



STAFF EMPLOYMENT MANUAL

Title: 4.0 Pay

Chapter: 4.01 Salary Administration

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1. General Policy

It is the policy of the University of Hartford to maintain a fair and equitable, nondiscriminatory compensation program, realistically related to the identified employment markets and in compliance with federal and state legislation. Such a program must be determined within the constraints of University operating income. This policy emphasizes internal equity in the administration of salary among all staff employees.

HRD is responsible for developing, implementing and administering a single, consistent, University-wide salary program for non-bargaining unit clerical, technical, trades, services, managerial and professional staff. No commitment to a present employee or new hire may be made for a salary amount without prior review and agreement by HRD that the salary is aligned with the letter and spirit of this policy. Salaries will be administered impartially according to the principles of EEO and nondiscrimination. All offers of employment, both oral and in writing, must be made by HRD. (See also 3.04, Hiring Process.)

2. Definitions

Incorporated into this policy and its related procedures are the following definitions:

- a. Job Description – a brief, written description of the duties and requirements of the job, including its essential functions. It is primarily for use in classifying the job in the proper salary grade and salary range. Job descriptions are also used for posting, hiring and performance review. Job descriptions are not intended to be a complete statement of every function of the job, nor do they set objectives or standards of performance. These are done through performance reviews and ongoing dialogue, and are the responsibility of the supervisor. Staff have access to their job descriptions through their supervisor, and may be asked to assist in writing and/or updating their job description. HRD reviews and makes all final decisions regarding job description salary grades and position classifications.
- b. Job Evaluation – placing the job in a grade/salary range by analyzing and quantifying the demands of the job. Job evaluation is the internal comparison of all jobs for similarities and differences in demands. HRD uses one set of non-discriminatory factors in determining salary grades for all job descriptions, which includes the following factors: level and scope of responsibility, key job requirements (including formal education, work experience, impact of actions, complexity, decision making, internal and external communication, customer relations as well as managerial skills), physical effort and working conditions. Job evaluation is not an evaluation of individual performance or personal qualifications but rather an evaluation of the position itself.
- c. Salary Grade/Range – the uniform progression of pay brackets or salary ranges. Each salary grade has a dollar minimum, midpoint and maximum. Individuals progress through a salary range based on individual contribution to overall departmental goals as evidenced by both job performance and increased job experience. Job experience alone, however, does not equate to an increase in salary.

- d. Midpoint Control - the proposition that the actual salary paid in any salary grade should not exceed a **theoretical** average, which is calculated by substituting the actual staff salaries with grade midpoint salaries. Under midpoint control theory, salaries below the midpoint furnish dollars for salaries above the midpoint. Actual salaries tend to distribute around their grade midpoints somewhat according to a bell curve. Midpoints are figures used for comparison with employment market average pay for comparable jobs, and represent the competitiveness of our salary ranges in hiring and retaining staff. Those paid at the midpoint or higher of their grade fully meet or exceed all of the job requirements and have sufficient job experience and years of service at the University to validate their merit.
- e. Midpoint Ratio (also called Comp-ratio) - a technical index used for analysis, it is the ratio of an actual salary to the midpoint of its grade, calculated by dividing the actual salary by the midpoint of the grade. In the case of an individual salary, a midpoint ratio of 1.00 means that the salary is exactly equal to the midpoint of the salary range. When the combined midpoint ratio of salaries in a large department exceeds 1.00, it suggests some aspect of salary administration may be skewed.
- f. Salary/Merit Review - the annual process by which the supervisor evaluates the employee's current salary in light of the employee's overall level of contribution to departmental goals, and determines an equitable allocation of available budget for salary increases. These are merit increases, as opposed to uniform adjustments which might be made to staff salaries in unusual circumstances. This process involves the supervisor's discussion or review of the salary decision with the employee.
- g. Performance Review - the annual performance evaluation upon which salary decisions are determined. This is a part of the Dialogue for Direction Program, covered under **6.06-1, Performance Development**.
- h. Salary Range Adjustment - a percent adjustment uniformly made to the salary ranges to maintain their competitiveness. Salary ranges are moved up or down to ensure salary midpoints relate as favorably as possible to similar work within area and employment market average salaries.
- i. Exempt Jobs - positions that are not subject to the mandatory overtime pay provisions of the Fair Labor Standards Act (FLSA). Specific guidelines exist for the exemption of a position, which are defined by the FLSA and administered by HRD. While the University will typically require that exempt-level positions require a minimum of a four-year degree, this requirement may be waived if it is determined that related work experience may be considered based on the nature of the occupation. Final determination of minimum educational requirements for all exempt positions will be made by HRD.
- j. Non-exempt Jobs – positions that are subject to the mandatory overtime pay provisions of the FLSA. FLSA requires employers pay covered non-exempt employees at least the federal minimum wage and overtime pay for all hours worked over 40 in a work week.
- k. New Hire Salary - the starting salary paid to a new staff member. New staff are paid the minimum of the salary range if they meet the minimum requirements of the job, and have been hired for their potential. However, when there is evidence that the prospective employee can immediately meet all the standards and performance expectations, it can be higher. All new hire salaries above the midpoint are exceptions to policy, and require the approval of the appropriate Officer.
- l. Reclassification - a change in job classification due to a change in job title, job content, job grade, or any combination of these, but where the change does not establish a new job. It is a

