2014 – 2015 SALARY POLICIES

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Definitions

Call Back Pay occurs when an employee on-call is required to return to work to perform tasks.

Career Level is Line Item Maximum for Classified personnel who have 15 or more years of state service.

Career Ladder is a wage scale that is used to automatically adjust a salary for specific position titles when the individual reaches a certain level of education, experience or certification. The Career Ladder must be used unilaterally throughout the department for all affected personnel.

Career Path is a non-automatic career progression of a group of related positions. All jobs must be posted and a person selected to a position.

Career Service Bonus is a one-time annual payment to Classified, Non-Classified and non-tenured track faculty personnel with at least 10 cumulative years of full-time state service.

Classified Positions fall under the state classification system due to similar positions used throughout other state agencies. There are 30 pay grades. Each title will have minimum qualifications and a minimum entry rate of pay. Most of the graded positions are paid bi-weekly. Salary adjustments require the approval of OHR and OPM.

Compensatory Time Off is time earned for work performed in excess of 40 hours in the week. Compensatory Time is earned in 15 minute increments and is most desirable for compensating overtime work.

Cost of Living Allowance (COLA) are adjustments made to salaries to account for higher costs for personal expenses. The State of Arkansas will determine the amount for Classified employees. The amount for Non-Classified employees will be determined by UAMS.

Demotion for Classified personnel involves the voluntary or involuntary movement of an individual into a lower graded position. For Non-Classified personnel, a demotion is
determined when an employee moves to a title that has a lower entry amount in Equity Advisor.

**Equity Adjustments** are salary adjustments for personnel with the same job title in a department, division or campus to establish internal equity. These should be included in the annual fiscal year budget proposal.

**Equity Advisor** is the web tool used to determine salaries and ranges for most Non-Classified position titles.

**Excess Effort** is additional compensation for monthly paid Non-Classified salaried personnel for short-term, non-routine or on-going work outside regular working hours.

**Exceptionally Well Qualified Special Entry Rate** may be applied for when an applicant’s background and experience qualifies them to perform the job with little orientation or training. The higher entry rate must be reviewed and approved by the Office of Human Resources and Office of Personnel Management.

**Frequency of Pay** is the period that exempt and non-exempt employees are paid. In general, most Classified and Non-Classified patient care employees are paid bi-weekly. Most Non-Classified administrative and faculty employees are paid monthly.

**F9 Notes** is the salary adjustment documentation that is required in the Basic Pay (0008) screen in SAP. Information should include (1) Reason for the salary adjustment (2) Equity Advisor case number if applicable (3) Department approval documentation (4) Copy of the Template/Grid/Calculation, incentive or Career Ladder if used (5) Certification/license/Degree obtained if applicable (6) Adjusted salary amount and ending dates for temporary/interim assignments.

**Grid (or Template)** is a wage scale used for a specific position title or related group of position titles. The grid is used to establish starting salaries based on the applicant’s education and experience. The grid must be used in all cases for the position title(s) by the department. It must be reviewed and approved by the Office of Human Resources and, in some cases, the Office of Personnel Management.

**Interim Duties** are temporary job duties that are assumed by an employee that have a specific ending date. A temporary salary adjustment may be granted during this period to compensate the person for the additional work. An F9 Note must be completed to document the interim salary and time period. The salary must be readjusted to the original base rate following completion of the interim assignment. Both transactions should be entered into SAP when interim duties assigned.

**Labor Market Special Entry Rate** is for Classified position titles and is set because of turnover, recruiting difficulty or market salary rates. The rate must be approved by the Office of Human Resources and Office of Personnel Management.
**Lateral Move** for Classified personnel is moving to a job that is in the same pay level as the current job. Lateral movement for Non-Classified personnel is when the person moves inter or intra department to a position with no position title change. Salary adjustments are not allowed in either situation.

**Line Item Maximum (LIM)** is established by the state legislature in the UAMS Appropriations Act or the Uniform Compensation & Classification Act. An employee’s salary may not exceed this amount unless special provisions are made with UAMS Compensation in advance.

**Line Item Minimum** is established by the state legislature for Classified positions in the Uniform Compensation & Classification Act. A Classified employee must start at the entry level of the Career Service Pay Plan (see Appendix A) unless an approved grid/template or special entry rate is in place for the position title.

**Market Adjustment Increases** are market adjustments that are researched and changed by the UAMS Compensation Department following a market salary review. Typically market adjustments are made due to high turnover or recruiting problems that can be documented.

**Merit Pay Increases** may be granted following an employee’s evaluation. Satisfactory job performance must be achieved to be considered for a merit increase in a fiscal year that payment is allowed.

**Non-Classified Faculty, Administrative & Professional Positions** are governed by the Department of Higher Education due to similar positions primarily used by Higher Education. These positions are not under the state classification system. The positions are paid monthly and have line item maximums. Salary adjustments may be accomplished through the UAMS policy process.

**Non-Classified Patient Care Positions** are governed by the Department of Higher Education and are not under the state classification system. These positions have Line Item Maximums that are established by the state legislature in the UAMS Appropriations Act. Most of these positions are paid bi-weekly. Salary Adjustments may be accomplished through UAMS salary policies.

**Office of Human Resources (OHR)** is the central human resources office for UAMS. OHR is a resource and provides HR services for all departments, divisions and UAMS campus.

**Office of Personnel Management (OPM)** is part of the Arkansas Department of Finance & Administration. They are responsible for administering the state’s personnel system and establishing policies, procedures and regulations to ensure system uniformity.

**On-Call Pay** is a predetermined amount of hourly compensation paid to an employee in a designated classification (PS Group) when the employee is scheduled for stand-by duty. This is nonrestrictive call in that the employee must be accessible by telephone or pager. "On-site" presence of the employee must be paid as regular hours worked or
Out of Cycle Salary Adjustment is a salary request for department equity, retention, market adjustment, additional duties and workload increases. Out of Cycle adjustments must have the approval of OHR Compensation.

Overtime may be earned by non-exempt (“hourly”) employees at the rate of one and one-half times the average hourly rate of pay for each hour worked beyond 40 in a week. Overtime may be paid through payroll or accrued as Compensatory Time Off.

