

Compensation Philosophy and Administration Guidelines for Non-teaching Positions*

*The Compensation Philosophy and Administration Guidelines in this document apply to benefit-eligible, non-teaching positions, but does not apply to any employees within the Division of Industry and Defense Programs (IDP).

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Compensation Philosophy

The University is committed to providing a fair and competitive compensation program that will attract, retain, motivate, develop, and engage staff to achieve its vision to be internationally recognized as the model for applied learning and research. The University's goal is to provide a competitive Total Compensation package tied to the application of knowledge and skills and the achievement of organizational goals. In addition, the compensation program will comply with all applicable laws and be communicated clearly to staff.

The compensation philosophy is based on a commitment to hire and retain qualified, motivated Employees at all levels of the organization while meeting the needs of the University. This philosophy is the foundation of the University's compensation program and is designed to support the successful attainment of the University's vision, mission, values and strategic goals.

The University seeks to support our values through a compensation program that provides:

- Competitive Pay Ranges to enable the recruitment and retention of qualified Employees.
- A performance planning and common evaluation process that provides opportunity for development for Employees and the feedback necessary to assist with their success.
- Communications that will support a general understanding of compensation programs through the University.

The guiding principles are as follows:

- **Flexible:** The compensation plan will be designed to be flexible to accommodate critical business needs and market changes.
- **Internally Equitable:** A fairness criteria that establishes Pay Ranges that correspond to each Job's relative market value to the University, which may include consideration of experience, education and skills.
- **Externally Competitive:** The plan is designed to aid the University to be in a position which it competes in the marketplace to attract, retain, motivate and engage Employees. The University will target its Base Pay Rates, in aggregate, at the market Median (50th Percentile) for comparable positions in the respective relevant market.
- **Understood and Accepted:** A commitment by the University to communicate and maintain a compensation program based on transparency.

Furthermore, Employees will be fairly rewarded not only through base pay, but also through an extensive array of Employee benefit plans.

The guidelines on the following pages are intended to help Leaders and Employees understand, in general terms, the parameters and processes involved in compensation administration. Exceptions to any provision in these guidelines are only considered in extraordinary circumstances on a case-by-case basis and must be approved by the appropriate Divisional Officer.

Introduction – Compensation Guidelines

Compensation practices are intended to be effective tools in addressing campus business needs. The following guidelines are designed to assist Leaders when making pay decisions for benefit-eligible, non-teaching Positions and to be reasonable and flexible to meet the changing business needs of Wichita State University (“University”). The following should be considered when making compensation decisions.

- Leaders are responsible and accountable for compensation decisions made within the department.
- Decisions by Leaders must be based on justifiable business reasons to ensure compliance with University policies, state, and federal laws.
- In most circumstances and absent extenuating circumstances, Employees performing substantially equal Jobs under the same Leader should receive similar pay.
- All compensation decisions require documentation and approval by the appropriate party as described within these guidelines.

Appendix A: Glossary of Terms is located at the end of this document and defines many of the terms used in this document. Terms located in the Glossary begin with a capital letter when referenced throughout this document.

Nothing in these guidelines confers to any individual or Employee any right, either express or implied, to employment with the University, to remain in the University’s employment, or to any specific Base Pay Rate, benefits, or compensation. The procedures, practices, policies, and other matters described herein may be modified or discontinued from time to time, at the discretion of the University. These guidelines do not establish an employment agreement or contract with any individual or Employee.

Developing Job Architecture and Establishing Pay Ranges For Jobs

The foundation of the University's market-based compensation ("MBC") program is a solid and strong Job Architecture, which includes uniform and consistent Job Descriptions that are developed utilizing a Job Leveling Framework. The following components are fundamental to development of Job Architecture and establishment and assignment of Pay Ranges for Jobs and are functions that are performed by the HR Compensation Team ("Compensation Team").

Job Descriptions

The Job Description is most important for making compensation decisions, but is also utilized for recruiting, performance management, and legal compliance. Job Descriptions are developed by the Compensation Team with input from the respective Leader, as appropriate.

A Job Description groups Positions together that perform similar functions and responsibilities, and also allows for placement of Jobs into the appropriate Job Family. Job Descriptions should:

- Identify the essential functions performed by individuals in the Job,
- Outline the major duties of the Job, and
- Describe the qualifications and skills required for the Job

Job Leveling Framework

A Job Leveling Framework is utilized to develop Job Descriptions utilizing consistent criteria to establish the appropriate Job Levels within the University. The Job Leveling Framework can be found in Appendix B: Job Leveling Framework.