substantive transformation of the main body of duties to meet changed organizational needs. As a rule, salary increases are not given when an employee is reclassified. However, if given, they are to be justified on the basis of internal equity and decided in consultation with HRD.

- m. Promotion - an advancement to a different position in a higher salary grade. Staff are eligible for promotional increases based on evaluation of their qualifications and with consideration given to their salary history, their current salary in relation to the salary range of the new grade and the availability of departmental funds.
- n. Lateral Transfer - a change of job assignment in the same salary grade. No salary change up or down is involved, except when there is a marked difference in the staff member's qualifications for the new assignment.
- o. Demotion - a transfer to a different position in a lower salary grade, under circumstances such as departmental reorganization, reduction in force or for more suitable placement. Demotions are not an alternative to disciplinary action; however, where appropriate, demotion may be a form of disciplinary action. Demoted staff, unless transferred at their own request, are given every consideration for maintaining a salary level near or at their present level through red-circling or some similar arrangement. Staff demoted voluntarily will be paid a salary in the new range based on their qualifications for the position. All demotions and subsequent salary treatment must be approved by HRD.
- p. Red-Circle Salary - a salary above the maximum of the salary grade. Staff with red-circle salaries should not receive salary increases beyond the maximum for the salary grade. Exception to this policy must be approved by the appropriate Officer.

3. Responsibility and Authority in Salary Administration

The following describes the system of necessary incentives, tasks, reviewing concurrences and approvals to implement the Salary Administration Policy:

- a. Staff Member
 - 1. Upon request, assists with the fact-collection process necessary for job evaluation.
 - 2. Participates in the annual performance review process, which includes mutual involvement in setting goals, clarifying expectations and resolving performance problems.
- b. Immediate Supervisor
 - 1. Reviews job description with the staff member on an annual basis.
 - 2. Recommends a merit increase amount if appropriate.
 - 3. Communicates salary adjustments with the staff member.
- c. Intermediate Supervisor or Manager (if required)
 - 1. Provides initial approval to merit increase amounts recommended.
 - 2. Initiates Personnel Action Form (PAF) changes as necessary.
 - 3. Recommends starting salaries.
 - 4. Consolidates the salary review data for the department or unit under his/her jurisdiction.
- d. Dean or Administrative Department Head
 - 1. Approves all new salaries as well as salary adjustments.
 - 2. Provides initial approval of classification and reclassification requests.
 - 3. Approves Personnel Action Form (PAF) changes.
 - 4. Consolidates salary review data for the department.
 - 5. Administers and allocates merit funds.
 - 6. Ensures budget compliance.

e. Officer(s)

1. Approves consolidated salary review plans prior to implementation.
2. Approves classification and reclassification requests.
3. Administers and allocates merit funds.
4. Approves hires over the midpoint of the salary grade.
5. May approve exceptions to the salary administration policy as deemed necessary and appropriate.

g. HRD

1. Administers all facets of salary administration for internal equity.
2. Surveys and maintains data for external equity comparisons for all salary grades.
3. Maintains necessary policies, procedures and standards.
4. Prepares management information and reports.
5. Confers with Officers, managers and supervisors on salary administration issues.
6. Interprets and administers the Salary Administration Policy.
7. Ensures compliance with the FLSA.

