

Staff Compensation Program Salary Administration Guidelines



Contents

1. Introduction	2
2. Our Compensation Philosophy	3
3. Compensation Basics – Effective Compensation Programs	4
4. DePaul University’s Staff Compensation Program Overview	5
5. Salary Program Management and Administration	
A. Job Descriptions	8
B. Managing Salaries within the Grade	8
C. Starting Salaries	9
D. Merit Reviews	10
E. Significant Changes to a Job	10
F. Skill Achievement	11
G. Promotions	11
H. Transfer/Lateral Moves	14
I. Demotions	14
J. Off-Cycle Salary Requests	14
K. Compensation for Part-Time Staff	14
L. Staff Recognition Award Program	14
M. Non-Cash Rewards	15
6. Job Titles	15
7. Program Maintenance	16
8. Legal Considerations – Fair Labor Standards Act	17
9. Glossary of Terms	18
10. Job Family Descriptions	21
11. Job Level Definitions	24

1. Introduction

DePaul University is pleased to present the salary administration guidelines for the staff compensation program, which covers all non-union staff jobs at the university. This document describes the program and presents guidelines for ensuring that staff salaries are administered appropriately across the university.

DePaul is committed to a policy of equal opportunity in every aspect of our operations. We value and appreciate a diverse workforce, and we seek qualified and talented employees from a variety of backgrounds. Accordingly, the compensation program does not discriminate on the basis of gender, race, age, color, religion, national or ethnic origin, sexual orientation, disability, marital status, military leave, veteran status or any other status protected by law, in matters pertaining to employment. The program will comply with all applicable state and federal laws governing compensation and all other applicable laws and regulations.

The university intends to administer this program in accordance with these guidelines; however, reserves the right to modify any of the guidelines described in this document at any time without prior notice. Nothing within these guidelines constitutes a contract or guarantee of employment.

2. Our Compensation Philosophy

DePaul University's mission is to make an extraordinary education accessible. Our namesake, St. Vincent de Paul, consistently recognized and respected the dignity of each person, and our compensation philosophy is aligned with guiding principles based on our Vincentian values. We are committed to treating all DePaul employees with respect, and our compensation programs, policies, and practices will support this commitment.

Our Guiding Principles

- We value the collective work and contributions of all individual staff members at DePaul University.
- We evaluate our compensation against peers in our industry and marketplace.
- We support a fair, equitable, and consistent approach to compensation for all employees, and recognize individual results using an annual merit review process based on performance and the achievement of goals.
- We align the work of our employees to DePaul's overall success and mission through the performance management program; individual goals are linked to the university's strategic and operational goals.
- We provide a competitive overall compensation package, including a competitive base salary, benefit programs for employees and their dependents, retirement savings opportunities, and optional work/life programs.

Program Administration

DePaul strives to deliver fair and competitive compensation that enables the university to attract, retain, and engage highly qualified individuals with the requisite expertise and skills to serve the mission of the university. We will:

- Collect, analyze, and utilize pertinent market-driven salary data from both higher education and general industries in the Chicago area to develop equitable salary grades that take into account roles, responsibilities and requirements of the jobs.
- Pay all employees within the minimum and maximum of their respective salary ranges.
- Develop and enforce administrative guidelines to ensure the compensation program is administered in a consistent, impartial, and sustainable manner.
- Uphold ethical conduct and legal compliance in the application of compensation policies, rules, practices, and all applicable employment laws and regulations.
- Review our philosophy and practices to ensure that our guiding principles and values are consistently upheld in practical administration.
- Communicate any changes to this philosophy, our compensation policy, and our administration of the program in a timely manner.

This document and other aspects of DePaul's compensation program (job description template, listing of salary grades, salary planning matrix, etc.) are available online at hr.depaul.edu.

3. Compensation Basics – Effective Compensation Programs

The following offers an overview of the basic principles of how compensation programs are developed and designed.

Basic Principles

Any compensation program must address two primary concerns:

- establishing a competitive salary range for jobs that takes into account roles, responsibilities and requirements of the jobs; and
- determining the appropriate salary for individuals, with consideration of their knowledge, skills, expertise and job performance.

Compensation programs are also often linked to career progression so that salaries align with employee growth and development.

Typical Program Components

Typical components of staff compensation programs include job evaluation, a salary structure, and salary administration guidelines.

Job Evaluation

Job evaluation refers to the process of grouping jobs together to ensure organization-wide consistency in how salary decisions are made and for career progression. The most common ways to group jobs are as follows:

- **Job families and Job functions** categorize jobs by the functional specialty.
- **Job categories** describe various levels of impact and complexity of work for three major types of roles: support, professional, and management.

Salary Structure

A salary structure refers to a series of grades with salary ranges that establish salary opportunities for jobs.

An analysis of market salaries must be done to determine the competitive salary rates and to develop salary ranges. Salary ranges have a minimum, midpoint and maximum that reflects market competitive salary rates, and provide appropriate salary opportunities for staff within a wide variety of levels of experience and expertise.

Salary Administration Guidelines

The job evaluation process and salary structure provide the organizational framework for salaries, and these guidelines describe the policies and processes to be followed when making salary decisions. Guidelines cover the full range of employment situations that may warrant a salary adjustment and provide a roadmap for how the program will operate, including aspects such as starting salaries, promotions, transfers, and change in job responsibilities.

4. DePaul University's Staff Compensation Program Overview

Goals

DePaul University's Staff Compensation Program has been designed to:

- Manage salaries through a simple, clear program that is consistent with the university's values, mission, and objectives. The program enables DePaul to:
 - recruit, retain and engage qualified staff;
 - provide competitive salary opportunities;
 - provide fair and consistent salary administration across all departments at DePaul;
 - reward staff for high performance and continued development of skills and expertise.
- Provide managers with sufficient guidance to make consistent and appropriate salary decisions while also providing flexibility to meet the business and staffing needs of their areas.
- Provide the DePaul community with clear and accurate information about the compensation program and how salaries are administered.

Governance

University leadership, the Compensation Team, managers and staff all have important roles to play in the compensation program.

University Leadership will:

- Approve the compensation philosophy and program.
- Hold the leadership team accountable for supporting the program and ensuring its effective and consistent administration in their areas of responsibility.
- Support Human Resources in managing and maintaining adherence to the program.

The Compensation Team will:

- Monitor market conditions and make recommendations for updating the program.
- Work with leaders and managers to ensure adherence to the program.
- Communicate any changes to the philosophy, compensation program, policies, practices and administration to managers and staff in a timely manner.
- Track how the program is used and make recommendations for enhancements.

