

STAFF COMPENSATION PROCEDURES

DEFINITIONS

- A. **Cost of Living Adjustment (COLA):** An adjustment in salary and Range as determined by university administration to address inflationary pressures.
- B. **Position:** A specific role within the organization that has defined responsibilities, qualifications, and compensation.
- C. **Position Modification:** A human resources form used by supervisors to request modifications to an existing position in regards to job duties, position title, or salary.
- D. **Professionalism:** Behaviors including, but not limited to, expanding relevant job knowledge and skills; effective use of critical thinking, problem solving, and communication skills; fairness and ethical conduct; identifying areas for improvement and implementing solutions; and working successfully with others to achieve shared goals.
- E. **Range:** The minimum and maximum salary or hourly rate of a Position.

SALARY STRUCTURE & SURVEY SOURCING

All salaried employees' salary and wage adjustments such as merit, equity, general or any other salary or wage adjustments shall normally occur once each year to be effective on or after the beginning of each new fiscal year (July 1). Salary or wage adjustments that have an effective date other than July 1 must be approved by the respective Vice President/Provost and the President via an employee modification with an updated job description.

- A. There will be no more than two modifications per employee Position in the fiscal year including the annual July adjustment. Position Modifications, with the exception of hiring or restructuring, will not be accepted with effective dates between April 1 and July 15 of each year.
- B. Salaries and Ranges will be informed through appropriate labor market trends such as CUPA, WMG, and Educomp to fairly compensate employees for the tasks assigned to their Position. To ensure integrity and internal equity, utilization of job description matching, including scope, responsibilities, requirements and qualifications, will be used to benchmark appropriately.
- C. Ranges will adjust proportionately with COLA increases as allocated by Administration.
- D. The Ranges are available on the Human Resources website.

POSITION PLACEMENTS & SALARY INCREASES

- A. **Initial placement within Range:** When an employee is hired into a Position they will typically start within the minimum to the midpoint of the respective grade Range. The grade Range is intended to cover the lifecycle of the Position. Hiring between the min and the mid of the Position creates a runway for increases that can take place as the

employee grows within the Position. A candidate's years of experience with the posted job tasks may be taken into consideration on placement; however, candidates must be placed within the Range that was advertised.

- B. Changes to an employee's salary, outside of a COLA, may take place based on significant adjustments to job responsibilities in their current Position, when they are below the minimum of the Range, or deserving of merit.
 - a. In tandem with annual performance evaluations, salaries can be adjusted as follows:
 - i. Employees who are below the minimum of the Range will receive first consideration for increases at the start of the fiscal year.
 - ii. For employees within their Range, any non-COLA increase may not exceed the maximum of the Range for the Position/job duties. Professionalism, competency in job duties, and years in Position should be considerations for salary increases.
 - iii. Employees at or above the maximum of their Range may receive the COLA adjustment authorized by administration but no additional pay increase.
 - b. Merit increases are not considered automatic, but are awarded to employees in recognition of exceptional performance as recommended by their immediate supervisor to the appropriate Vice President in accordance with annual performance evaluations.
- C. All non-COLA/State Funded compensation changes to employee salary must be submitted as an Employee Modification and must be accompanied by an updated job description.
 - a. The updated job description will be appropriately evaluated and benchmarked by HR staff using regional and national labor market trends in order to fairly compensate employees for the value of their work. This evaluation may or may not impact the current Position grade. Any increase will not exceed the maximum of the Range for the job duties.

STAFF TITLE GUIDELINE & CHART

Titles are not to be used as indicators of salary or grades. The title structure below is meant as a guide for management levels and responsibilities within divisions. Any level can report to a higher level. Not all organizations will have all levels. This structure does not determine salary.

- A. **Executive Management:** The President and the members of the President's Cabinet. Have stewardship for the strategic direction of the institution.
- B. **Senior Management:** Provide overall vision and direction for their area of stewardship, which typically includes more than one operational subunit. They manage personnel and control budgets at a senior level in the organization. Typically reports to executive management.

- C. **Middle Management:** Provide departmental and/or program vision and direction. Manage full-time personnel and have direct budget and expenditure stewardship. Reports to senior management; direct reports typically include front line management.
- D. **Front Line Management:** Provides specific vision and direction. May oversee personnel, expenditures, projects, and work side by side on the same tasks with other employees. Has leadership responsibility for a unit or team. May report to any level of management.
- E. **Direct Service/Administrative Support Employees:** Provides service and/or administrative support to institutional stakeholders (students, staff, faculty, on and off campus partners, etc.). Typically do not oversee other personnel as a primary function of their job. May report to any level of management.

The Staff Title Chart is available on the [Human Resources website](#).