Promotion is movement from a lower paying position to a higher paying position as determined by the Equity Advisor minimum salary or Classified pay grade. The position must be posted on the web and the employee applied through our internal process.

Promotional Salary Increases may be granted for positions that are posted on the web and the employee applied. Salary increases should be reviewed by OHR Compensation before talking to the employee.

Reclassification is when the employee’s primary job duties and responsibilities change and a warrant a change in position title. A new classification title is reviewed by OHR Recruitment and Classification. Salary increases for reclassification must be approved by OHR Compensation.

Salary Administration Grids are preapproved plans of salary administration for mission specific Classified job titles. See the Appendix for copies of these grids.

UAMS Administrative Guide has a complete listing of salary policies for the campus. The policies may be found at [www.uams.edu/AdminGuide](http://www.uams.edu/AdminGuide).

UAMS Appropriations Act is approved by the state legislature. This sets the limit on the number of positions UAMS may have in each job title and the Line Item Maximum for each title. The Act also identifies spending amount limits for other special programs that UAMS sponsors.

Uniform Compensation & Classification Act provides a listing of all of the state position titles, position codes, pay grades and other classification and compensation actions. This is approved by the state legislature.
Salary Policy & Report Links

Salary policies may be found in the UAMS Administrative Guide at the following link:

http://www.uams.edu/AdminGuide/index.html#HUMANRESOURCES.

The salary related policies in the Administrative Guide include:

4.2.01 Overtime & Compensation –
   http://www.uams.edu/AdminGuide/WIN04201.html

4.2.02 Compensatory Time –
   http://www.uams.edu/AdminGuide/WIN04202.html

4.2.04 Shift Differential –
   http://www.uams.edu/AdminGuide/WIN04204.html

4.2.05 On-Call & Call Back –
   http://www.uams.edu/AdminGuide/WIN04205.html

4.2.06 Special Rates of Pay for Labor Market Conditions –
   http://www.uams.edu/AdminGuide/PDFs/win04206.pdf

4.2.07 Special Entry Rates for Exceptionally Well Qualified Applicants within Classified Positions –
   http://www.uams.edu/AdminGuide/WIN04207.html

4.2.09 Employee Performance Appraisal –
   http://www.uams.edu/AdminGuide/PDFs/4.2.09.pdf

4.2.10 Non-Classified Patient Care Incentive Program –
   http://www.uams.edu/AdminGuide/PDFs/Section%204/4_2_10_NonClassified_PatientCare_IncentivePrograms.pdf

4.2.11 Paying Excess Hours for Exempt Non-Classified Personnel –
   http://www.uams.edu/AdminGuide/WIN04211.html

4.2.12 Non-Classified Salary Management –
4.2.13 Compensation for Employee Participation in Research –
http://www.uams.edu/AdminGuide/WIN04213.html

4.3.05 Compensation & Salary Adjustments (Classified Staff) –
http://www.uams.edu/AdminGuide/WIN04305.html

4.3.07 Frequency of Pay –
http://www.uams.edu/AdminGuide/WIN04307.html

In addition, the Medical Center Incentive Policy is at the following link:
http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/HR211.pdf

Salary minimum and maximum amounts for all state position titles are found in the SAP/HR report “Z_HR_JPAY”.
Salary Policy for New Hires & Rehires

GENERAL SALARY POLICIES FOR NEW HIRES & REHIREs

UAMS Compensation will review and approve all salaries for new hires and rehires (including temp-to-regular personnel) to drive equity across campus. UAMS Compensation will consider education, experience, and current salaries across departments, divisions and campus and UAMS Salary Policy to determine the starting salary or range.

A salary offer for new hires and rehires (including temp-to-regular personnel) may NOT be made until the salary has been approved by OHR Compensation.

Return to State Service

- **Employee Returning Within 30 Working Days**
  - If the employee is a former UAMS employee, it will be processed as a transfer rather than re-employment. The previous termination will be backed out of SAP.
  - If the employee is a former State employee, it will be processed by UAMS as a New Hire for SAP purposes.
  - If the employee remains at the same pay grade (no change in salary), it will remain the same.
  - Employees transferring from one Classified position to another at a higher or lower grade will be considered as being promoted or demoted as applicable.
  - Employees transferring from a Non-Classified position to a Classified position will have their rate of pay fixed at a rate within the grade for the new classification which does not exceed the salary previously earned up to the maximum salary authorized for the position at the discretion of the hiring department.
• **Employees Returning After 30 Working Days**

  - When a Classified or Non-Classified employee has been out of state service for more than 30 working days and returns to state service, the rehired employee shall be eligible for a rate of pay equal to his/her exit salary at the discretion of the hiring department.

  - If a former or transferred employee was previously employed in a Non-Classified position, the employee shall be eligible for a rate of pay equal to his exit salary. However the salary cannot be over the maximum for that grade.

  - A proof of Prior Service Form must be completed and signed by the former agency and submitted to OHR before approval of salary is granted.

**Career Paths & Ladders**

  - All templates/grids/career paths/career ladders must be approved by OHR Compensation, and in some cases OPM, and be on file with OHR Compensation before being used. See Appendix F for a list of Non-Classified patient care positions with approved career ladders.

  - Policy 4.3.05 [http://www.uams.edu/AdminGuide/WIN04305.html](http://www.uams.edu/AdminGuide/WIN04305.html)

  - Policy 4.2.12 [http://www.uams.edu/AdminGuide/WIN04212.html](http://www.uams.edu/AdminGuide/WIN04212.html)

**CLASSIFIED EMPLOYEES – NEW HIRES & REHIRES**

*UAMS positions that are under the state classification system.*

*All appointments to a Classified position will be paid at the entry rate of the grade assigned. Exception will be made for those titles with a preapproved grid/template (see Appendix B), an approved Exceptionally Well Qualified Special Entry Rate or Return to State Service.*

If a Classified employee’s calculated salary is above the Maximum or Career for employees with 15 years or more of state service, a payment of a lump sum amount for the difference will be paid on the last pay period of the fiscal year. The employee must still be working for UAMS at the time of the payment to be eligible for the lump sum payout.

Salary minimum and maximum amounts for all position titles are found in the SAP/HR report “Z_HR_JPAY”.