Managers will:

- Develop and maintain understanding of the program.
- Maintain up-to-date job descriptions for direct reports.
- Support the program and follow its guidelines in making pay decisions to manage and maintain adherence to the program.
- Consult with the compensation team to clarify outstanding questions and seek advice as necessary.
- Communicate positively with employees to provide information about the program and how it affects them.

Staff members will:

- Develop an understanding and stay informed about the compensation program by using the resources DePaul makes available (e.g., these guidelines, Human Resources website).
- Work with their managers to keep their job description updated.

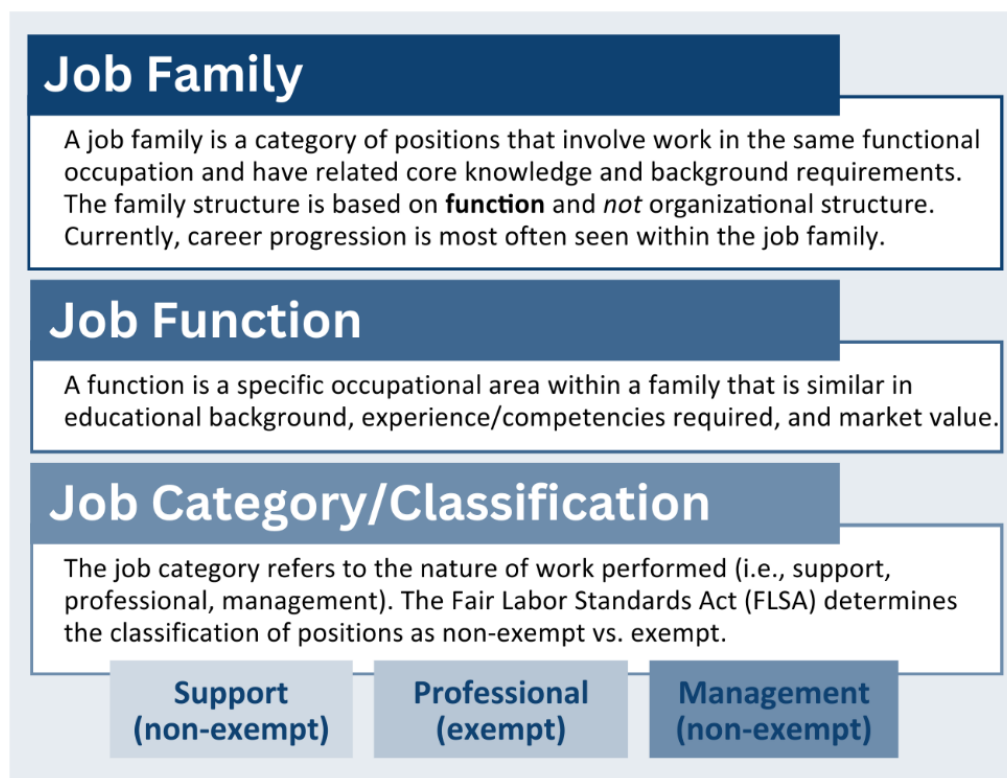
- Discuss questions or concerns with their managers and/or the Compensation Team. Employees can prepare for these conversations by reviewing DePaul's salary structure, job family framework and titling approach as detailed in this document. Additional questions to consider when exploring salary questions or concerns include:
 - Where am I positioned within my salary range?
 - What are my career goals, and am I on the path to achieving these? Is my manager aware of these goals?
 - Are there any opportunities for advancement within my current job family, job function or job category?

DePaul's Staff Compensation Program Components

Job Evaluation

For purposes of this program, jobs at DePaul are evaluated based on their roles, responsibilities and requirements. The jobs are assigned a salary grade and grouped into job families, job functions, and job categories. This process groups similar jobs together and streamlines the market pricing process and grade assignments of jobs across the university.

The job family framework helps to group jobs by the nature of the work, rather than by the organizational or reporting structure. Peers within a department are likely part of the same job family and may be part of the same job function. A listing of the university job families is located after the Glossary section at the end of this document.



Job Families and Job Functions

- **Job Families** are groups of jobs that are similar in the field/profession of the work and core accountabilities.
- **Job Functions** are sub-sets within a job family and are used to further group jobs.

Examples of Job Families and Functions:

Family	Functions
Human Resources	Compensation, Benefits
Academic Support	Advising
Library Services	Collections, Archives

Job Categories

Job categories describe the overall nature of work. The three job categories at DePaul are: Support, Professional and Management.

Support	Support jobs are those jobs which provide organizational related support or service (administrative or clerical) OR roles operating in a “hands on” environment in support of daily operations . The majority of time is spent in the delivery of support services or activities, typically under supervision. The jobs in this category are generally paid on an hourly basis and classified as non-exempt under the Fair Labor Standards Act (FLSA), although assignment to this category is not a recommendation of FLSA status. Higher level support jobs may be responsible for overseeing well-defined tasks performed by non-exempt employees but are not responsible for employee development. Jobs in this category may also oversee student employees and/or volunteers.
Professional	Professional jobs typically oversee the design, implementation, and delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education or specialized training. Professional jobs are generally exempt jobs under the FLSA with responsibility in a field, function or specialty area. A professional staff member may oversee the work of two or fewer direct reports and/or manage processes and programs; however, this is incidental to the primary role of the job.
Management	Management jobs are those jobs which accomplish their goals and accountabilities primarily through the management of staff in operational and/or strategic roles within a specified job family/function. Jobs in the management category have the management and development of people as a major accountability and generally have direct reports . The majority of time is spent overseeing their areas of responsibility, planning, prioritizing and/or directing the responsibilities of employees.

Job Levels

Job levels have been developed within each of the above job categories. Each level describes characteristics of jobs that will be assigned to the level, including organizational impact, complexity, leadership responsibility, as well as knowledge and experience requirements.

Each job at DePaul has been reviewed, compared to the level criteria, and assigned to the level that best describes the job. A list of university job levels after the Glossary section at the end of this document.

Salary Grades

Salary grades establish a range of salary for a job based on the competitive market value of similar jobs, and consist of a minimum, midpoint and maximum.

Comparison Markets

DePaul University is a complex organization with many different types of staff jobs. In order to establish competitive salary ranges for jobs, the Compensation Team benchmarks salaries to the market that best reflects our talent needs. Depending on the job, we may recruit locally, regionally or nationally from other universities and/or from employers outside of higher education (i.e., general industry). Job benchmarking is based on responsibilities and requirements, not on titles.

