

Compensation & Salary Guidelines

Processes, Policies & Procedures

January 30, 2013




Welcome

▶ Agenda

- Types of Positions
 - Salary Guidelines
 - Committees Reviews
 - Contact Information
- 

Types of Positions

- ▶ Classified
 - ▶ Non-Classified
 - ▶ Non-Classified Patient Care
- 

Types of Positions

▶ Classified Positions

- There are 26 grades and 5 pay levels for each grade
- Each class (job title) specification has minimum qualifications
- Minimum qualifications are established by the State of Arkansas' Office of Personnel Management (OPM) and subsequently can not be lowered
- Positions can be:
 - Hourly
 - Monthly

Types of Positions con't.

- ▶ **Non-Classified or Non-Classified Patient Care Positions**
 - These positions are not under the state classification system.
 - Rather than salary ranges, these positions have line item maximums that are established by the state legislature in the UAMS appropriations act.

Types of Positions con't.

- ▶ **Non-classified or Non-classified Patient Care Positions**
 - Salary adjustments to Non-classified positions can be accomplished through the UAMS internal approval process.
 - Positions can be
 - Hourly
 - Monthly

Classified salary


- ▶ All appointments to **Classified** positions will be paid at **Entry** of the grade assigned

	Entry	Base	Midpt	Max	Career
<u>C101</u>	\$7.2500	\$7.5399	\$8.9725	\$10.4052	\$11.2375
	\$15,080	\$15,683	\$18,663	\$21,643	\$23,374
<u>C102</u>	\$7.4577	\$7.9168	\$9.5004	\$11.0836	\$11.9706
	\$15,512	\$16,467	\$19,761	\$23,054	\$24,899
<u>C103</u>	\$7.8308	\$8.3129	\$10.0586	\$11.8043	\$12.7485
	\$16,288	\$17,291	\$20,922	\$24,553	\$26,517

Classified salary

- ▶ Exceptions:
 - Return to State Service
 - Exceptionally Well Qualified Special Entry Rates
 - Labor Market Special Entry Rates
 - Preapproved Grids

Classified salary adjustments

- ▶ Salary increases for Classified positions due to reclassification or promotion can not be greater than 10% or to entry, which ever is greater
 - ▶ Employees who are demoted to a position one or more grade level lower their current position will receive a 10% decrease in pay.
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Classified salary

- ▶ LIM – Line Item Max
- ▶ Max Level – listed on the JPAY report
- ▶ Career Level – 15+ years of service
- ▶ Z_HR_JPAY

	Entry	Base	Midpt	Max	Career
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Classified Salary

- ▶ Determined by the State of Arkansas & UAMS each year:
 - COLA
 - All classified same amount to base
 - Merit
 - Based on performance evaluation
 - One time lump sum payout

Non-Classified Salary

- ▶ **Non-Classified Administration**
 - Use of the Equity Advisor
- ▶ **Non-Classified Faculty, Post Doc & Housestaff**
 - Handled at the Dean's Office
- ▶ **Non-Classified Patient Care**
 - Non-CLPR positions
 - Use of the Equity Advisor
 - Most CLPR positions
 - Use of pre-approved templates

Non-Classified – EA Tool User

- ▶ An Equity case is Required for all non-classified non-template positions
- ▶ The Equity Advisor includes:
Recommended Entry, Mid point and Max range based on the applicants experience & education ABOVE the position qualifications.