Policy 4.3.05 [http://www.uams.edu/AdminGuide/WIN04305.html](http://www.uams.edu/AdminGuide/WIN04305.html)

See Appendix A for the Career Service Pay Plan Grid.
Exceptionally Well Qualified Special Entry Rate

- Requests must include the following:
  - Documentation that no current employee (1) applied for the promotion or (2) any current employee applying for the promotion was determined to not be an equivalent alternative to the exceptionally well-qualified applicant.
  - Applicant Summary Sheet
  - Exceptionally Well Qualified Entry Rate Form

- The UAMS Compensation Office will determine the highest level of salary that can be requested. The request must be approved by OHR & OPM prior to making a salary offer.

- This does not apply for internal promotions.

- Policy 4.2.07 [http://www.uams.edu/AdminGuide/WIN04207.html](http://www.uams.edu/AdminGuide/WIN04207.html)

Labor Market Special Entry Rate

- A Labor Market Special Entry Rate may be used for Classified positions with high turnover, difficulty to fill or due to market conditions. The special rate must be approved in advance by OHR Compensation and OPM.

- Policy 4.2.06 [http://www.uams.edu/AdminGuide/PDFs/win04206.pdf](http://www.uams.edu/AdminGuide/PDFs/win04206.pdf)

NON-CLASSIFIED EMPLOYEES – NEW HIRES & REHIRES

*UAMS positions that are not under the state classification system.*

See Appendix G for a list of Non-Classified Patient Care positions that may hire up to the maximum of the Equity Advisor range.

See policy 4.2.12 [http://www.uams.edu/AdminGuide/WIN04212.html](http://www.uams.edu/AdminGuide/WIN04212.html)
Salary Policy for Promotions, Demotions, Reclassifications & Transfers

GENERAL SALARY POLICIES FOR PROMOTIONS, DEMOTIONS, RECLASSIFICATIONS, TRANSFERS OR SALARY CHANGE

UAMS Compensation will review and approve all salaries for promotions, demotions, reclassifications, transfers (including temp-to-regular personnel) and/or any request to change salary to drive equity across campus. UAMS Compensation will consider education, experience, and current salaries across departments, divisions and campus and UAMS Salary Policy to determine the starting salary or range.

A salary offer for promotions, demotions, reclassifications and transfers (including temp-to-regular personnel) or change in salary may NOT be made until the salary has been approved by OHR Compensation.

Promotions

- In either Classified or Non-Classified case, the new salary may not exceed Line Item Maximum of the new grade unless the employee has 15 years or more of state service. Then the amount cannot be greater than the Career Level.

Promotions – Classified

- For promotions of any grade level, an employee may receive a salary increase of up to 10% or entry of new grade (whichever is greater).

- If the effective date of the promotion is the same date as the effective date of the COLA, the employee should receive the COLA first then the promotional amount of 10%.

- Temporary Promotions are employees who have assumed job duties in an interim basis that otherwise would be a promotion if permanently assigned. These will need justification listed on the F9 note when completing the salary increase. (See Interim Assignment)

- Promotions from Non-Classified to Classified position - Employees transferring from a Non-Classified position to a Classified position may have their rate of pay fixed at a rate within the grade for the new classification which does not exceed the salary previously earned up to the maximum salary authorized for the position.

- Promotions/Transfers from Non-Classified to Classified positions – If the employee’s salary is above the entry rate of the Classified position, they may have their rate of
pay fixed at a rate within the grade for the new classification which does not exceed the salary previously earned up to the maximum salary authorized for the position.

- If the current salary is at or below the maximum for the grade, the department can pay any amount from the entry level of the pay grade to the current employee’s salary.

- If the current salary is above the LIM for the grade, the department can only pay within a range from the entry level to the LIM for that grade.

- Policy 4.3.05 http://www.uams.edu/AdminGuide/WIN04305.html

**Promotions – Non-Classified**

- Temporary Promotions or Interim Duties are employees who have assumed job duties on an interim basis that otherwise would be a promotion if permanently assigned. These will need to have a justification entered on the F9 note when completing the salary increase, including ending date of the assignment. (See Interim Duties in Policy)

- Managers may offer up to the maximum of the Equity Advisor recommended range for an employee with a cap of 10% if salary is equitable for the role based upon others in role with same number of years’ experience.
  - Exception will be made if the 10% increase is below entry for the new title and the new salary is not equitable with others in role. When this exception applies, the department has the option to pay up to the equitable amount.

- Increases above 10% (entry when appropriate) or in excess of the Equity Advisor maximum of the recommended range must be reviewed by UAMS Compensation to determine an equitable offer for role.
  - If the current salary is at or below the LIM for the grade, the department can pay any amount from the entry level of the pay grade to the current employee’s salary while remaining equitable.

- If the current salary is above the LIM for the grade, the department can only pay within a range from the entry level to the LIM for that grade.

- Promotions from a Classified position to a Non-Classified position should be equitable with similar positions in the department and/or campus. Use the Equity Advisor tool to determine the recommended range.
  - All salary increases require a F9 note on the salary screen in SAP showing documentation of the approval regardless of percent of increase.
• Policy 4.2.12 http://www.uams.edu/AdminGuide/WIN04212.html

Promotions Using a Grid/Template or Career Ladder

• Certain Classified and Non-Classified positions have approved grids/templates or career ladders that are used for promotions. Departments using the grids/templates or career ladders must follow the grid/template or career ladder in all situations and may not deviate from the amounts that are identified. OHR Compensation must review the grid, template or career ladder and approve the amount for the promotion. A copy of the grid/template or career ladder should be posted in the F9 Notes in SAP.

• Grids/Templates and Career Ladders must be pre-approved by OHR Compensation and OPM (for Classified positions) before being used.

• Any changes to the grid/template or career ladder must be reviewed and approved by OHR Compensation and OPM (for Classified positions) before updating.

Demotions - Classified

• Demotion due to closing of positions or loss of funding does not require a reduction in salary.

• When an employee is demoted for cause or voluntarily solicits a demotion to a lower grade, his or her rate of pay will be reduced by 10%. If the employee’s salary falls below the entry pay level of the new grade upon demotion, their salary shall be adjusted to the entry level for that grade.

• The new salary may not exceed the Pay Level Maximum of the new grade unless the employee has 15 years or more of state service. Then the amount cannot be greater than the Career Level.