Market data is used to establish competitive salary ranges that enable DePaul to effectively recruit, retain and engage a highly qualified, skilled workforce.

DePaul participates in several carefully selected salary surveys to ensure the university has access to current and quality data. These surveys are conducted on an annual basis by reputable survey firms who use proven methods for collecting, analyzing and presenting data. The Compensation Team regularly evaluates data sources to ensure they continue to meet DePaul's needs and that the quality and credibility remains high.

5. Salary Program Management and Administration

This section provides guidance on salary decisions in various employment situations. Managers can consult the Compensation Team with any questions when making decisions regarding salary.

A. Job Descriptions

Jobs are assigned to the compensation program based on their role, responsibilities and requirements. Therefore, it is important that job descriptions are kept current, accurate, and complete. Job descriptions are used for:

- Market pricing – to assist in determining the competitive salary for the job based on market data.
- Internal equity – to assist in ensuring comparable salary opportunities for comparable jobs.
- Performance reviews – to ensure the employee and manager have a clear and shared understanding of the job's primary responsibilities.
- Recruiting – to ensure that accurate job information is used to identify qualified candidates and to provide new employees with a clear understanding of the job.

All job descriptions must be completed using the [university-approved Job Description form](#).

B. Managing Salaries within the Grade

The salary structure at DePaul is based on market data, best practices in compensation program design, and the jobs at the university. The market data establishes a midpoint and then a salary range is created around that market data to accommodate a wide variety of salary opportunities based on experience and contribution over time.

Employees can expect to be paid within the range associated with their job's grade. **No one will be paid below the grade minimum.** Similarly, employees should not be compensated above the maximum of the salary range for their job. There may be a rare exception where a salary above the range is appropriate, but this must be reviewed by the Compensation Team and Vice President of Human Resources, and approved by either the President, Provost or EVP, depending on the unit in which the job resides. A list of DePaul's salary grades is available on the [Human Resources website](#).

The salary ranges have been designed to be wide enough to accommodate a variety of experience and expertise levels from entry level to expert. The following chart provides guidelines to determine the appropriate salary for an existing employee and to determine the appropriate starting salary for a new hire.

Salary Range			
Minimum ← Developing skills and experience	Midpoint Fully competent/proficient skills and experience		Maximum → Highly skilled and very experienced
Developing Q1	Market Reference Range Q2 Q3		Premium Q4
Typical zone for starting salaries for individual with little/or no experience in the job and who is on a steep learning curve	Typical zone for starting salaries for individual experienced in most job responsibilities	Typical zone for starting salaries for individual with extensive direct job experience	Rarely appropriate as a zone for starting salary
• Building both skills and knowledge as well as ability to handle the full breadth of job duties and responsibilities • Employee is working towards proficiency in the job	• Possesses all/most of the basic knowledge and skill requirements, but may need to build upon them through experience • Performs job responsibilities with increasing effectiveness • Performs most job responsibilities effectively and independently • May still be learning some aspects of job or developing expertise to handle them more independently and effectively	• Fairly seasoned and proficient; consistently exhibits most desired competencies to perform job successfully • Significant relevant experience and possesses all required knowledge and skills • Demonstrates sustained high level of proficiency in all aspects of job over an extended period of time • Has broad and steep knowledge of own area as well as related areas • Zone should also be considered if job is hard to fill	• Expert in all job criteria; depth and breadth of experience, specialized skills, adds significant value to institution • Serves as expert resource and/or role model/mentor to others • This represents a premium on market salaries; typically reserved for employees with exceptional expertise or who have consistently demonstrated the highest levels of sustained contributions • Zone should also be considered if job is hard to fill

C. Starting Salaries

A starting salary must be appropriately set based on the skills, knowledge and experience of the candidate, and with consideration for internal equity.

The starting salary for a new staff member at the university is determined by considering the salary range associated with the salary grade and by reviewing the candidate's qualifications for the job as compared with job responsibilities and the "Managing Salaries within a Grade" model (see item B above). This will ensure that new employees begin their employment with an appropriate salary based on their skills, knowledge and experience. Prior work experience should be considered in determining the salary offer provided that it is relevant to the staff member's current job (i.e., prior duties performed and the knowledge, skills and abilities gained in those prior jobs are readily applicable to the job at DePaul).

Any potential salary offers above the grade maximum must be reviewed by the Compensation Team and Vice President of Human Resources and approved by either the President, Provost or EVP, depending on the unit in which the job resides.

D. Merit Reviews

DePaul's philosophy is to reward staff for performance that contributes to both the individual department's goals as well as DePaul's overall goals. The most common and consistent way managers can reward staff is through performance-based merit increases that typically occur on an annual basis, subject to financial feasibility and leadership approval.

Employees covered by DePaul's Staff Compensation Program are eligible for consideration for a merit increase, with the following exceptions:

- Anyone hired within 3 months prior to the merit review date.
- Individuals on a performance improvement plan, or whose last review was unsatisfactory.
- Employees with salaries above the salary range maximum, though these employees may be eligible for a lump sum payment if performance warrants.

Each year, university leaders analyze the university's budget and if appropriate, approve a merit increase budget. Generally, the overall budget available for merit increases is expressed as a percentage of payroll (e.g., 2.5%), however, this amount is not necessarily what individual staff members will receive. The actual merit award is determined by individual performance and position within the salary range.

Every year, each employee's performance will be evaluated through the performance review process. The overall performance level should guide the merit increase. Since salary increase budgets vary from year to year, the Compensation Team will publish an annually updated merit increase matrix to provide guidance to managers.

E. Significant Changes to a Job

It is common for jobs to evolve incrementally over time to meet the needs of the department. There are also times when there are significant permanent changes to the responsibilities of a job.

Not all changes to a job warrant a grade or salary change. Examples include:

- Use of different tools to handle the same responsibilities. This most frequently would be the introduction of technology to handle current manual processes or updates to existing technology.
- Similar responsibilities are added or exchanged for existing responsibilities.
- The volume of work is increasing or decreasing but the complexity of the work does not change.
- The attainment of a degree or other educational milestone, unless this results in changes to the job, level of authority or scope of responsibility.

Examples of significant job changes that warrant a review of the salary grade and/or salary include:

- Additional responsibilities that are different from the existing responsibilities and require additional training/self-study to learn.
- The level of accountability has changed significantly, such as significant changes to budget responsibility or additional people management responsibilities.