Job Titles

All Job Descriptions will include a standardized title which will apply to all Employees in the Job. The Job Leveling Framework assists with establishing consistent titles and titling construct. There may be a business need for a "Working Title." The use of a Working Title must be in accordance with the guidelines found in Appendix C: Working Title Guidelines.

Job Family

The University has ten (10) major Job Families that serve as the foundation of the MBC program. When a Job Description is created, the Compensation Team will group the Job into the appropriate Job Family to allow Employees and prospective employees to see where a Job is aligned within the University as well as how they can move (both vertical and horizontal) within the University.

Although the Jobs are grouped by Job Family, each Job will be assigned a Pay Range. Many of the Job Families also have sub-Job Families. A listing of Job Families and sub-Job Families can be found in Appendix D: Job Families.

Job Evaluation for Newly Created Jobs

When a new Job Description has been created, a Job Evaluation is conducted by the Compensation Team. The purpose of Job Evaluation is to assign a Pay Range to the Job. The methodology used to make Pay Range assignments to a Job is a Market Pricing approach that focuses on the following components:

- External Review: The Compensation Team reviews and analyzes independent, third-party, Salary Survey data, taking into consideration the strength of job match, University size, industry, geographic location, and University type, as appropriate.
- Internal Review: The Compensation Team reviews and analyzes the information provided to determine the Job's scope, complexity, and potential impact to the University as well as specific factors such as knowledge, skills and responsibilities required to successfully perform the Job.

Job Evaluation for Significant Changes to Existing Jobs

If a Leader identifies that an Employee is performing significantly different essential functions than are described in the Job Description, the Leader will engage their Human Resources Business Partner ("HRBP") to discuss the changes. A significant change would typically be an overall 25% or greater change in the essential functions or changes that would impact how a Job is mapped in the Job Catalog. The HRBP will provide a summary of the changes to the Compensation Team for review to determine whether the changes are significant enough to warrant a Job Evaluation. If so, the same process as described above for a newly created Job will be followed by the Compensation Team.

The Compensation Team will make decisions regarding any change in the Pay Range for a Job as a result of a Job Evaluation on a case-by-case basis. In order to maintain the integrity of Pay Range assignments for all University Jobs, final approval of Job Evaluations will remain with the Compensation Team.

Criteria considered in determining whether a Pay Range change for a Job is appropriate include:

- Change of essential functions;
- Scope, level and complexity of essential functions;
- Relationship of the Job to other Jobs in the University or department;
- Supervision, both given and received;
- Exercise of independent judgment; and
- Autonomy and authority related to decision-making and accountability.

Criteria not considered* in determining whether a Pay Range change for a Job is appropriate include:

- Quantity of work (volume);
- Information relative to the Employee's length of service;
- Time spent at a Position within Pay Range;
- Skills and education not related to the Job or minimum qualifications; and
- Employee's performance

*These criteria may be considered when establishing an individual Employee's Base Pay Rate, not a Job's Pay Range.

Pay Ranges and Salary Structure

One of the key components of the MBC program are the Pay Ranges and Salary Structure. The development of Pay Ranges involves the comparison of the University's internal Evaluation of the Jobs coupled with external Salary Survey data. This Salary Survey data is gathered and updated from independent, third-party surveys which are purchased by the University.

The University's Salary Structure is designed to provide a smaller Midpoint Differential at the lower Pay Ranges and increase as the Pay Ranges increase.

- Jobs in the lower Pay Ranges typically require skills that are less complex and easier to acquire so an Employee is able to advance to the next Pay Range over a shorter period of time.
- Jobs in the higher Pay Ranges typically require skills that are more complex and harder to acquire and may take the Employee longer to advance to the next Pay Range.

Fair Labor Standards Act (FLSA)

The determination of which Jobs are classified as Non-Exempt and Exempt is made by the Compensation Team utilizing the Fair Labor Standards Act (FLSA) duties and salary tests. In order to maintain compliance with FLSA, final approval of FLSA exemption status will remain with the Compensation Team. The Compensation Team will consult with the Office of General Counsel, as needed, in the determination of a Job's FLSA exemption status.

Base Pay Rate Increases to Support Compensation Philosophy

The goal of the University is to maintain Pay Ranges that are competitive for all Jobs, Job Families and Job Levels within the University. The University's Pay Ranges are evaluated annually by the Compensation Team using Salary Survey data. The University has an annual cycle which is aligned with the budgeting process to allow the University to prioritize funding for Base Pay Rate increases that align and support our Compensation Philosophy. Recommendations for annual Base Pay Rate increases are made by HR.

