultant retention of the best.

Representing a hierarchical differentiation of positions, the system of overlapping salary bands creates an intentional separation between bands evidencing greater difference between the highest bands and a gradual, consistent compression in differentiation between the bands in descending order. This was done to accurately reflect the significant differential of complexity, responsibility and accountability among positions comprising the university's administrative/professional and support staff operational scheme.

Research Center positions are classified by and subject to the same factoring applicable to other positions except that there is a greater weighting of market in classification analysis and band application.

Overlap among the bands represents the commonality of value to the university between a higher level position performed at a lower capacity and of a lower level position performed at optimal capacity. This also allows for a smooth upward or downward natural transition when reclassification is effected by the university.

Within each salary band there are three distinct pay levels as follows:

**Level 1 (Hiring Base):**

The first is comprised of a probationary, base level under which new or recent hires may be placed when it is determined that they hold potential to fully fill out the position's integrated responsibilities but inexperience, complexity of position or some other temporary but significant, intervening factor results in an expected level of performance that, while promising, is insufficient for the long range demand from the position. The employee placed in this base level of the position's compensation band will earn, through developed and demonstrated performance competency, passage into the designated, regular level of the appropriate salary band for the position.

**Level 2 (Merit Level):**

The second level represents the regular, market tied, performance driven salary level within the defined salary band of the Program. This level holds base and cap parameters under which the salaries of both new hires and employees evidencing at least satisfactory performance in the defined responsibilities of the positions therein placed, will be governed. Movement within and beyond the designated salary level will be based upon performance as outlined below and more fully described in the university's Performance Management Policy.

**Over Market Level:**

The third level of each salary band of the Program is restricted to the exceptional performer, positively pushing the parameters of the defined responsibilities of his/her position. This is a salary level that will not be available to even consistently fine performers.

**Over Cap Compensation:**

Exceptional performance will continue to be rewarded, even where salary adjustment exceeds a position's salary cap. However, no compensation above the cap will be committed to base salary of even the continually exceptional performer.

Movement within a position's defined level, from one level to another and/or from one salary band to another is based entirely upon either university evaluated performance, consistent with the university's performance management program or upon reclassification as described below

**RECLASSIFICATION:**

Reclassification of positions from one defined salary band to another shall, in accordance with the university's Classification Policy and Procedures, occur under the following conditions:

1. The university determines, incumbency aside, that the position's characteristic responsibilities, accountability, complexity, difficulty and value need be adjusted to best meet the university's needs. The position will be reevaluated and slotted in appropriate band and level. The incumbent's demonstrated capabilities and qualifications will be reexamined and if found qualified for the reclassified position the incumbent will remain in the position, as a recognized promotion, with salary adjusted accordingly and not inconsistent with contractual appointment. If qualifications are reasonably deemed uncertain in the reclassified position, the incumbent of the deleted position will be forwarded for preferred candidate status in the search to fill the reclassified position.

When a position is deliberately deleted from the university position roster and a markedly different position or positions are constructed, a classification review of the new position is appropriate. An employee laid off from a deleted position will be given an initial qualifications review for potential conferral of preferred candidate status to the successor position(s). The displaced employee is also free to apply for any position openings at the university.

**PROGRAM OPERATION:**

The Program will be subjected to continual monitoring with positional placement and positional and/or band and/or level adjustment, as well as Program amendment from time to time, as deemed prudent by the university, and in furtherance of its espoused philosophy, consulting market, cost of living and budget factors. Implementation of Program amendments will, to the extent practicable, be aligned with the university's successive, fiscal year employment contracting policy.

### **PROGRAM PROCEDURES**

Program procedures shall be aligned with, and herein incorporate by reference, those applicable to the university's Performance Management and Classification Programs, as published and administered by the university.