• If the employee is demoted to the former position within a twelve-month period after promotion they are eligible for a rate of pay no greater than that for which the employee would have been eligible had the employee remained in the lower graded position.

• Policy 4.3.05 http://www.uams.edu/AdminGuide/WIN04305.html

Demotions – Non-Classified
• Demotion by request of the employee or by reassignment by the supervisor may involve a reduction in salary.

• The Equity Advisor must be applied to determine the appropriate salary for the new position.

• Salary must fall within the recommended range and be equitable with others in role.

• To place the employee in a salary above the Equity Advisor range, approval must be granted by the OHR Compensation.

Reclassifications - Classified

• If reclassification is to recognize a reorganization that caused substantial increase to the employee’s duties causing the reclassification to a higher pay grade, the employee will receive a 10% increase for the higher grade or to the minimum of the new pay grade, whichever is greater and equitable. The salary may not be over the Line Item Maximum for that pay grade.

• Exception will be made if the 10% increase is below entry for the new title and the new salary is not equitable with others in role. When this exception applies, the department has the option to pay up to the equitable amount.

• If the reclassification causes the reclassified position to be at a lower pay grade, the salary calculation for Demotions should be used.

• All salary changes must be approved by the OHR Compensation before discussing with the employee.

• Reclassifications from Non-Classified to Classified position - Employees transferring from a Non-Classified position to a Classified position may have their rate of pay fixed at a rate within the grade for the new classification which does not exceed the salary previously earned up to the maximum salary authorized for the position.

• Policy 4.3.05 http://www.uams.edu/AdminGuide/WIN04305.html

Reclassifications – Non-Classified
To determine the requested increase amount, the department should consider the individual’s performance, background, knowledge and other relevant skills, as well as internal equity within the area by using the Equity Advisor tool.

Managers may offer up to the maximum of the Equity Advisor recommended range for an employee with a limit of a 10% increase with approval of OHR Compensation. Compensation will ensure salary is equitable with others in division and/or campus. This may result in less than a 10% increase.

Exception will be made if the 10% increase is below entry for the new title. When this exception applies, the department has the option to pay up to entry only if equitable with OHR Compensation approval.

Increases above 10% (entry when appropriate) or in excess of the Equity Advisor maximum of the recommended range must be reviewed by UAMS Compensation.

Reclassifications from a Classified position to a Non-Classified position should be equitable with similar positions in the department or campus and use the Equity Advisor tool to determine the recommended range.

Policy 4.2.12 http://www.uams.edu/AdminGuide/WIN04212.html

Transfers from another state agency/institution to UAMS in a Classified position

- Any employee who transfers from another state agency or institution shall receive any demotion or promotion based on the pay grade leaving and the pay grade being offered at UAMS. If the employee is transferring to a new classification or the same classification at the same grade, the employee’s rate of pay will remain the same.

Lateral Moves

- Employees may not receive a salary increase due to a lateral move.

Other Special Salary Adjustments

UAMS Compensation must approve all salary changes to drive equity across campus.

Bonus

Non-Classified Patient Care

- Non-Classified Patient Care employees may be paid a sign-on bonus, retention bonus and/or special program bonus as “incentive” of not more than 20% of annual salary. Such programs must have a plan approval by the Vice Chancellor for UAMS Medical Center and are subject to change. Please refer to the UAMS Medical Center Policy & Procedure Guide for additional details and guidelines.
Call Back Pay

**Classified & Non-Classified (Patient Care) Employees**

- Call Back Pay shall include one-hour of "Travel" time when traveling to office and a minimum of one hour of regular time. Both travel time and regular time worked during "call back" will be paid at a premium rate of 50% (time and a half).

- Kronos codes are as follows: "TRAVEL", "REG" and the premium rate of "CALLBACK50".

- Policy 4.2.05 [http://www.uams.edu/AdminGuide/WIN04205.html](http://www.uams.edu/AdminGuide/WIN04205.html)

- Policy 4.2.10

  [http://www.uams.edu/AdminGuide/PDFs/Section%204/4_2_10_NonClassified_PatientCare_IncentivePrograms.pdf](http://www.uams.edu/AdminGuide/PDFs/Section%204/4_2_10_NonClassified_PatientCare_IncentivePrograms.pdf)

- HR 2.11

  [http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/HR211.pdf](http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/HR211.pdf)

**Career Service Bonus**

**Payment Schedule:**

- $600 per year upon completion of years 10 through 14
- $700 per year for completion of years 15 through 19
- $800 per year for completion of years 20 through 24
- $900 per year for completion of 25 or more years of service.

- Classified, Non-Classified and non-tenured track faculty staff employees are eligible for annual Career Service Payments for ten or more cumulative years of full-time State service.
Service in a student or temporary position, service as a Resident or Post Doc Fellow or tenured-track faculty position is excluded from the years-of-service calculation.

Compensation Differentials

- Request for compensation differentials in accordance with the Uniform Compensation & Classification Act should be approved by the Office of Human Resources and in some cases the office of Personnel Management prior to discussing with staff for processing and approval.

Employee Participation in Research

- Employees may be paid additional amounts determined by the principal investigator for voluntary participation as subjects in UAMS research. The amount when added to the participant’s regular salary may not exceed the LIM.

- Policy 4.2.13 http://www.uams.edu/AdminGuide/WIN04213.html

Equity (Out of Cycle) Adjustments

UAMS Compensation must approve all salary changes to drive equity across campus.

Classified Employees

- An equity (out of cycle) adjustment may be made when a labor market special entry rate (or other circumstances) is made. The equity request must be approved by OPM and OHR.

Non-Classified Employees

Equity or Out of Cycle Adjustments will not be awarded without prior approval from the OHR Compensation. Until further notice all salaries are frozen except for promotions, reclassification and retention.

- A current employee must meet the following criteria to be considered for an equity adjustment:
  - The employee must have completed their probationary period.
  - The employee must not have been reclassified within the previous 6 months.
  - The employee has not been hired or promoted within the previous 6 months.
  - All salary adjustments or offers must first be processed thru the Equity Advisor web tool and approved by OHR Compensation prior to discussing with the employee or applicant.
• The salary offer must be equitable with others in division and/or campus.

• OHR Compensation must review all out of cycle increases to ensure equity across campus.