The screenshot displays the 'New Case' page of the Equity Advisor tool. At the top right, it shows the user is logged in as 'Kimberlee Finne' with a 'Logout' link. Below this is a navigation menu with tabs for 'Employee/Supervisor Info', 'Equity Analysis', 'Analysis Results', 'Salary Analysis', and 'Review/Print/Submit'. The main heading is 'I. Calculated/Proposed Salary for: Education Coordinator'. Below this heading is a table with the following structure:

	Calculated Salary Range+			Proposed Salary*
	Min	Mid	Max	
Annual Salary**:	\$ 44445	\$ 45556	\$ 46667	<input type="text"/>

Non-Classified – EA Tool User

- ▶ The Equity Advisor includes:
 - Entry rates for positions are based on market data and will vary within the assigned level. Not all positions will start at the beginning of the entry for the level
 - Save feature allows to save a screen so that you can return to that step without having to redo the case.
 - Action screen will allow you to retrieve saved cases and delete cases that have not been sent to the approver.

Non-Classified – EA Tool User

- ▶ The Equity Advisor includes:
 - Position comparisons

Comparisons with others in Department

Job Title	Employees	Avg Years of Service	Avg Salary	25th percentile	50th percentile	75th percentile
RN I	1	1.0000				

Comparisons with others in Division

Job Title	Employees	Avg Years of Service	Avg Salary	25th percentile	50th percentile	75th percentile
RN I	5	6.8000	42386.80	38917	42840	45305

Comparisons with others across campus

Job Title	Employees	Avg Years of Service	Avg Salary	25th percentile	50th percentile	75th percentile
RN I	120	2.3200	44911.45	40975	42190	46746

Negotiating Salaries

New Hires, Rehires & Promotions

Considerations

- ▶ Promotions – Salary Guidelines limit to 10% or EA Entry if below Range
- ▶ Do NOT use what the previous person was making as a guide for determining salary for the new person
- ▶ Remember UAMS' TOTAL COMPENSATION Package:
 - Time off
 - 403b match
 - Tuition
 - Other benefits.

Negotiating Salaries

New Hires, Rehires & Promotions

- Other considerations:
 - Recommended range
 - Equity in Department, Division and UAMS

Comparisons with others in Department

Job Title	Employees	Avg Years of Service	Avg Salary	25th percentile	50th percentile	75th percentile
RN I	1	1.0000				

Comparisons with others in Division

Job Title	Employees	Avg Years of Service	Avg Salary	25th percentile	50th percentile	75th percentile
RN I	5	6.8000	42386.80	38917	42840	45305

Comparisons with others across campus

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Salary Negotiation From the Employer's Point of View

- The employer's salary negotiation leeway depends on these factors:
 - The level of the job within your department
 - The scarcity of the skills and experience needed for the job in the job market
 - The career progress and experience of the individual selected
 - The fair market value for the job you are filling
 - The salary range for the job within your organization
 - The salary range for the job within your geographic area
 - The existing economic conditions
 - UAMS Salary Guidelines & Policies

Negotiating Salaries

- ▶ **Bottom line?**
 - How badly do you want and need this candidate?
 - If you are too needy, your salary negotiation strategy will quickly turn into a capitulation. And, capitulation, paying more than you can afford, paying disproportionately to the pay ranges of your current employees, and paying a new employee salary outside of your comfort zone is bad for the UAMS bad for the applicant and can affect morale.

Negotiating Salaries

▶ Salary Negotiation Tips

- Salary negotiation is not about winning – unless both parties win
- Make every effort to identify the most recent salary & benefits candidate received
- Know what your salary negotiation limits are.
 - Base your limits on your internal salary ranges
 - The salary paid employees in similar positions across campus
 - The economic climate
 - Difficulty in getting a qualified applicant pool
- If your salary offer is not negotiable, or barely negotiable, try to indicate that to the candidate when you make the offer.

Negotiating Salaries

- ▶ Run EA Case to determine Salary Range and equity ranges
- ▶ Do NOT make a job offer until salary is approved

Salary Guidelines

All non-classified / non-faculty positions
(including temps, students and extra help positions)
January 1, 2013

▶ Hire Rates:

- Managers may hire up to the midpoint* of the Equity Advisor recommended range for the candidate/new hire.
- Hire offers above midpoint of the Equity Advisor recommended range must be reviewed by OHR Compensation.
 - Note: *Midpoint will vary for each candidate/new hire based on their years of experience and education for each position related to the job requirements.

