

DEPAUL UNIVERSITY



Salary Administration

Category: Human Resources

Responsible Department: Compensation

Responsible Officer: Vice President, Human Resources

Effective Date: 03/06/2019

Policy Summary

This policy reflects the university's staff compensation philosophy which is found at <https://offices.depaul.edu/human-resources/compensation/Pages/default.aspx>

The purpose of this policy is to communicate the standards for establishing and managing employees' salaries.

For guidelines on salary changes for student employees in student positions please refer to the Office of Student Employment guidelines. Increases, if appropriate, are submitted via the SEAF (Student Employment Action Form) process.

For guidelines on salary changes for faculty, contact Academic Affairs.

Scope

This policy affects the following groups of the University:

- Full-Time Staff
- Part-Time Staff

This policy affects all of the above groups, including grant-funded staff. This policy excludes student employees.

Policy

A. Establishing Salaries for New Hires/Rehires

It is important that leaders at the university establish equitable pay rates for newly hired or re-hired employees. The guidelines for establishing appropriate salary levels for new staff hires and rehires are:

1. Ensure the pay rate is consistent with employees' related training and experience;
2. Ensure proposed salaries take into consideration the following: responsibility level, expertise in the specific area of work, internal parity, and available funding;
3. All employees at the university are to be paid within the salary range of the salary grades. Any exceptions require the approval of the VP of Human Resources, the VP/Dean of the respective area, and the Provost, EVP, or President;
4. An introductory period of six continuous months of employment in the current full-time position is required for new hires, part-time staff who move into full-time positions, re-hires, and student employees who move into part-time or full-time positions. Current DePaul employees who have already met the timeframe for the introductory period and move into a different position (i.e. via promotion, demotion, transfer, etc.) do not have to meet the introductory period again.

B. Job Evaluations and Job Re-Evaluations

A job evaluation refers to the process for determining the value/worth of a job in relation to other jobs at the university. Job evaluations and re-evaluations are completed by the Compensation Team at the request of management to ensure market-competitiveness, internal equity and compliance. Job evaluations require a job description that lists the level of responsibility, skill and knowledge required of the job. Evaluations include the review of salary data obtained from external, third-party market surveys using both national and regional information, as necessary.

Procedures for job evaluation (i.e. the evaluation of a new position) are as follows:

1. Budget/Hiring Manager submits a request using the Peoplesoft Position Data Request system, including a job description, a reason for the request and an organizational chart showing where the position reports;
2. Once the request is received, the Compensation Team analyzes the roles and responsibilities shown on the submitted job description, determines a grade and exemption classification of the job and communicates this information (salary grade, job title and exemption status) to the Budget/Hiring Manager;
3. Upon agreement between the Budget/Hiring Manager and the Compensation Team, a position is created and forwarded to Talent Acquisition.

Procedures to evaluate an existing position (job re-evaluation) are as follows:

1. Budget/Hiring Manager submits a request using the Peoplesoft Position Data Request system, including a new job description showing the change in responsibilities, a reason for the request, and an organizational chart showing where the position reports;
2. Once the request is received, the Compensation Team analyzes the change in responsibilities shown on the submitted job description, determines if the change in

responsibilities support a change in the grade and/or exemption classification, and communicates the results (salary grade, job title, and exemption status) to the Budget/Hiring Manager.

3. Upon approval of the new position, members of the Compensation Team provide an appropriate template to the Budget/Hiring Manager to assist with communicating the change to the employee, if applicable.

C. Merit Increases and Salary Planning

On an annual basis, the university's Strategic Resource Allocation Committee (SRAC) establishes the overall salary increase budget and VPs/Deans have discretion to determine the appropriate distribution of the salary budget to individual employees in the area via merit increases through the salary planning process.

When determining salary increases for employees, several factors should be taken into consideration:

1. The budgeted funds available within the department;
2. The overall performance of employees. If an employee is currently on progressive discipline or received an overall performance rating of "unsatisfactory," he or she is not eligible;
3. The employee's salary in relation to the midpoint of the salary range;
4. Internal equity: salary when compared to other incumbents in similar salary grades and with similar experience, performance, and time in position;
5. Employees hired or rehired within three months prior to the common effective date are not eligible for a salary increase;
6. If an employee is on approved leave as of the common effective date, any approved salary increase will be placed on hold until the employee returns to work. The increase will take effect on the date the employee returns from leave and it will not be retroactive;
7. If an employee's base pay is over the maximum of his or her grade range, any increase will be paid out in a lump sum.

To help support the salary planning process, the Compensation team creates and distributes salary planning guidelines, a salary increase matrix with recommended increase guidelines, timelines, and procedures. Salary increases are processed using a common effective date.