• If the new salary request will place the employee at or over their Line Item Maximum, any amount over the LIM should be paid as a lump sum up to 2% salary increase over the LIM.

• Policy 4.2.12 http://www.uams.edu/AdminGuide/WIN04212.html

Excess Effort

Non-Classified Exempt Employees Only

• A department head may credit an employee with "excessive effort" when such work meets all of the following criteria:
  
  • The employee was directed to perform necessary tasks outside the normal hours of work.

  • The work was of short duration and was not a routine and on-going assignment.

  • The work is not routine supervisory work (applies only to exempt supervisor).

• The department head will normally allow compensatory time off on a 1-for-1 basis to reward the employee for the "excess effort".

• At such time when it appears that compensatory time off is not practical, the department head may recommend that "excess effort" (remaining after all attempts at compensatory time off) be paid in the following manner:

  • Must be reviewed and approved by the divisional/institutional committee.

  • Once approved by the divisional/institutional committee, the request must be reviewed and approved by OHR Compensation prior to the employee being assigned additional duties.

  • Note: Refer to Administrative Guide 4.2.11 Paying Excess Hours for Exempt Personnel

Policy 4.2.11 http://www.uams.edu/AdminGuide/WIN04211.html
Interim Assignment

Classified Employees

- Classified employees may be temporarily approved for an interim assignment and receive a salary adjustment. The employee should be moved back to their rate of pay (adjusted for fiscal year increase or COLA) at the end of the interim assignment. Information on the interim assignment and length of the temporary reclassification must be entered in the F9 notes. Both transactions entered into SAP prior to interim duties assigned.

Non-Classified Employees

- Salary increases to compensate individuals for interim assignments involving additional duties and responsibilities can be made where the change has been approved by both Division and UAMS Compensation. The employee must be informed that he/she will return to their former rate of pay (adjusted for fiscal year increase or COLA) when interim duties end.
- The employee must assume responsibility for 100% of the position duties
- Increases are limited to 10%. If a department wishes to pay more, a request must be presented to the OHR Compensation. The employee should not be assigned the additional duties or informed of an increase in salary prior to the request being reviewed and approved by OHR Compensation.
- After the employee is relieved of the interim duties, the salary must be reduced to the level paid before interim duties were assigned. Both transactions should be entered into SAP prior to interim duty assigned.
- Interim duty pay cannot overlap with the previous employee’s pay.

Cost of Living Adjustment (COLA)

Classified or Non-Classified Employees

- State of Arkansas and UAMS will determine if a cost of living adjustment will be made.
- State of Arkansas and UAMS will determine if the amount will be applied to base or paid as a lump sum and will be determined by classification.

Merit Increase Pay Plan

- Merit payments will be determined annually by UAMS and will be tied to performance evaluations.
- A performance rating of Satisfactory or greater is required for eligibility.
**Classified Employees**

- For those hired prior to October 1, 2006, the review date is October 1, 2007.
- For those hired after October 1, 2007, the review date is their current hire date.
- The review date is the employee’s “Review Date” found on infotype 0041, Date Specifications.
- Merit payments for Classified employees are paid as a lump sum.

**Non-Classified Employees**

- Non-Classified employees are eligible for salary increases limited by the line item maximum and based upon performance review scores during the merit review month if the department or division elects to implement a performance review system.
- If the merit increase will place the employee’s salary over the LIM for their position, the employee’s salary should be placed at the LIM and amount over the LIM should be paid as a lump sum on the payroll period that the merit was effective.
- Merit increases are only allowed with a completed performance evaluation document.
- Amount of the increase will be determined annually.
- For Clinical Programs, reviews are due based their review date; however the salary increase will be given the following July prorated based on the review date. Please refer to the Clinical Program Administrative Guide for additional details.
- Merit payments may be applied to base or paid as lump sum payments as determined by UAMS.

**Non-Classified Patient Care Salary Adjustments**

- There are several compensation items that can be added to a Non-Classified patient care employee’s base pay. For the most up to date information refer to Hospital policies 212 located at [http://intranet.uams.edu/uh/policy/Human%20Resources/hr212.htm](http://intranet.uams.edu/uh/policy/Human%20Resources/hr212.htm)
On-Call Pay Rates

- Classified and Non-Classified staff employed in positions providing critical or emergency support of the clinical and physical operations of UAMS is eligible to receive on-call pay. See Appendix C and Appendix E for classifications that are eligible. Refer to Clinical Programs Incentive Plan.

- Compensation may exceed the maximum for that grade when on-call pay is applied.

- On-Call Pay is entered as a number of hours into Accutime (Kronos) by the department timekeeper as CALL 1.00, CALL 1.50, or CALL 2.00, referring to the amount per hour.

- On-Call pay is limited to 128 hours per week.

- On-Call pay cannot be paid to any employee who fails to respond after the second notification that their services are needed. If the equipment or paging device malfunctions, the penalty does not apply.

- At the point where the employee on-call receives the call to return to work, the hours are treated as "at work" hours, a minimum of one hour will be paid as travel time and one hour of call back, and all hours will be paid at the premium rate.

- Policy 4.2.05 http://www.uams.edu/AdminGuide/WIN04205.html

- HR 2.11
  http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/HR211.pdf

Overtime

- Non-Exempt (“hourly”) staff employees earn overtime at the rate of one and one-half times the average hourly rate of pay for that week for each hour beyond 40 worked in a week.

- Overtime may be paid through payroll or accrued as Compensatory Time Off.

Professional Development Increases

Non-Classified Patient Care

- Salary increases for additional job related education, certification, professional experience and/or completion of training programs may be given under plans approved by the Vice Chancellor for UAMS Medical Center. Such experience
and/or training must be clearly documented and must be relevant to the needs of UAMS or the department where employed. Maximum base salary is limited by line item maximum.

Non-Classified Administrative

- Salary increases may be considered for an employee if the degree/certificate attained is job related and it results in a higher level of performance due to acquisition of additional skills, knowledge or abilities. Salary increases may only be awarded with approval of OHR Compensation.

- Policy HR 2.11
  [http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/HR211.pdf](http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/HR211.pdf)

Salary Maximums & Overrides

- RNs and Nurses Anesthetists in UAMS Medical Center may be paid up to twenty (20) percent more than the line item maximum with the approval of the Board of Trustees.