A managers should consult with the Compensation Team if they believe there is a **significant** change to a job's responsibilities. The request should not come from an employee. The manager's request should include a revised job description which highlights the key changes to the existing job. The Compensation Team will review the changes and provide guidance on the appropriate course of action.

Job Evaluation Procedures

The Compensation Team will:

1. Analyze and compare the revised job description content to the content of the existing job as well as other similar jobs within the university.
2. Determine if the new job description does not align with an existing job within the university, in which case the Compensation Team will compare the job description against external market data for grading.
3. Evaluate and determine the FLSA exemption classification for the job.
4. Communicate to the hiring manager and/or budget manager the summary of the evaluation and recommendation for the job (i.e., salary grade/range, job title and FLSA exemption status).
5. Update job and employee information upon manager approval.
6. Provide communication templates to manager if there is an incumbent in the position.

F. Skill Achievement

The university expects that all staff members will continue to build and maintain current job skills to effectively perform job expectations. However, from time to time an employee may significantly enhance his/her skills which materially affect the demonstration of job responsibilities. Earning a degree typically does not warrant a salary increase unless the employee has developed skills that enable them to perform the job responsibilities at a noticeably higher performance level.

Generally, skill achievement should be rewarded through the performance review process. In rare situations, an additional salary adjustment may be appropriate. Managers should review with the Compensation Team prior to any conversations with the employee.

G. Promotions

A promotion is movement to a job assigned to a higher salary grade. Such a move generally warrants an increase in base salary to recognize higher level responsibilities and to ensure that the salary for the new job is consistent with market and internal equity. An exception may occur if the employee's current salary fits appropriately within the salary range of the new job.

The Compensation Team will work with managers to develop an appropriate salary within the new salary grade, based on the employee's skill, knowledge, experience, performance, and internal equity. Since circumstances vary and each employee has a different salary history, it is important to consider multiple factors including the incumbent's current salary within the new grade when making compensation decisions related to promotions. The Compensation Team should provide consultation on all promotions.

There are several considerations to take into account when determining a promotional increase to ensure the starting salary in the new job is appropriate, including:

- the degree of increase in responsibilities,
- performance relative to expectations,
- current salary in comparison to the new grade,
- salaries of other incumbents in similar jobs, and
- depth and breadth of demonstrated skills.

If an employee is being promoted into an existing job within the university, no new job description is required.

If the employee is being promoted into a job that is new to the university, a manager must submit a new job description for evaluation.

Guidelines for Promotions

The following pages provide a guideline for managers when determining if a promotion to a higher grade is warranted. Managers should consider how each statement applies to the employee and plot the assessment on the corresponding line. After plotting each item, a pattern is likely to be evident. This pattern will help develop an appropriate increase recommendation.

Example 1

Assume Eric is moving to a job one grade higher with a moderate increase in his current responsibilities. He is a good performer, consistently performing at an above-expectation level; however, the depth and breadth of his skills is only somewhat above a moderate level. His salary is relatively high in his new salary grade and relative when compared with peers in the new grade. The job is critical to DePaul but would not be considered significant. When this information is plotted on the chart, the following pattern appears:

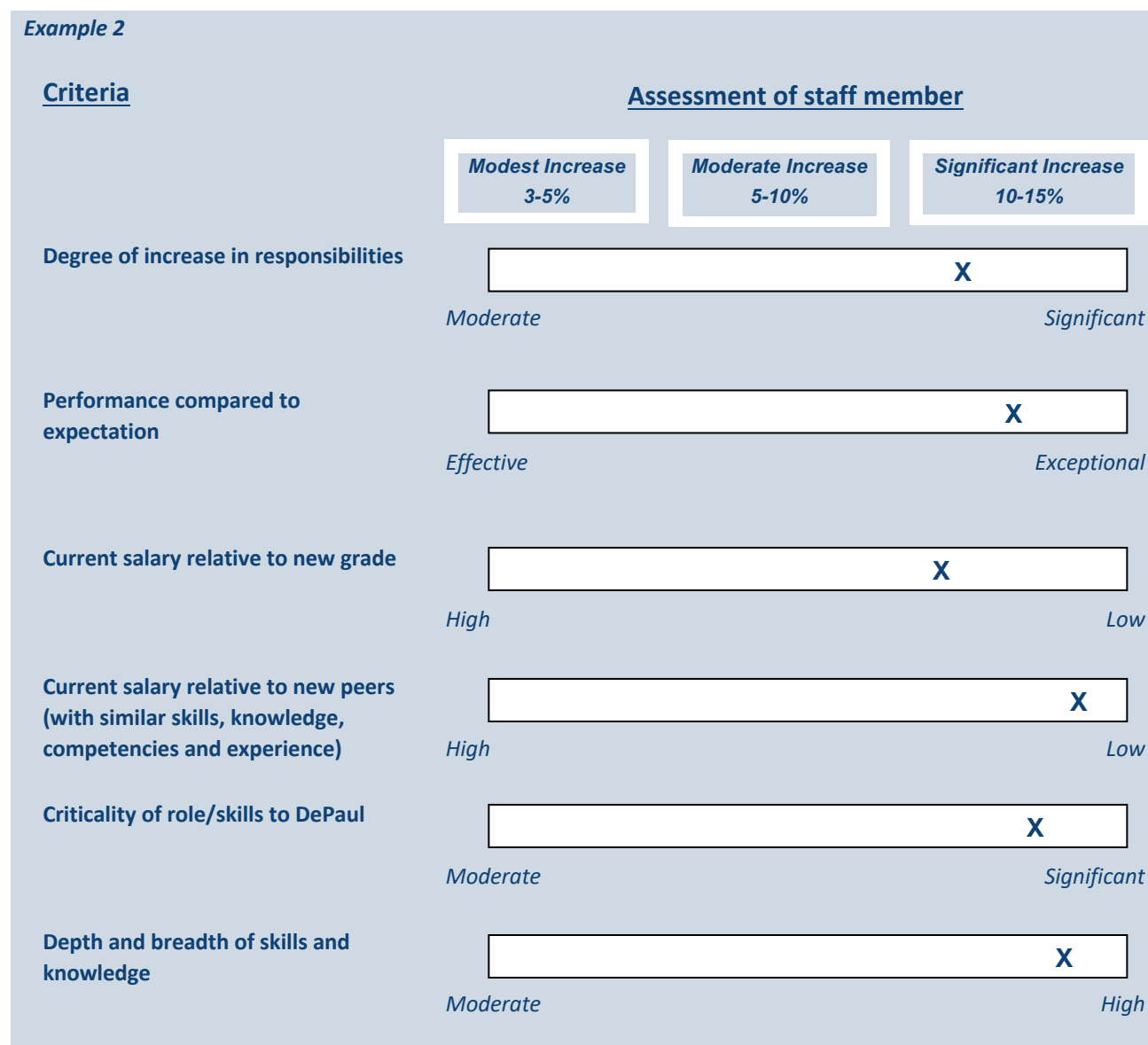
Example 1

Criteria	Assessment of staff member		
	Modest Increase 3-5%	Moderate Increase 5-10%	Significant Increase 10-15%
Degree of increase in responsibilities	X <i>Moderate</i><i>Significant</i>		
Performance compared to expectation	X <i>Effective</i><i>Exceptional</i>		
Current salary relative to new grade	X <i>High</i><i>Low</i>		
Current salary relative to new peers (with similar skills, knowledge, competencies and experience)	X <i>High</i><i>Low</i>		
Criticality of role/skills to DePaul	X <i>Moderate</i><i>Significant</i>		
Depth and breadth of skills and knowledge	X <i>Moderate</i><i>High</i>		

Example 1 Recommendation: Since the pattern is skewed towards the middle range of the increase options, the manager/supervisor may appropriately recommend a moderate promotional increase for Eric.

Example 2

Assume Sara is moving to a job one grade higher but there will be a significant increase in her current responsibilities. Her performance consistently exceeds expectations, and the depth and breadth of her skills is very high. Her salary is relatively low compared with the new salary grade and low compared with peers in the new grade. The job is critical and significant to DePaul. When this information is plotted on the chart, the following pattern appears:



Example 2 Recommendation: This pattern is clearly skewed toward the high range of the increase options. Sara would be eligible for a significant promotional increase.

H. Transfer/Lateral Moves

A transfer/lateral move occurs when an employee takes a job in the same salary grade. Since jobs in the same grade are generally equivalent in terms of responsibilities and requirements, a salary adjustment is generally not warranted. However, when a transfer/lateral move occurs, managers should consult with the Compensation Team to ensure the employee's salary is appropriate for the new job.

I. Demotions

On occasion, an employee may move to a different job in a lower salary grade. This most likely will occur as a result of a more appropriate fit between the employee's skills and the skills and competencies of the lower-graded job.

Each situation is different and must be evaluated carefully. When a demotion is considered, managers should consult with the Employee Relations Team and the Compensation Team prior to discussions with an employee.

J. Off-Cycle Salary Requests

While most salary reviews will occur on an annual basis, there may be rare occasions where an off-cycle request is warranted. This most likely will occur in instances where there is a significant compression issue (i.e., equity adjustment), or in a high demand field where salaries have escalated and recruiting or retention is challenging (i.e., market adjustment).

If an off-cycle salary request is initiated, a manager should discuss the request with the Vice President of the area and with the Compensation Team to determine if an off-cycle salary increase is justified, compatible with the market, and consistent with the university's administrative guidelines.

K. Compensation for Part-Time Staff

Pay for part-time staff is managed under the same guidelines as for full-time staff. Jobs are reviewed and assigned to the structure under the same guidelines as full-time staff. Hourly rates are comparable for full-time and part-time employees in similar jobs.

L. Staff Recognition Award Program

The DePaul University Staff Recognition Award Program is designed to identify and reward distinctive and exceptional achievements by university employees who also maintain their day-to-day duties at the "successful" level. For example, the program recognizes actions that significantly contribute to the university or departmental initiatives, provide exceptional customer service, or ideas that improve operational efficiency.

The Office of Human Resources administers a central account for the Staff Recognition Award Program. Funds are allocated in July (the first quarter of the fiscal year) to each Vice President or Dean based on the number of staff in each area. Employees are eligible to receive multiple awards each fiscal year. The award may range from a minimum to a maximum depending on the scope of the activity or accomplishment. Awards should be submitted in whole dollar increments.

A Staff Recognition Award Nomination Form, available on the [Human Resources website](#), must be completed and attached to the payment request. Requesters may nominate any eligible full-time or part-time staff employee for an award, but payment approval at multiple levels is required. Once final approval is received, payment will be issued as a one-time payment on the next payroll processing date for Staff Recognition Award payments.

M. Non-Cash Rewards and Recognition

While cash is an excellent motivator for employees, managers are also encouraged to use non-cash rewards to help motivate, reward and retain employees. Non-cash rewards are thoughtful, personal types of recognition for a job well done. They also provide an effective low-cost/no-cost way of encouraging higher levels of performance from employees. Many employees find personal recognition more motivational than money; thus, it is an effective tool to use as part of an overall recognition strategy. The types of non-cash rewards vary from a simple handwritten note or email with a message of "thanks" or "congratulations" to a celebratory potluck lunch for the team. Managers can be creative with non-cash rewards, but should follow these basic guidelines when awarding them:

1. **Match the reward to the person.** Reward employees in ways they find meaningful. Managers can ask employees their preferences for recognition during performance review discussions.
2. **Match the reward to the achievement.** Effective reinforcement should be customized to take into account the relative significance of the achievement.
3. **Be timely and specific.** Rewards that come weeks or months later do little to motivate employees to repeat their actions.

Managers are encouraged to consult with members of the Compensation Team with any questions regarding rewards and recognition.

6. Job Titles

Following established job titling conventions is critical to maintaining the Staff Compensation Program at DePaul. Titles should be descriptive of the nature of work performed and may identify where the job is positioned within the university. When titles are consistently applied, they offer the following benefits:

- Establish a common vocabulary.
- Clarify roles and align with organization structure and strategy.
- Facilitate clear and consistent market benchmarking and analysis.
- Align with and connect to job grades, compensation and talent programs.
- Provide university-wide consistency, while balancing the need for common language with local practices/norms or legal/fiduciary requirements.
- Convey scope of authority and accountability (particularly for management titles).

To ensure that titles are appropriate descriptors and are consistent across the university, job titles should be reviewed and approved by the Compensation Team prior to their use. Consistent titling conventions also facilitate tracking and reporting of jobs. Consider the following conventions when developing a job title:

Titling Convention	Example(s)
Vice President, _____	Vice President, Human Resources
Associate Vice President, _____	Associate Vice President, Academic Affairs
Assistant Vice President, _____	Assistant Vice President, Board Services
Director, _____	Director, Payroll Services
Associate Director, _____	Associate Director, Financial Analysis
Assistant Director, _____	Assistant Director, Career Services

Manager, _____	Manager, Art Museum
Team Leader, _____	Team Leader, HR Central
_____ Analyst	HRIS Analyst
_____ Coordinator	Mission & Values Coordinator
_____ Specialist	Video Specialist
Use "&" instead of "and"	Health & Wellness Coordinator
Avoid abbreviations in titles except for indicators of seniority/levels (Sr., Intermed., Assoc.) and areas of DePaul commonly used and understood, such as "IT" and "HR"	Sr. Manager, IT HR Communications Specialist
"Sr." and "Lead" precede classification title	Sr. Reference Librarian Lead Facilitator
"Assoc." and "Intermed." follow the classification title	Compensation Analyst, Assoc.