The University may, in certain circumstances and when funds are available, provide Base Pay Rate increases to defined populations of Employees who are in Jobs that have been identified by Human Resources as needing Base Pay Rate increases to meet the goals of our Compensation Philosophy.

Utilizing the Job Catalog

If a Leader identifies the need for a new Job Description, the Leader should first initiate a search of the Job Catalog which can be found in the Job Description Manager in the myWSU portal, Faculty/Staff tab, Human Resources Links channel. There are various filters that allow for a search using keywords and phrases.

New or Changing Position

If a new Position is needed or an existing Position is changing, the following process is utilized:

- The Leader responsible for the new Position will review the Job Catalog to determine if an appropriate Job Description is available.
- If the Leader identifies an appropriate Job Description in the Job Catalog, they will begin the process by completing the Position Action Request form.
- If the Leader is not able to identify an appropriate Job Description in the Job Catalog, they will engage with their HR Talent Consultant to communicate the high-level summary, responsibilities, and qualifications for the new Position.

To maintain the integrity of the Job Descriptions and Pay Range assignments for all University Jobs, final approval of new Job Descriptions will remain with the Compensation Team.

Establishing Individual Employee Base Pay Rates

Leaders are responsible for establishing the Base Pay Rate for their Employees. The guidelines on the following pages are provided to assist Leaders in making Base Pay Rate decisions within the established Pay Range. The HRBP may be contacted to assist with issues, as needed.

Base Pay Rates and provisions contained in external grants will be processed in accordance with the grant.

It is intended the Employee Base Pay Rates will fall within the established Pay Range, although there may be situations in which they do not.

When making Base Pay Rate decisions, Leaders should consider the knowledge, skills and abilities of the candidate or Employee as well as internal consistency among others performing same or similar Jobs.

Base Pay Rates for Existing Employees

As a general rule, Employees will be paid at no less than the minimum or no greater than the maximum of the Pay Range assigned to the Job.

If an existing Employee's Base Pay Rate is below the Pay Range minimum for the Job (a "Green-Circled Rate"), those Employees will be eligible for Base Pay Rates increases, as appropriate. Situations in which an Employee remains at a Green-Circled rate should be very rare.

If an existing Employee's Base Pay Rate is at or above the Pay Range maximum for the Job (a "Red-Circled Rate"), those Employees will not be eligible for Base Pay Rate increases until their Base Pay Rate is below the Pay Range maximum for the Job.

An Employee whose Base Pay Rate would exceed the Pay Range maximum if the Employee were to receive a Base Pay Rate increase, will be eligible, instead, to receive:

- A pay increase that raises the Employee's Base Pay Rate to the Pay Range maximum, and
- A Lump Sum Payment that is equal to the remaining amount that would have been added to their Base Pay Rate.

An Employee whose Base Pay Rate is at or exceeds the Pay Range maximum, will be eligible, instead, to receive a Lump Sum Payment that is equal to the amount that would have been added to their Base Pay Rate.

Situations resulting in a Red-Circled Rate may include:

- Employee with very long tenure in a particular Job.
- Employee who has been Demoted or Transferred to a lower Job Level.

For example: A full-time Employee with a current Base Pay Rate of \$15.00 and a Pay Range maximum of \$15.15 is to receive a 2% pay increase ($\$15.00 * .02 = \0.30). The Employee would

receive an increase of their Base Pay Rate to \$15.15. The Employee would also receive a Lump Sum Payment of \$312 ($\$0.15 * 2080 = \312).

Base Pay Rates for New Hire Offers (External Candidates)

When establishing the Base Pay Rate offer for an external candidate, consideration should be given to the following:

- Competitive recruiting conditions for this field, specialty, skills, etc.
- External market factors influencing the Base Pay Rate and the University's immediate hiring needs.
- The candidate's experience and qualifications.
- Years of work experience will be determined based on comparison to the Job Description and should be directly related to the duties being performed in the Job.
- Education that exceeds the Job's minimum requirement should not be used as an equivalent for work experience unless specifically stated in the Job Description.
- The position of the proposed Base Pay Rate in the Pay Range and its relation to the Base Pay Rates of other similarly qualified and/or experienced Employees in the same Job and department.

To assist Leaders, each of the Pay Ranges have been divided into quartiles. Descriptions detailing typical expectations within each quartile are provided below. These descriptions should be used to evaluate both individual (candidate's knowledge, skills and abilities and certifications) and external factors (budget availability, Internal Consistency) that affect the Base Pay Rate being offered to the candidate.