- There are five special Non-Classified LIM overrides:
  
  - Critical/Specialty Care
    - Allows 110% of LIM for positions that are required to work in critical or specialty areas in the hospital exception for administrators.
  
  - Physician, dentists and other professional faculty
    - Allows 350% of LIM
    - Can only be paid from a grant (2XX) or patient care fund (115)

  - Administrative/Faculty 10/25
    - Allows 125% of LIM
    - Can only be paid from general funds (111) and/or hospital funds (113)
    - Applicable to 10% of faculty and 6% of non-faculty administrative staff
    - Must have prior approval by the Board of Trustees

  - Combination Physician 10/25
    - Allows 125% of LIM plus additional 350% of LIM if physician/researcher
• Can only be paid from general funds (111) and/or hospital funds (113)
• Total percent of LIM is 437.5% (LIM times 1.25 time 3.5)
• Must have prior approval by the Board of Trustees

• Foundation Payment
  • Additional payments allowable if paid from a foundation account

Shift Differential

Classified Employees

• Classified staff employees are eligible for differential rate payments up to 10% of base salary for hours worked on night shifts as defined in the UAMS Administrative Guide.

• Classified staff employees are eligible for differential rate payments up to 6% of base salary for hours worked on evening shifts as defined in the UAMS Administrative Guide.

• Classified employees in areas providing critical and emergency support for the clinical and physical operations of UAMS may be eligible for shift differential up to 10% of their hourly rate following prior approval by Human Resources and the Chancellor.

• Shift work must begin no earlier than 12:00 p.m. and end no later than 8:00 a.m. the following day.

• Hours to be paid at differential rates vary by classification. For those employees routinely using Accutime (Kronos) to clock IN and OUT, the system automatically determines when shift rules are met and generates hours to be paid as pay code SHIFTDIFF 10, SHIFTDIFF 14, SHIFTDIFF 20, or others as appropriate. For employees who do not clock IN and OUT, the department timekeeper must manually determine which hours are to be paid at a differential and manually add hours at one of the pay codes.

• Shift differential is not paid on hours not worked such as vacation, sick, holiday, comp time and other time off.

Non-Classified Employees - Patient Care

• Shift Differential of 20% for certified/licensed staff and 14% for non-licensed Non-Classified staff should be paid when shift work begins no earlier than 2:30 p.m. and ends no later than 8:00 a.m. the following day. Shift differential is not
paid on hours not worked, such as vacation, sick, holiday, comp time and other time off. Shift differential may be paid for partial shifts. See Appendix D for a list of position titles eligible for shift differential.

- Policy 4.2.04 [http://www.uams.edu/AdminGuide/WIN04204.html](http://www.uams.edu/AdminGuide/WIN04204.html)
- Policy 4.2.10
  [http://www.uams.edu/AdminGuide/PDFs/Section%204/4_2_10_NonClassified_PatientCare_IncentivePrograms.pdf](http://www.uams.edu/AdminGuide/PDFs/Section%204/4_2_10_NonClassified_PatientCare_IncentivePrograms.pdf)
- HR2.11 [http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/hr211.pdf](http://intranet.uams.edu/uh/Policy/Policy-PDF/Human%20Resources/hr211.pdf)
Faculty Salaries

Faculty based salaries are subject to the same guidelines as Non-Classified salaries. The formula for Classified staff may be followed but departments have flexibility with individual increases.

The following are current colleges’ guidelines and goals:

- **CHRP**
  - Use the ASAHP Southern Regional salary survey study
  - In no case is a salary recommendation determined solely by formula. The collective data analyses, some of which are numerical and others judgmental, produce the recommended salary
  - The agreed-upon increment for promotion in the year in question (in the past several years it has been 8%; historically, it has been as high as 10% and as low as 5%).

- **COM**
  - Use the AAMC salary survey study
  - Goal is salaries starting at 25%
  - The base can go up based on the productive goals, classes and other factors

- **CON**
  - Use the AACN salary survey study
  - Goal is salaries at 25%
  - Currently compares salary with peers for equity within the department and college

- **COP**
  - Use the AACP Data and Benchmark salary survey study
  - Goal is to be at 50%
• Currently compares salary with peers to try for equity within the department and college. Due to market value a small percentage of new hires have been offered higher salaries than current employee with more experience.

• CPH
  • Use ASPH salary survey study
  • Goal is to be at 25%
  • Currently compares salary with peers for equity within the department and college

Faculty Incentive (Bonus) Payments

• Faculty incentive (bonus) payments are subject to the terms and conditions of their respective departmental or divisional faculty incentive plans.

Faculty Salary Limits

• All Line Item Maximum Overrides must be pre-approved prior to entering in SAP.

• With approval of the Board of Trustees, up to ten percent of faculty employees may be paid up to 25 percent more than the line item maximum (10/25 program). Consult Human Resources regarding application procedures.

• Physicians, dentists and other professional faculty may be paid additional amounts up to 3.5 times the line item maximum for their positions. Funding for such payments must be from the receipt of professional income in the care of patients and/or research funds from federal agencies, foundations, or other private sponsors.

Faculty Overtime

• Faculty are not eligible for overtime but may be granted compensatory time off at the discretion of the department head. When it is not possible or feasible to take compensatory time, faculty may be paid for “excess effort”.

Non-Classified Administrative & Professional Salary Limits

• The formula for Classified staff may be followed but departments have flexibility with individual increases.

• All Line Item Maximum Overrides must be pre-approved prior to entering in SAP

• With approval of the Board of Trustees, up to six (6) percent of Non-Classified non-academic employees may be paid up to 25 percent more than the line item maximum (6/25 program). Consult your Human Resources Department
regarding application procedures.

- Non-Classified Administrative and Professional employees may be paid in excess of line item maximum when the excess over maximum is paid from private funds and following approval by the UA Board of Trustees. Consult your Human Resources Department for procedures.
Salary Reviews

Each Divisional/Institute Review committee can independently set deadlines, meeting dates, members and how the committee functions.

Office of Human Resources Compensation (OHR Compensation) will assume all salary requests follow department/division approvals prior to submission.

College of Medicine must include an approval from the Dean’s office. This approval must be attached in the request to review the Equity Advisor case and included in the F9 note.