The screenshot shows a web-based salary analysis tool. At the top, it says 'New Case' and 'logged in as: Kimberlee Finne | Logout'. Below this are navigation tabs: 'Employee/Supervisor Info', 'Equity Analysis', 'Analysis Results', 'Salary Analysis', and 'Review/Print/Submit'. The main heading is 'I. Calculated/Proposed Salary for: Education Coordinator'. Below this is a table with columns for 'Min', 'Mid', and 'Max' under the heading 'Calculated Salary Range+', and a 'Proposed Salary*' column. The 'Annual Salary*' row shows values of \$ 44445, \$ 45556, and \$ 46667 for Min, Mid, and Max respectively. The 'Proposed Salary*' column contains an empty input box.

Annual Salary*	Calculated Salary Range+			Proposed Salary*
	Min	Mid	Max	
	\$ 44445	\$ 45556	\$ 46667	<input type="text"/>

Salary Guidelines–Promotions

- ▶ Promotion is when a Position
 - Is posted
 - The Employee applied for the position
 - Completed the Interview process
 - Moving from one title to a different title that has a higher entry rate
 - Look at the Current Job Title & New Job Title
- ▶ Reclassifications
 - The Employee's Duties Change
 - A PAR (Position Allocation Request) is submitted
- ▶ An EA Case must be completed to determine salary range
 - Using New In Position on EA case
- ▶ Promotion/Reclassification Salary Increases:
 - Managers may offer 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.
 - Raises above 10% (or entry when appropriate) must be reviewed by OHR compensation and the Human Capital Committee

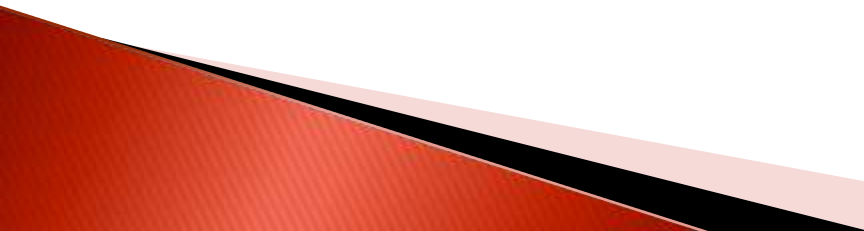
Salary Guidelines–Lateral Moves

Effective 11/1/12

- ▶ Lateral Move:
 - Keeping the Same Job Title When Moving to a New Area
- ▶ Salary Increases are NOT Allowed for Lateral Moves

Salary Guidelines–Interim Duties

▶ Interim Duties:

- 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 Human Capital committee. 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 the Human Capital Committee.
 - After the employee is relieved of the interim duties, the salary must be reduced to the level paid before interim duties were assigned.
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Salary Guidelines–Excess Effort

- ▶ **3 Criteria for Receiving Excess Effort Pay:**
 1. Directed to Perform Work Outside of Normal Work Hours
 2. Work was of Short Duration & Not a Routine or On-going Assignment
 3. Work is Not Routine Supervisory Work
(Exempt Employees)
- ▶ **Excess Effort:**
 - 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 planned additional duties.

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

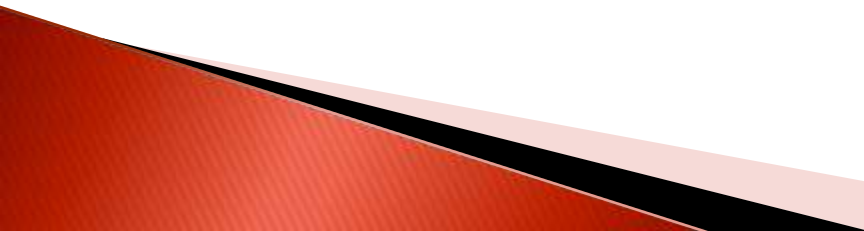
Salary Guidelines

- ▶ **Out-of-Cycle Increases** (including retention, additional duties, market adjustments, workload increases, etc.)
 - Will not be awarded without prior approval from the Human Capital Committee.
 - Can be submitted during your regular campus budget hearing