Note: Do not use Manager and Director-level titles for positions classified as non-exempt under the FLSA.

Additional details related to job titles can be found under the "Job Level Definitions" section at the end of this document.

7. Program Maintenance

Market and Equity Reviews

The Compensation Team regularly reviews market data and internal salaries. Occasionally, it may be necessary and appropriate to adjust salaries and other aspects of the compensation program to recognize significant market changes and maintain internal equity.

"Market Adjustment" refers to an adjustment that is made to recognize changes in the competitive market salary for a job. Market adjustments are unlikely to occur often because the salary structure will be maintained and updated regularly to ensure continued competitiveness. However, unusual market conditions may warrant an adjustment.

"Equity Adjustment" refers to an adjustment that is made to ensure that staff members' salaries appropriately reflects their skills, knowledge, experience and performance. Typically, equity adjustments are made during the merit increase cycle, although adjustments can be made off-cycle with appropriate approval.

"Salary Structure Adjustment" refers to an adjustment to keep salary ranges competitive within the external labor market and ensure our ability to attract and retain talent. Periodic updates to salary ranges usually occur annually. The Compensation Team reviews market data conducted by major survey firms (including trend analyses) and if an adjustment to the structure is needed, a recommendation is made to the Vice President for Human Resources who reviews and presents the revised salary structure to the leadership team for approval.

8. Legal Considerations – Fair Labor Standards Act

The Fair Labor Standards Act (FLSA) is a federal law which establishes minimum wage, overtime pay eligibility, recordkeeping and child/youth labor standards affecting full-time and part-time workers in the private sector and in federal, state and local governments.

Among other things, these laws require every employer to classify their jobs as either exempt or nonexempt based on the duties and responsibilities of each job.

Non-Exempt Jobs (Full-Time or Part-Time)

Staff members in non-exempt jobs must be paid for all hours worked and are eligible for overtime in accordance with the Fair Labor Standards Act (i.e., overtime is payable for hours worked in excess of 40 per week). A staff member in a non-exempt job who works part-time will be paid the regular hourly rate for the job and consistent with their skills, knowledge, experience and performance. This rate will be multiplied by the number of hours actually worked.

Exempt Jobs (Full-Time or Part-Time)

Staff members in exempt jobs are not eligible for overtime pay in accordance with the Fair Labor Standards Act. If a staff member in an exempt job works consistently beyond normal working hours, their manager should discuss the reasons and determine an appropriate solution. Some reasons could include increased workload or lack of resources.

Overview of Exemption Tests

DePaul reviews its job classifications to assess whether the primary duties and responsibilities of the jobs continue to support the current classifications. A job may only be classified as exempt if job criteria fully meet **both** the salary basis test and the job duties test.

Salary Basis Test	• Must receive a predetermined amount of pay each period (currently, at least \$684 per week, or \$35,568 annually). • Cannot be paid by the hour. • Cannot be subject to variations in pay based on quality or quantity of work. • Must receive full salary for any week in which any work is performed.
Job Duties Test	An exempt job must meet the criteria under at least one of the following primary duties tests: • Executive. Primary duty of managing the enterprise or major division or department. • Administrative. Primary duty of performing office or non-manual work directly related to the management or general business operations of the employer. • Professional. a) Learned: Primary duty consists of the performance of work that requires advanced knowledge (beyond high school) and that is predominantly intellectual in character and consistently includes the exercise of discretion and independent judgment. b) Creative: Primary duty consists of the performance of work requiring invention, imagination, originality or talent in a recognized field of artistic or creative endeavor as opposed to routine mental, manual, mechanical or physical work.

- **Computer.** Primary duty consists of:
 - a) the application of system-analyst techniques and procedures, including consulting with users to determine hardware, software or systems functional specifications, OR
 - b) the design, development, documentation, analysis, creation, testing or modification of computer systems or programs, OR
 - c) the design, documentation, testing, creation or modification of computer programs related to machine-operating systems, OR
 - d) a combination of these duties which requires the same level of skills.
- **Outside sales.** Primary duty consists of making sales or obtaining orders for contracts for services or for the use of facilities for which consideration will be paid by the client or customer.
- **Highly Compensated Employees.** Primary duty consists of performing nonmanual office work. *Note: No matter how highly paid, manual workers or other blue-collar workers, including nonmanagement construction workers, who perform work involving repetitive operations with their hands, physical skill and energy are not eligible for this exemption.*

For more detailed information on FLSA, visit: <https://www2.illinois.gov/idol/Laws-Rules/FLS/Pages/overtime-exemption.aspx>

9. Glossary of Terms

Base Salary	Primary form of monetary reward, intended as payment for: • the performance of job responsibilities and achievement of goals, consistent with the standards of the department and the university, and • the continued development and demonstration of necessary knowledge, skills and competencies. Increases to base salary are intended to reward sustained performance of job responsibilities, and to maintain competitiveness.
Benchmark Job	A job whose major responsibilities and requirements are commonly found in the market. These jobs are typically included in salary surveys and have reliable market data readily available year after year.
Compa-Ratio	The ratio of an employee's actual salary to the midpoint of the salary range.
Compensation Philosophy	A statement of the university's philosophy on paying employees.
Compensation Program	The program that provides a framework for managing compensation jobs at the university. The program consists of a compensation philosophy, job families, job functions, job categories, job levels, salary ranges and salary administrative guidelines.
Demotion	The movement of an employee into a job that is assigned to a lower salary grade than the employee's current job.
Equity	Refers to the relationship of salaries among similarly situated employees in similar jobs.