4. Special Salary Reviews

If the supervisor deems appropriate and the department has the monetary resources, a special review of a staff member's salary may be considered at any time based upon performance.

New staff may be granted a special salary review and be considered for a salary adjustment based upon performance, to be effective following the successful completion of orientation status or any extension thereof.

5. Confidentiality of Salary Information

It is the responsibility of all University employees to maintain the confidentiality of individual salaries. A bonafide need to know must exist before anyone is given access to salary information on any other employee. A bonafide need to know can include, but is not limited to, a legal contractual obligation to report to outside agencies. Everyone with access to salary information is responsible for its confidentiality. Any breach of this confidentiality may result in appropriate disciplinary action, up to and including termination.

Any release of salary information to parties outside the University requires the approval of HRD, an Officer or General Counsel. (See also **6.02-3, 9, Confidentiality, Press Releases and Labeling Confidential Material.**)

6. Job Evaluation Factors

The following are the factors used in job evaluation:

a. Formal Education

This factor identifies the minimum formal education (i.e., high school diploma, college degree or vocational or other technical school training) required to perform the job satisfactorily.

b. Work Experience

This factor identifies the minimum amount of prior related work experience required and includes the time normally required for a person with the necessary educational background to develop the required skills and abilities to perform a specific job.

c. Impact of Actions

This factor identifies the impact of the position on the functions of the University of Hartford.

Impact of actions considers the impact of the position when everything is running smoothly, not when unique situations arise or worst case scenarios are presented, and is measured by:

- the importance of the decisions; or,
- final recommendations the position typically renders.

d. Complexity

This factor is measured in terms of:

- the nature of the tasks performed and the reliance on policies and procedures;
- the extent of problem solving capabilities necessary; and
- the level of analytic and organizational ability required.

e. Decision Making

This factor is measured in terms of:

- the opportunity for independent action; and
- the level of direction and supervision received.

f. Communication

This factor identifies the responsibility for working with or through other persons to obtain desired results. The contacts or relationships may be inside or outside the University of Hartford. In measuring this factor, consider:

- why the contact is necessary, the importance and frequency of the contact(s);
- the amount of tact and persuasion typically required; and
- whether the position must handle confidential information.

Internal contact includes contact with the student body or employees from other departments at the University of Hartford. External contact includes contact with individuals outside of the University such as suppliers, other organizations or the general public. Contacts that are not work-related are not considered.

g. Customer Relations

This factor is measured in terms of:

- the type of contact required;
- the level of customer interactions; and
- the extent of contact necessary.

h. Managerial Skills

This factor identifies the responsibility for directing others, including hiring, structuring and assigning work, evaluating, disciplining and terminating staff. Only the formal assignment of responsibility for regularly directing others should be considered. Informal working relationships, the supervision of student employees and temporary assignments have only minimal influence on this factor and should not be considered.

i. Job-Related Knowledge and Skills

This factor identifies the job-related knowledge and skills required to satisfactorily perform the job. While the job may require skills of more than one level, this should most closely match the knowledge and skill required for that specific job. Job-related knowledge and skills are measured in terms of:

- the skills used on the job; and
- the knowledge level required for the job.

7. Salary Ranges

Salary information for all employees is treated as confidential at the University of Hartford, except as otherwise required by law and/or policy. Salary ranges, administered and maintained by HRD, define all exempt and non-exempt non-bargaining unit position wages. Salary grades and ranges are posted on the job posting website maintained by HRD (www.hartford.edu/jobs).

- a. An employee will only be provided with the salary grade and salary range of his/her position.
- b. The supervisor will review salary and may recommend changes that are merited by overall contribution to departmental goals. Salary changes made as part of the annual merit review program are approved by senior management and generally become effective in early September.