

DEPAUL UNIVERSITY



Salary Administration

Category: Human Resources

Responsible Department: Compensation

Responsible Officer: Vice President, Human Resources

Effective Date: 06/27/2023

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 salaries for staff employees. Pay increases, if appropriate, are submitted and routed through BlueSky for approval.

For guidelines on salary changes for faculty, please consult with the Office of Academic Affairs. For guidelines on pay changes for student employees, please consult with the Office of Student Employment.

Scope

This policy affects the following groups of the University:

- Full-Time Staff
- Part-Time Staff

This policy affects the above groups, including grant-funded staff. This policy excludes faculty, student employees, and temporary employees.

Policy

A. Establishing Salaries for New Hires/Rehires

It is important that leaders at the university and members of the Human Resources staff establish equitable pay rates for newly hired and re-hired staff employees. This is necessary in order to ensure the following:

1. Employees' pay rates are consistent with their education, training and experience, and equitable as compared to peers within the university and with comparable peer groups outside of the university;
2. Proposed salaries take into consideration responsibility levels, expertise in the specific area, and available funding;
3. Employees at the university are paid within the pay ranges of the university 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.

An introductory period of six continuous months of employment is required for full-time 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

Job evaluation refers to the process of determining the value/worth of a job to ensure market-competitiveness, internal equity, and adherence to the base salary program guidelines. Job evaluations require a job description that lists the core responsibilities, skills and knowledge required of the job, educational requirements and other important data. Members of the Compensation team evaluate jobs based on the job descriptions and comparable market matches from external, third-party market surveys to determine an equitable salary grade and pay range, titling, and exemption status. They also compare the job with similar jobs across the university to establish internal equity. The procedure to initiate a job evaluation or a job re-evaluation is as follows:

1. HCM/Line Manager reaches out to a member of the Compensation team via phone or email and provides a job description, a reason for the request, and an organizational chart showing where the position fits within an organizational hierarchy;
2. Members of the Compensation team analyze the roles and responsibilities shown on the submitted job description, determine a salary grade, title, and exemption classification of the job.
3. After communicating the outcome of the job evaluation, the HCM/Line Manager enters a formal request into the BlueSky system;
4. Members of the Compensation team review and approve the BlueSky request(s), and a position is created or revised. New positions are forwarded to members of the Talent Acquisition team to begin the recruiting process. If a job re-evaluation results in a promotion, demotion, and/or salary change, a Compensation team member provides an appropriate communication template to assist with communicating the change to the employee. Promotions, demotions and pay changes require a separate request in the BlueSky system.

C. Merit Increases and Salary Planning

On an annual basis, the university's Strategic Resource Allocation Committee (SRAC) establishes the overall salary increase budget. During the salary planning process, final approved budgeted amounts are loaded by VP/Dean area into the BlueSky system. To support the salary planning process, the Compensation team creates and distributes guidelines and a merit matrix. Employee increases are processed using a common effective date, and all eligible employees should receive an increase during this time, unless they are on leave.

VPs/Deans determine the appropriate distribution of the salary budget to individual employees in the area, but should take into consideration the following factors:

1. The budgeted funds available within the department and VP/Dean area;
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 for a salary increase;
3. Employees' salaries in relation to the midpoint of the salary range;
4. Employees' salaries compared to others in the VP/Dean area.

Other guidelines for salary planning include:

1. Employees hired or rehired within three months prior to the common effective date are not eligible for a salary increase;
2. If an employee is on approved continuous leave of absence as of the common effective date, any approved salary increase is placed on hold until the employee returns to work. The increase will take effect on the date the employee returns from leave, and it is not retroactive;
3. Employees who are over the maximum of his/her grade range and receive an increase will receive a lump sum payment;
4. Prior to approval of all proposed salary increases, the Compensation team conducts a full audit to ensure the proposed increases are equitable, compliant and meet the above guidelines. The Compensation team reserves the right to make adjustments, as needed.

Once the salary planning process is completed and fully approved, managers are responsible for communicating approved salary increases to their employees. Eligible employees who receive a salary increase will receive an auto-generated notice regarding their increase through BlueSky.

D. Salary Changes Outside of the Annual Salary Planning Process

The Compensation team reviews and approves all staff salary changes that occur outside of the annual salary planning process. If a HCM/Line Manager feels a salary change is warranted, he/she contacts a member of the Compensation team with the rationale for an increase and confirmation of available funding to support the change. Once the amount is finalized, HCM/Line Managers submit pay changes through BlueSky, where multiple approvals are required. For positions that are grant-funded, the Office of Research Services (ORS) must be consulted to review proposed pay change(s) on the person in the position and the availability of funds. When determining salary changes, the following factors are considered:

1. The budgeted funds available within the department;
2. The overall documented performance 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 for active 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. Demotion: defined as movement into a lower-graded position. The Compensation team and Employee Relations team must review proposed demotions prior to any conversation with an impacted employee. A demotion may or may not result in a salary change;
3. Transfer/lateral move: defined as movement to a different position within the same grade. A transfer may or may not result in a salary change;
4. Change in work hours: movement of a full-time position to part-time, or movement of a part-time position to full-time;
5. Off-cycle salary request: defined as a request for an adjustment in a current employee's pay, typically due to internal equity (fairness), performance, or challenges where salaries have escalated and recruiting or retention is difficult.