Quartile 1: Entry level

- Meets the minimum qualifications established for the Position.
- Has little or no related experience to the field in which the Position exists.
- Requires additional training to build necessary knowledge and skills to successfully perform the Position.

Quartile 2: Experienced

- Possesses qualifications that are equal to or slightly better than minimum qualifications for the Position.
- Demonstrated ability to perform the duties expected to be performed in the Position.
- May require additional training to perform the duties successfully and independently.

Quartile 3: Seasoned Professional/Mid-Career

- Meets both minimum and preferred qualifications established for the Position.
- Demonstrated ability to perform the duties successfully and independently in the Position.
- Consistently exhibits core competencies required of the Position.

Quartile 4: Senior-Level Job Expertise

- Meets both minimum and preferred qualifications established for the Position. Considered a subject matter expert in the Position.
- Exhibits extensive breadth and depth of knowledge that brings significant value to the University.
- Serves as an expert resource, role model or mentor to others either in the department, college or University.

Managing the Base Pay Rate within the Pay Range

Determine Base Pay Rate based on differences in qualifications, skills, and experience.	1 st Quartile		2 nd Quartile		3 rd Quartile		4 th Quartile	
	Minimum	Meets minimum qualifications	Qualifications equal to or slightly better than minimum requirement	Midpoint (represents " market rate")	Meets all preferred qualifications	Subject matter expert in field	Maximum	
		Has little or no related experience in field	Demonstrated ability to perform duties		Demonstrated ability to perform duties independently	Exhibits extensive breadth and knowledge depth that adds substantial value		
		Requires additional training to build knowledge and skills	May need additional training to perform duties independently		Consistently exhibits core competencies	Expert resource, role model or mentor to others		
		Entry level	Experienced		Seasoned professional / mid-career	Senior-level job expertise		
Typical Hiring Range				Typical Progression Range				

The proposed Base Pay Rate is submitted by the department for review by Human Resources (“HR”). No offer of employment may be extended until it has been reviewed by HR.

- Offers in the 3rd and 4th quartiles or which exceed the quartile guideline will require approval of the **Divisional Officer**.

Base Pay Rates for Rehires

Rehires within 30 days

- Return at same Base Pay Rate, if returning to the same Job.
- Treated same as internal Employee with regard to Transfers, Promotions, Demotions, etc., if changing Jobs.

Rehires greater than 30 days

- Treated as external new hire with the following additional considerations:

- The new Base Pay Rate should not be lower than the previous Base Pay Rate, if being hired into the same Job.
- The new Base Pay Rate would typically not be a significant increase from the previous Base Pay Rate, if being hired into the same Job.
- The length of time until the rehire may impact the above considerations.

Base Pay Rate Changes for Promotion (Internal Employees)

Upon Promotion:

- Employees may receive a Base Pay Rate increase to at least the new Pay Range minimum.
- The Managing Pay within the Range chart in the New Hire Offer section should be consulted to ensure consistency.

Note: Situations in which a Job Evaluation has been conducted for an existing Job which resulted in the reassignment of a single Job and all Employees in that Job to a higher Pay Range are not considered a Promotion.

Base Pay Rate Adjustments for Demotion (Internal Employees)

Upon Demotion:

- The Employee may receive a Base Pay Rate decrease that should be within the Pay Range of the new Job.
- In limited circumstances, Employees may be “Red-Circled” (have Base Pay Rate remain above a Pay Range maximum). Exceptions above Pay Range maximum will require approval of the Divisional Officer.
- Performance issues and/or department/unit needs may be considered when determining whether a Base Pay Rate decrease should occur.
- Methods to determine a Base Pay Rate decrease include:
- A decrease equal to the increase amount given when the Employee moved into the existing Job, if it can be easily determined.
- The Managing Pay within the Range chart in the New Hire Offer section may also be consulted, if other options are not appropriate.
- Under no circumstances may an Employee receive a Base Pay Rate increase for a Demotion.

Note: Situations in which Job Evaluation has been conducted for an existing Job which resulted in the reassignment of a single Job and all Employees in that Job to a lower Pay Range are not considered a Demotion.

Base Pay Rate Adjustment for Transfers (Internal Employees)

Transfers will typically not result in a Base Pay Rate adjustment. If a pay adjustment is necessary, please see the In-Range Adjustment process.

In-Range Base Pay Rate Adjustment (Internal Employees)

An In-Range Adjustment may be appropriate in certain situations with the following considerations:

- Should only be given for a significant increase to scope or responsibilities. It is rare that a significant increase in scope or responsibilities will not affect the Job Description, so Leaders should first determine whether the Employee is actually performing a different Job (either one that exists in the Job Catalog or a new Job that needs to be defined and added to the Job Catalog).
- If moving the Employee to a new Job is not necessary, the Base Pay Rate increase should typically be between 3% and 7% of the Employee's current Base Pay Rate.
- The respective Leader may consult with the HRBP for further guidance.