Office of Human Resources Compensation (OHR Compensation) will have the final approval on all salary changes.
### CAREER SERVICE PAY PLAN

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Appendix B

Classified Position Grids

Computer Support Specialist for Telecommunications - With prior approval from HR and they meet the following requirements:

Step 1: An employee would begin at entry, $35,554 when they meet the minimum requirements for the job, which are a Bachelor’s and 2 years of experience in a related field.

Step 2: A candidate or current employee entering the position and/or completing the following additional requirements would begin at $38,398 or 8% raise, whichever is greater:
- One year of additional experience programming Nortel Centrex DMS 100 system;
- Passing a competency evaluation

Step 3: A candidate or current employee entering the position and/or completing the following additional requirements would begin at $41,470 or 8% raise:
- Two years of additional experience programming Nortel Centrex DMS 100 system
- Successfully completed the Nortel coursework and received certification on in one of the following courses
  - Nortel Data Configuration and Management for Meridian 1 and CS1000
  - Nortel Meridian 1/SC1000 System Moves, Adds and Changes

Step 4: A candidate or current employee entering the position and/or completing the following additional requirements would begin at $44,788 or 8% raise:
- Three years of additional experience programming Nortel Centrex DMS 100 system
- One or more of the following additional certifications are achieved
  - Avaya Aura Contact Center Administration
  - Intertel Axxess Programming and System Administration
  - AVST Call Xpress Administration
  - Nortel Call Pilot Systems Administration and Applications
Cooks - With prior approval from HR and they meet the following requirements:

- New Hires that meet the minimum requirements for the position – $19,200

- New Hires or current employees entering the position that meet the minimum requirement for the position and have 1 additional year of cooking experience – Up to $20,196

- New Hires or current employees entering the position that meet the minimum requirement for the position and have 2 additional years of cooking experience – Up to $21,195

- New Hires or current employees entering the position that meet the minimum requirement for the position and have 3-5 additional years of experience in a high volume upscale retail outlet preparing entrees, soups, sauces and vegetables from scratch – Up to $22,194

- New Hires or current employees entering the position that meet the minimum requirement for the position and formal cooking school and/or 5 + additional years of experience as a lead or head cook at high volume retail outlet or institution – Up to $23,192

- New Hires or current employees entering the position that meet the minimum requirement for the position and formal cooking school and/or 5 + years of experience as a lead or head cook at high volume retail outlet or institution plus experiences in all aspects of food production such as bakery, salads and writing recipes – Up to $24,190

Food Preparation Technician – With prior approval from HR and they meet the following requirements:

- New Hires that meet the minimum requirements for the position – $16,467

- New Hires or current employee entering the position that meets the minimum requirements for the position and 1 year of food service and customer service experience; some knowledge in alternate areas of an upscale facility – Up to $17,063

- New Hires or current employee entering the position that meets the minimum requirements for the position and 2 years of food service and
customer service experience; some knowledge in alternate areas of an upscale facility – Up to $18,470

- New Hires or current employee entering the position that meets the minimum requirements for the position and 3 – 5 years of experience in a high volume upscale retail outlet completion of customer service training – Up to $19,469

- New Hires or current employee entering the position that meets the minimum requirements for the position and 6 + years of food service experience, employed by a high volume retail outlet or institution with additional formal education in customer or food service and training in other areas of food service operations – Up to $20,467

Cashier – With prior approval from HR and they meet the following requirements:

- New Hire that meets the minimum qualifications for the position of a High School diploma or GED; plus six months of experience in customer service, clerical work or a related field – $20,788

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED and has 2 years cashier experience in a boutique or small retail outlet – Up to $21,827

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED and has 3 years cashier experience in a boutique or small retail outlet – Up to $22,918

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED and has 4 plus years of cashier experience; prefer 2 years at high volume operation in a mid to large sized retail preferably in the food service industry – Up to $24,064

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED and has 5 plus years of cashier experience; prefer 2 years at high volume operation in a large sized retail store preferably in the food service industry with extensive customer service training – Up to $25,267

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED and has 6 plus years of cashier experience coupled with excellent customer service
skills; prefer 3 years working in a national retail store or food service chain – Up to $26,530

**Food Preparation Supervisor** – With prior approval from HR and they meet the following requirements:

- New Hire that meets the minimum qualifications for the position of a High School diploma or GED; plus two years of experience in institutional or commercial food service operations and/or specialized training in food services including one year in a supervisory or leadership capacity – $24,065

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED plus 2 years of experience in institutional or commercial food service operations and/or specialized training in food services and has 2 years of supervisory or leadership experience – Up to $25,268

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED plus 3 years of experience in institutional or commercial food service operations and/or specialized training in food services and has 2 years of supervisory or leadership experience preferring 1 of the years to be in a large retail operation – Up to $26,531

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED plus 3 years of experience in institutional or commercial food service operations and/or specialized training in food services in a large retail operation or a small hospital and with 3 years of supervisory or leadership experience; and an associate’s degree in a related field – Up to $27,858

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED plus 4 years of experience in institutional or commercial food service operations and/or specialized training in food services with 3 years of supervisory or leadership experience in a small or mid-size hospital; or a Bachelor’s degree in a related field and 3 years supervisory experience preferring 1 year in a large volume food service operation – Up to $29,808

- New Hire or current employee entering the position that meets the minimum requirements for the position of a HS diploma or GED plus 4 years of experience in institutional or commercial food service operations and/or specialized training in food services with 4 plus years of supervisory or leadership experience; or a Bachelor’s degree in a related...
field and 4 years supervisory experience preferring 1 year in a large volume food service operation – Up to $31,298

Physical Plant Apprenticeship Career Ladder

Plumbers Apprenticeships

- Step 1: Start at S081 – Grade C105 – Apprentice Tradesman
- Step 2: After successful completion of one (1) year, including completion of approved exams and competency evaluation and a 8% increase under the appropriate functional title of Apprentice Tradesman II (with appropriate functional title for the respective craft). The Physical Plant will have to monitor this very closely to ensure employees receive merit increases, if warranted.
- Step 3: After successful completion of two (2) years, including completion of approved exams and competency evaluation, 8% increase under the appropriate functional title of Apprentice Tradesman III (with appropriate functional title for the respective craft). The Physical Plant will have to monitor this very closely to ensure employees receive merit increases, if warranted.
- Step 4: After successful completion of three (3) years, including completion of approved exams and competency evaluation, and an 8% increase under the appropriate functional title of Apprentice Tradesman IV (with appropriate functional title for the respective craft). Merit again will have to be monitored closely and appropriately applied.
- Step 5: After successful completion of four (4) years, including all exams and a complete competency evaluation move to entry salary of the title of S031 – Grade C115 - Skilled Tradesman- (with appropriate functional title for the respective craft).