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

E. Acting / Interim Pay

There are instances where a staff employee may be eligible to receive acting/interim pay for serving in a temporary leadership role due a vacancy. Guidelines for acting/interim pay are as follows:

1. The interim assignment is typically one year or less;

2. The acting position has a higher salary grade than the current position;
3. The new position must be salary grade S10 or higher;
4. The stipend amount will vary based on the individual's current salary and the salary grade of the new position, but in no case will be lower than the minimum of the salary grade of the new position. Members of the Human Resources-Compensation team should be consulted for analysis on appropriate stipend amounts;
5. The amount is paid as a recurring individual compensation payment (ICP) through BlueSky and requires sign-off by both Human Resources and the VP/Dean, President, or Provost.

F. Vacancy Pay

Vacancy pay is an optional measure that may be used at the discretion of management to address prolonged lapses in a position due to a leave or resignation. Vacancy pay is provided to exempt employees who are below salary grade 10 and who are asked to assume additional duties outside of their regular work responsibilities until a vacancy can be filled. In all cases, only the most essential duties of a vacated position will be delegated for coverage.

To initiate vacancy pay, three conditions must be met:

1. Salary savings must be available, and the university must be meeting its current year budget. Each vacancy pay request must be reviewed and approved by an executive liaison (EVP/President/Provost) and someone in Financial Affairs;
2. The vacancy must be greater than one month, but less than 6 months;
3. In most cases where the vacancy results from a resignation, the position must be approved for hire and the recruiting process must be activated. In cases where the vacancy results from a leave, there must be a reasonable assumption that the employee is expected to return from leave. Exceptions to this condition must be documented on the vacancy pay form.

Eligibility for Vacancy Pay

Full-time exempt staff are eligible for vacancy pay. Full-time non-exempt staff and part-time staff are not eligible for vacancy pay. If full-time non-exempt staff are requested to assume additional non-exempt job duties as a result of the vacancy, they will be paid for additional hours of pay, including overtime pay for hours worked in excess of 40 per week, in accordance with the Fair Labor Standards Act (FLSA).

In general, a vacancy is expected to be covered by one person, unless there are compelling and documented reasons to have the vacancy covered by more than one person.

Payout Parameters

Payouts will be based on the duration of coverage required. The duration will be no more than six months as illustrated in the table below.

Duration	Payout (funded by salary savings)
1 – 2 months	\$1000 - \$2,000
2 – 3 months	\$2,000 - \$3,000
3 – 4 months	\$3,000 - \$4,000
4 – 5 months	\$4,000 - \$5,000
5 – 6 months	\$5,000 - \$6,000

Procedure

1. A Vacancy Pay Request form must be completed when a manager determines that coverage of an open position, due to a leave or turnover, is required.
2. The Vacancy Pay Request form will be subject to the review and approval of the appropriate VP/Dean area, executive area (e.g., EVP, Provost, or President), and Human Resources.
3. All payouts will be processed as individual compensation plans (ICPs).
4. If any of the Vacancy Pay policy parameters must be modified or extended for a particular situation, a written appeal can be filed with Human Resources and will be reviewed with the appropriate executive area (e.g. EVP, Provost, or President).

G. Staff Recognition

As a part of salary administration, DePaul offers a Staff Recognition Award Program, which is a one-time, spot award program designed to reward distinctive and exceptional achievements that go above and beyond an employee's core job duties and significantly contribute to:

1. University initiatives;
2. Departmental initiatives;
3. Student success and/or improved student experience;
4. Improved operational efficiency;
5. Coverage of other open staff positions;
6. Exceptional customer service.

Full-time staff and part-time staff are eligible for the program, with a few exceptions. Awards range from a minimum of three hundred dollars (\$300) to a maximum of five thousand dollars (\$5,000) depending on the level of the accomplishment. Full details of the program are available at:

Procedures

Vice Presidents / Deans:

1. Review and approve job evaluations and re-evaluations;
2. Review and approve new hire salaries and salary changes, including any that occur outside of the typical salary planning process;
3. Determine the performance level of employee(s);
4. Discuss salary changes with employees;
5. Provide written communication to employees, as needed.

HCM/Line Managers:

1. Review and request job evaluations and re-evaluations;
2. Partner with the VP/Dean on new hire salaries and salary changes, including any that occur outside of the typical salary planning process;
3. Partner with the VP/Dean in determining the performance level of employee(s);
4. Discuss salary changes with employees;
5. Provide written communication to employees, as needed.

Human Resources Compensation Team:

1. Review and monitor university-wide staff salaries to ensure they are consistent and compliant with the university's compensation philosophies and policies and are market-competitive;
2. Provide managers and VP/Deans with guidelines, timelines, procedures, consultation, and communication templates related to job evaluations/re-evaluations, salary planning, and other salary increases which may take place throughout the year;
3. Review and process all salary changes after all required approvals have been obtained;
4. Review the staff compensation policies and programs and make adjustments, as needed, for competitiveness, fairness, and compliance.

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

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Appendices

None.

History/Revisions

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