Exempt job	The term that refers to jobs that are not subject to the minimum wage and overtime provisions of the FLSA. Exempt employees are paid an established salary and are expected to fulfill the duties of their jobs regardless of the number of hours worked required to accomplish the work. Incumbents in exempt jobs are NOT eligible to receive overtime compensation.
Fair Labor Standards Act (FLSA)	A federal law that sets the minimum wage as well as other work rules, and guarantees overtime pay for work beyond 40 hours a week for jobs covered by the law. The law includes specific “tests” to determine whether a job will be covered by the law (“non-exempt”) or not covered (“exempt”). These tests consider job duties not characteristics of the incumbent (such as education, experience, skills or performance).
Full-Time Staff Employee	A non-faculty employee of DePaul University who is required to work a standard 35-hour work week, whether exempt or non-exempt. Select areas of the university require full-time staff employees to work a standard 40-hour work week.
Hours Worked	Any time/hours spent on work, whether on or off university premises, is considered time worked and must be reported and compensated. Non-Exempt employees are required to record all hours worked.
Job Categories	A progression that describes the nature of work being performed. DePaul’s job categories are: • Support • Professional • Management
Job Evaluation	A systematic process to evaluate and analyze jobs, their functions, responsibilities, and relative work within an organization and determine a job level and salary grade.
Job Family	A group of jobs involving similar types of work and requiring similar training, skills, knowledge and expertise. Jobs in a job family may be in the same or different departments within the university. Organizing jobs into job families supports salary benchmarking, career progression and performance management. Examples: • Human Resources; Information Technology; Library Services
Job Function	A subset of a job family, usually more specialized in nature. Examples: • Compensation, Benefits (functions within Human Resources) • Help Desk, Systems Analysis (functions within Information Technology) • Collections, Archives (functions within Library Services)
Job Levels	Descriptions of level requirements and responsibilities within the 3 job categories. Job levels describe the general leveling of jobs within each track throughout the university.
Lump Sum Payment	Payment used in lieu of an increase to base salary to reward performance and job proficiency. Typically, used when an increase to base salary is not appropriate, such as when a salary is at or over the range maximum.
Market Pricing	The process of analyzing external salary data to assist in determining the salary grade for a job.
Merit Increase	An increase to base salary intended to reward the employee for their performance during the prior year. The percentage of the increase is determined by the performance level achieved and the salary increase budget authorized by the university.

Non-exempt job	Non-exempt jobs are covered by the FLSA and are subject to the minimum wage and overtime provisions of the FLSA. Employees are required to account for time worked on an hourly basis and are compensated for overtime hours.
Off-Cycle Increase	A pay increase that occurs outside of the normal annual increase cycle.
Overtime	Pay at the rate of time and one-half for all hours worked above 40 in a work week.
Position Title	A specific title that describes the job's roles and responsibilities at the university and is consistent with general market practices.
Promotion	The movement of an employee to a job that is in a higher salary grade than the employee's current job.
Salary Grade	A value to which jobs are assigned based on the roles, responsibilities and requirements. The grade's salary range has been designed to accommodate a wide variety of job skill and experience levels from entry level to expert.
Salary Range	A range of pay rates, from the minimum to the maximum, assigned to a particular salary grade within the salary structure used to set individual employee pay rates.
Salary Surveys	Published third-party surveys providing salary information for a peer group based on parameters such as industry, geographical location or job category.
Transfer/Lateral Move	The movement of an employee to a job that is assigned to the same grade as the employee's current job.

10. Job Family Descriptions

Job Family	Description	Functions	
Academic Support	Provides services to student and faculty to support, build and enhance DePaul's teaching mission and excellence in educational experiences and outcomes.	• Advising • Assessment • Curriculum Planning • Distance Learning	• Faculty Development • Instructional Tech • Other Office & Admin Support • Program Administration
Administration	Executives and VP/Deans of departments or colleges.	• Executive	
Advancement	Supports the advancement of the university's mission through cultivating the support of donors both directly through solicitations and fundraising in campaigns and indirectly through building and nurturing strong relationships with alumni, the business community, foundations, general public, etc.	• Advancement Services • Alumni Relations • Corp & Fnd Rel • Planned Giving	• Development & Fund Raising • Development Research • Stewardship
Conference & Events	Plans and organizes campus event activities, including managing logistics such as facilities, tickets, audience management activities, caterers, and vendors, and facilitation of communication and services with speakers and facility maintenance staff; or provides technical support of these activities.	• Events Planning & Administration • Ticket Sales	
Facility Operations	Provides services related to operation, maintenance, and renovation of all university property, including student housing, university buildings, facilities, and equipment. Provides oversight and management of environmental health and safety programs that protect the environment, provide safe and healthy conditions at the university, and comply with laws and regulations.	• Distribution & Production Svc • Environmental Health & Safety • Facilities Management	• Facilities Project Management • Mail Services • Skill Crafts & Trades Management • Student Housing
Finance & Accounting	Collects, analyzes, monitors and reports on the university's financial matters. Manages and ensures compliance with university policies, professional standards and all laws.	• Accounting • Audit • Compliance • Credit/Collections • Financial Planning /Analysis • Financial Services	• Financial / Accounting Clerical • Payroll • Procurement • Risk Management • Tax • Treasury
General Administration	Provides a broad cross-section of general management and administrative functions across all operations of the university. Develops, recommends, and implements overall business management and administrative initiatives, programs and policies.	• Business Management • University Ombuds • Organizational Consulting	• Records Management • University Secretary
Health Services	Promotes a healthy and productive university community. Supports and provides healthcare, mental healthcare, health education, wellness programs, and health promotion to the university and surrounding community. Organizes educational programming, distributes material to the community to promote healthy lifestyles.	• Compliance • Counseling/ Psychology • Health Education	• Programming Administration • Social Work
Human Resources	Supports the management of the university human resources and develops and implements effective HR administration strategies for the university for staff in accordance with university policy, practice and objectives.	• Compensation & Benefits • Diversity • Employee Relations	• Operations • Talent Acquisition • Talent Management • Training & Development