Electrician, HVAC or Controls Apprenticeships

- Step 1: Start at S081 – Grade C105 – Apprentice Tradesman
- Step 2: After successful completion of one (1) year, including completion of approved exams and competency evaluation an 8% increase under the appropriate functional title of Apprentice Tradesman II (with appropriate functional title for the respective craft). The Physical Plant will have to monitor this very closely to ensure employees receive merit increases, if warranted.
- Step 3: After successful completion of two (2) years, including completion of approved exams and competency evaluation and an
8% increase under the appropriate functional title of Apprentice Tradesman III (with appropriate functional title for the respective craft). The Physical Plant will have to monitor this very closely to ensure employees receive merit increases, if warranted.

- Step 4: After successful completion of three (3) years, including completion of approved exams and competency evaluation, and an 8% increase under the appropriate functional title of Apprentice Tradesman IV (with appropriate functional title for the respective craft). Merit again will have to be monitored closely and appropriately applied.

- Step 5: After successful completion of four (4) years, including all exams and a complete competency evaluation move to entry salary of the title of S031 – Grade C115 - Skilled Tradesman- (with appropriate functional title for the respective craft).

Police

**An Officer** new hire that meets the minimum requirements for the position
Entry Salary - $30,713

**An Officer** that meets the minimum requirements for the position and after one successful year of experience
Entry Salary - $32,250

**For a Sergeant level** - If an applicant for the position has at least two (2) years certified law enforcement experience and currently possess a General Certificate from the Arkansas Commission on Law Enforcement Standards they can be promoted to a Sergeant, Public Safety Officer,
Entry Salary – $33,784 up to $36,029 based on additional years of experience

**For a Lieutenant level** - If an applicant for the position has four (4) years of certified law enforcement experience, have a minimum of two (2) years supervisory experience, currently possess a General Certificate from the Arkansas Commission on Law Enforcement Standards, and currently hold the rank of Sergeant they are eligible to be promoted to a Lieutenant level, Public Safety Supervisor
Entry Salary - $38,611 or 10% whichever is greater

**For a Captain Level** - If the applicant is currently a Lieutenant and has four (4) to five (5) years of certified law enforcement experience, have a minimum of two (2) years supervisory experience in a Lieutenant position, currently possess a General Certificate from the Arkansas
Commission on Law Enforcement Standards, they are eligible for promoted to Captain, HE Public Safety Commander II
Entry Salary - $42,472 up to $44,966 based on Experience,

The criteria used for promotions of the Sergeant and Lieutenant positions are:

1. Written exam
2. Written test score
3. Years of service and experience in law enforcement
4. Annual evaluation scores
5. Commendations/letter of appreciation
6. Disciplinary actions (current within one (1) year)
7. Supervisory experience (when applicable)

A promotions committee of at least three (3) members, who are selected by the Executive Director of Campus Operations, will review the above criteria for all who meet the eligibility requirements. This committee will also conduct an oral interview of eligible candidates. Upon completion of all oral interviews and examination of required criteria documents, the committee submits to the Chief of Police and the Executive Director of Campus Operations their recommendation of the most qualified applicant for the vacancy.

Research Technician – If the applicant or employee entering the position meets the minimum requirements for the position, the following salary may be offered with prior HR approval:

- High School + 2 Years of lab or research experience -- OR -- Associate’s Degree - Up to $21,827
- High School + 3 Years lab or research experience -- OR -- Associate’s Degree + 1 Year of experience – Up to $25,227
- High School + 4 Years of lab or research experience -- OR -- Bachelor’s Degree – Up to $28,627
- High School + 5 Years of lab or research experience -- OR -- Bachelor’s Degree + 1 Year – Up to $32,027
**Medical Billing Specialist** – If the applicant or employee entering the position meets the following minimum requirements for the position, the following salary may be offered with prior HR approval:

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Appendix D

Shift Differential Schedule

- The below list is subject to change. Please refer to the Medical Center’s Incentive policy for any changes.

- 10% Weekend Differential –
  - RN/LPN in the Nursing Department, OR, ER, Renal Dialysis and ACRC Oncology
  - Certified Technologist I, II, III in Radiology
  - Pharmacist in ACRC
  - Physical Therapist, Occupational Therapist, Physical or Occupational Therapy Assistant
  - Scrub Techs

- 30% Weekend Differential/Option – Monday – Friday staff who work an occasional weekend shift.
  - RN/LPN in Nursing Department, OR, ER and Renal Dialysis
  - Physical Therapists
  - Occupational Therapist
  - Physical Therapy Assistants
  - Scrub Techs, PCT, PSC and PCA
## CLASSIFICATIONS ELIGIBLE FOR CALL PAY

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Appendix F

Non-Classified Patient Care Approved Career Ladders:
- Registered Nurses
- Mental Health Professional for PRI
- Hospital Medicaid
- Hospital Admissions
- Clinical Dietitian
- Sterile Service
- Pharmacy Techs
- Clinical Research Assistant for Cancer Institute
- Regulatory Specialist
- Monitoring Manager

Non-Classified Administrative Approved Career Ladders:
- CCTO
- HIM
Appendix G

Effective December 14, 2012, managers may hire up to the maximum of the Equity Advisor recommended range for the following Non-Classified Patient Care positions:

- Nurse Practitioner I
- Nurse Practitioner II
- Nurse Practitioner III
- Advanced Practice Registered Nurse
- Nurse Anesthetist
- Physician Assistant
- Specialty Nurses (various titles)

Effective April 12, 2013, managers may hire up to the maximum of the Equity Advisor recommended range for the following job titles:

- Certified Procedural Coding Specialists
- Certified Procedural Coding Specialist – Lead.