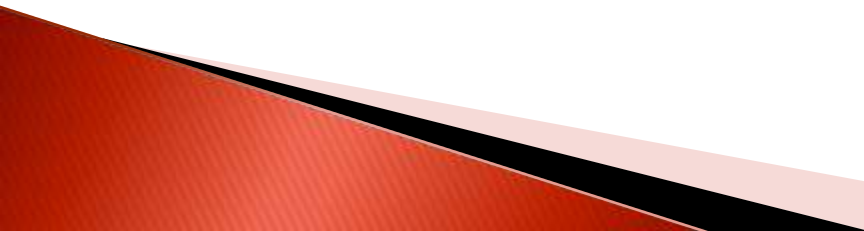
- ▶ **Merit Increases:**
 - Only allowed with a completed performance evaluation document
 - Amount of increase will be determined annually

Salary Guidelines

- ▶ Education Degrees/certificates:
 - 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 the Human Capital Committee.

 - ▶ Demotions
 - The Equity Advisor must be applied to determine the appropriate salary for the new position
 - Salary must fall within the recommended range
 - To place the employee in a salary above the Equity Advisor range, approval must be granted by the Human Capital committee.
 - If below the EA Entry, a salary adjustment may be given
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Salary Guidelines – Grids/Templates & Career Ladders

- ▶ Work with OHR to establish new or revise
 - Career Ladders
 - Grids
 - Templates
 - ▶ Changes to Current Grids/Templates & Career Ladders or New Grids/Templates/Career Ladders Must be Approved by the Human Capital Committee
 - ▶ OHR will only recognize career ladders, grids and templates that have been approved career ladders and on file in OHR Compensation
 - ▶ Consistency Required
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Salary Guidelines – Classification Transfers

- ▶ Due to Promotions or Reclassifications
 - Classified to Non-Classified
 - Should be equitable with similar positions in the department or campus
 - Use the Equity Tool to determine recommended range
 - Use the Salary Guidelines for non-classified staff
 - Non-Classified to Classified
 - The salary must fall within the classified pay grade.
 - Increase can be given if the employee's salary is below the entry of the grade (amount only to the entry)
 - Decrease can be offered


Divisional Committee & Campus Committees

- ▶ Each Division is required to have some form of review/committee
 - These review/committees makes the official request of review to the Human Capital Committee
- ▶ Remember – Approval by the divisional review/committee does NOT mean the salary is approved.
- ▶ Human Capital Committee meets every Friday morning. HCC approves salaries only. Items for the HCC are sent to Hal Wyatt by 4:00 pm on Wednesday.


Information Needed for HCC

- ▶ Justification for the Salary Adjustment
 - Including:
 - Equity Advisor Case & Written Justification (Required)
 - Department Equity – List of Employees & Current Wages
 - Retention Salary Increase Request– Copy of Written Job Offer or Turnover Data
 - Recruiting – Difficulty Filling Position

Documentation–F9 Notes

- ▶ Must include in SAP whenever a salary transaction is made
 - ▶ Include Copy of Grid/Template, Career Ladder, HCC Approval or any supporting documentation for the transaction
 - ▶ Audited daily by Compensation Department
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Salary Guidelines

- ▶ UAMS/Office of Human Resources/Managers/Classification/2012–2013 Salary Guidelines
 - ▶ Current Version – Revised date of January 4, 2013
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Compensation Team


Hal Wyatt – Manager of Compensation
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Senior HR Compensation Consultants

Paul Grove
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Questions

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If you have any questions or concerns, please
call our Compensation office
for assistance