Information Technology	Acquires, designs, implements and operates the university's information technology solutions for faculty, staff and students, including computer hardware, operating systems, communications, software applications, data processing and security.	• Applications Systems • Asset Admin/Technology Plan • Business Systems • Database Admin • Information Security	• IT Architecture • IT Project Management • Network Services • Software Dev & Engineering • Systems Support & Admin • Technical Services • Web Services
International Program & Services	Coordinates international programs such as the international exchange and study abroad program, including international student advising.	• ESL • International Status Counseling	• Study Abroad
Legal	Ensures that the university complies with legal and regulatory requirements and provides legal counsel to the university.	• General Counsel • Legal Services • Legal Support	
Library Administration	Plans, develops and implements library strategy, collections and services. Collaborates with academic colleagues, students, and outside scholars to ensure that library collections are accessible and support academic research and instruction. Monitors library policies to ensure compliance with federal, state, and local laws as well as university policy.	• Librarian • Library Assistant • Library Management	• Public/Access Services • Reference & Instruction • Technical Services
Marketing, Communication & External Affairs	Provides planning and services related to supporting effective communication between the university and its students, employees, alumni, and the public in order to advance the university's mission. Establishes a consistent and recognizable brand for the university to ensure continuity of communication and increased recognition.	• Audio/Visual Services • Communications • Design Services • Economic & Bus Development • Electronic Media • External Relations	• Institutional Research • Marketing • Media Relations • Publications & Productions • Writing/Editorial Services
Office & Admin Support	Provides a wide variety of administrative and clerical support activities to assist departments and managers.	• Admin Manager/ Supervisor • Department Assistants • Executive & Admin Assistants • Information & Records Clerks	• Other Office & Admin Support • School/College/Dept Admin • Student Records
Performing Arts & Museum Administration	Provides the university with services related to performing arts productions. Develops, designs, and produces performances, exhibits, and screenings of artistic material. Trains and instructs students on the management of the theatres and arts venues. Plans, develops and implements museum services, collections and programs that best serve the university community. Ensures that museum collections are accessible and support academic research and instruction.	• Media Production • Museum • Performing Arts Prod & Admin • Ticket Sales	
Public Safety	Plans, develops and implements programs and systems to maintain a safe and secure university campus. Enforces university rules and local, state, and federal laws. Protects university students, employees, and property from any preventable harm or danger. Engages in a variety of police activities such as patrolling, investigation, law enforcement, crime prevention and detection.	• Public Safety • Public Safety Management • Safety	

Research & Program Admin	Provides support for the development, facilitation, implementation, evaluation, and administration of a wide variety of research programs and initiatives including lab research.	• Compliance • Contracts & Grants • Educational Services	• Program Administration • Research Administration
Sports & Recreation	Provides professional activities and programs related to coaching, recreational sports, and strength and conditioning. Activities include working in a sport directly, as well as supporting the administration of a sport and ensuring compliance with NCAA policies and practices.	• Athletic Operations • Coaching • Compliance	• Sports Performance • Facilities Management
Student Services	Develops, implements, facilitates, and evaluates various programs focused on assisting students in successfully integrating into the university environment and thriving personally, academically, and spiritually.	• Accounting • Admissions/ Recruitment • Career Services • Degree Progress	• Financial Aid • Ministry • Program Administration • Student Disability Services

11. Job Level Definitions

Support			
Level	Title Standards	Title Examples	Overview – <i>non-exempt, well-defined tasks. Does not include employee development responsibilities</i>
4	Executive Assistant Specialist Administrator	Research Project Assistant Executive Assistant Data Control Administrator	Work is performed by applying established standards independently through significant knowledge and experience with the University. Serves as a resource and guide to others.
3	Sr. Assistant Coordinator	Theatre Assistant Sr Administrative Assistant Accounting Assistant Coordinator, CSH	Applies advanced technical or process knowledge; requires ability to utilize diverse but conventional methods to meet specific needs of an assignment. May supervise work of others.
2	Assistant Sr. Representative	Student Records Assistant Administrative Assistant Data Control Assistant Sr Ticket Sales Representative	Works under limited supervision in performing job responsibilities. Applies technical or process knowledge, but no role in decision making.
1	Assistant Clerk Representative Operator	Library Assistant Administrative Clerk Campus Clerk Ticket Sales Representative	Performs a relatively small number of tasks/duties by selecting correct processes from clearly prescribed rules and specific instructions. Most common entry point for this career track.

*Assistant is a common convention throughout all Support levels. The career level is determined by job responsibilities.

Professional

Level	Title Standards	Title Examples	Overview
5	Associate Director Architect	Assoc Dir, Alumni Engagement IT Development Architect	Serves as a program manager or technical leader for a significant program or function. Leads efforts to address most challenging processes with significant consequences on the overall effectiveness and growth of the University.
4	Lead Analyst Program Director Assistant Director Lead Developer Lead Advisor	Lead Financial Analyst Program Dir, Mgmt Devel Ctr Asst Dir, Career Services Lead Developer Lead Academic Advisor	Regularly serves as a technical leader, expert, or program manager for challenging and unique functions and programs that have direct and important department level impact.
3	Sr. Analyst Sr. Advisor Sr. Developer	Sr. Budget Analyst Sr. Academic Advisor Sr. ERP Developer	Provides full range of professional work, including addressing more complex and ambiguous issues. Works on strategic as well as operational issues as a seasoned professional.
2	Analyst Instructor Developer	Real Estate Analyst Community Music Instructor ERP Developer	Performs work assignments that are operational and important to the daily functioning of the University. Provides professional expertise to the University community and external customers.
1	Advisor Specialist Coordinator	Academic Advisor Benefits Specialist Operations Coordinator	Entry level individual contributor. Performs professional work under general supervision. Provides data and informational analysis.

*Masters are required for some student affairs type roles.

Managerial

Level	Title Standards	Title Examples	Overview - responsibilities generally include employee development
7	Vice President	VP, Student Affairs VP, Human Resources	Responsible for planning and overseeing a significant functional area and formulating policies, strategies, and systems that best position the University in the competitive marketplace.
6	Associate VP Assistant VP	Assoc VP, University Ministry Asst VP, Advancement	Responsible for planning and overseeing diverse activities within a planning unit or functional area of the institution and contributing to strategy development. Assoc VPs may have Asst VPs reporting into them and/or may have responsibility for larger units or areas.
5	Sr. Director	Sr. Director, Information Services	Responsible for the management of a unit, may include formulating policies, strategies, and systems for the unit. Contributes and accountable to the operational plans of the division, school, or major functional area. May have Directors reporting into them.
4	Director	Director, Benefits Director, LC Facility Ops	Responsible for the management of a unit performing diverse but related tasks. Contributes and accountable to the operational plans of the division, school, or major functional area.

3	Associate Director	Assoc Dir, Public Safety Assoc Dir, Housing Facilities	Manages a work unit and typically has full authority for personnel actions for unit/team. Accountable for achievement of job area's operational objectives. May be fairly new to management but has a wider breadth than entry-level management.
2	Manager	Manager, Library Services	Manages work activities and is accountable for the effectiveness and productivity of area. May be fairly new to management but has a wider breadth than entry-level management.
1	Supervisor	Supervisor, Payment Center	Supervises work activities and is accountable for the effectiveness and productivity of area. Entry-level management.