D. Salary Changes Outside of the Annual Merit Increase and Salary Planning Process

Requests for salary changes outside of the university's annual salary planning process must be submitted through the Position Request System in Campus Connect, where multiple approval levels are required. For positions that are 100% grant-funded, the Office of Research Services (ORS) must be contacted to review the availability of funds prior to requesting a salary change. When determining salary changes, the following factors must be taken into consideration:

1. The budgeted funds available within the department;
2. The overall performance assessment of the employee;
3. The addition or subtraction of job duties and responsibilities assigned to the position;
4. Salaries of incumbents in similar positions within the department.

The following are the various types of salary changes/requests that may be initiated for staff employees:

1. Promotion: defined as the movement of an employee into a higher graded position. The Compensation team provides consultation and documentation for promotions;
2. Transfer/lateral move: defined as movement to a position with the same grade;
3. Position Re-evaluation: defined as a review process to evaluate the content of a position to determine a salary grade. In some cases, this may result in a position moving to a higher or lower salary grade;
4. Demotion: defined as movement into a lower-graded position. Any consideration of a change in compensation due to a demotion must be reviewed by the Compensation team and members of Employee Relations prior to any conversation with the impacted employee;
5. Movement into Full-time positions: defined as the movement of a student or part-time employee into a full-time position;
6. Off-Cycle Salary Request: Defined as a request for an adjustment in a current employee's pay, typically due to internal equity (fairness) or in a high demand field where salaries have escalated and recruiting or retention is challenging.

Any approved salary changes must coincide with the next available payroll cycle.

E. Budgeting

On an annual basis, the university's Strategic Resource Allocation Committee (SRAC) establishes the overall salary increase budget for the university's full-time staff and part-time staff. The percentage increase is allocated to each area's salary budget. VP/Deans have discretion to determine the appropriate distribution of the salary budget to individual employees in the area. Budget managers

partner with the VPs/Deans on salary planning and any salary adjustments to ensure that the increases are equitable and communicated in a timely manner to employees.

The following instances have a budget impact but may deviate from the typical timing and process associated with merit and salary planning:

1. Employees currently subject to a six month introductory period with the university. To account for employees who are within a six month introductory period, Budget Managers allocate funds during the salary planning process to ensure budget dollars are available. Vice Presidents/Deans have discretion whether or not to distribute the funds at the end of the employee's introductory period;

Approved/vacant full-time positions. To account for vacant positions, Budget Managers allocate budgeted funds during the salary planning process to ensure that budget dollars are available to distribute at the time the vacancy is filled.

F. Communication

The Compensation team provides templates to the Vice Presidents and Deans to facilitate written communication to employees during the merit and salary planning process. Once approved, the Vice Presidents and Deans are responsible for communicating changes in salary to their employees. The communication should take place prior to the actual change effective date so the employee will know of the change prior to seeing it in Campus Connect.

The Compensation team also provides managers a template to give to employees when they are promoted. The template contains the following essential salary change elements of a promotion: percent change in salary, new salary/rate, effective date of the salary/rate change, and any factors contributing to the decision. Managers communicate promotional changes to their employees.

Procedures

Vice Presidents / Deans:

1. Review and approve all salaries and increases, including any potential increases that occur outside of the typical salary planning process;
2. Determine the performance level of employee(s) under his/her supervision;
3. For both salary planning (merit) and other salary changes, discuss increases with employees under his/her supervision;
4. Provide written communication to employees, as needed.

Budget Managers:

1. Partner with the VP/Dean on input of new hire salaries, merit increases, and increases that occur outside of the typical salary planning process;
2. Partner with the VP/Dean to discuss increases with employees under the VP/Dean's supervision after all required approvals have been obtained;

3. Partner with the VP/Dean, the Human Resources Compensation team, and/or the Provost' office to provide written employee communication, as needed.

Human Resources Compensation Team will:

1. Review and monitor university-wide salary changes to ensure they are consistent with the university's compensation philosophy and policies;
2. Provide managers and VP/Deans with guidelines, timelines, procedures, and communication templates related to the merit process, salary planning, and other salary increases which may take place throughout the year;
3. Process all salary changes after all required approvals have been obtained;
4. Review the university staff salary grades and pay ranges periodically and make adjustments, as needed, for competitiveness, fairness, and/or other factors that may impact the compensation plan design.

Additional information related to the universities compensation philosophies, guidelines, and programs can be found at: <https://offices.depaul.edu/human-resources/compensation/Pages/default.aspx>

Divisional Collaborations

Office of the President

Office of the Executive Vice President

Office of the Provost

Contact Information

Office of Human Resources

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Appendices

None.

History/Revisions

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