Base Pay Rate Adjustment for Movement within a Career Ladder (Internal Employees)

- The University may establish Career Ladders for specific Jobs with review and approval by the Compensation Team.
- For Jobs within a Career Ladder in which the Jobs are in different Pay Ranges, the Promotion and Demotion guidelines will be utilized.
- For Jobs within a Career Ladder in which the Jobs are in the same Pay Range, Employee movement between levels in the Career Ladder (both up and down) will be governed by the Career Ladder design which will be documented in Appendix D: Compensation Practices located at the end of this document. These situations are not considered a Promotion or Demotion for salary administration purposes.

Off-Cycle Pay Adjustments

Base Pay Rate increases that are not one of the reasons in this section (Establishing Individual Employee Base Pay Rates) above or during the annual cycle described in the section Base Pay Rate Increases to Support Compensation Philosophy should be rare and must be approved by the Divisional Officer. An Off-Cycle Base Pay Adjustment is requested by utilizing the Position Action Request form.

Appendix A: Glossary of Terms

- **Base Pay Rate:** An Employee's rate of pay exclusive of any additional pay, such as overtime, shift differential, etc.
- **Career Ladder:** A series of defined levels within a Job Family where the nature of the work is similar and the levels represent requirements for increased skill, knowledge and responsibility as an Employee moves throughout their career.
- **Demotion:** Movement to a job at the University in a lower pay range or pay range with a lower midpoint.
- **Divisional Officer:** For the purposes of these guidelines, Divisional Officers are the University President, Executive V.P. and Provost and V.P. Finance and Administration.
- **Employee:** An individual who provides services to the University on a regular basis in exchange for compensation and receives a W-2 for such services. For purposes of this policy, Employee is limited to benefit-eligible, non-teaching Positions and excludes Employees in the Division of Industry and Defense Programs (IDP).
- **Exempt:** A Position which is Exempt from the overtime provisions of the FLSA. Exempt Positions are paid on a "salary basis" within the meaning of the FLSA regulations. These Positions are typically managerial, supervisory, professional or administrative roles.
- **External Review:** The comparison of a Job's value relative to the "going market rates" of its competitors in the prevailing market outside of the University.
- **Fair Labor Standards Act (FLSA):** A federal law which establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting Employees in the private sector and in federal, state and local governments.
- **Green-Circled Rate:** A Base Pay Rate which is below the Pay Range minimum for the Job.
- **Human Resources Business Partner (HRBP):** A Human Resources professional who is assigned to specific areas of the University to assist Leaders with the business objectives of those areas.
- **Human Resources Compensation Team:** The Human Resources team who is responsible for the development, implementation and maintenance of the market-based compensation program.
- **In-Range Adjustment:** A Base Pay Rate increase due to an increase in the Job's scope with no change in the Job's Pay Range.
- **Internal Review:** The internal comparison of a Job to other Jobs within the University to determine the appropriate Pay Range assignment.
- **Job:** A general classification of the tasks, functions and requirements that an Employee is required to perform. A Job can have multiple Positions, but each Position can only be associated with one Job.
- **Job Architecture:** The infrastructure or hierarchy of Jobs within the University.
- **Job Catalog:** A library of Jobs available within the University.
- **Job Description:** A written statement which lists the elements of a Job, such as summary of responsibilities, essential functions, minimum education, minimum experience, and required licensure and/or certifications.

- **Job Evaluation:** A review of a Job, both externally and internally, to determine the appropriate Pay Range assignment within the Salary Structure.
- **Job Family:** A group of Jobs that are similar in the nature of work that they perform.
- **Job Levels:** Levels within a particular Job or Job Family which are differentiated based on established criteria. Examples of Job Levels include, but may not be limited to, “assistant,” “coordinator,” “lead/supervisor,” and “manager”. Job Levels are referenced in Appendix B: Job Leveling Framework.
- **Leader:** Individuals at the University who have Employees reporting to them, or Department Chairs/Director.
- **Lump Sum Payment:** A payment made to Employees in lieu of an increase to the Employee’s Base Pay Rate. Lump Sum Payments are generally made to an Employee if a Base Pay Rate increase would cause the Base Pay Rate to exceed the Pay Range maximum.
- **Market Pricing:** A Job Evaluation methodology which utilizes the duties of an internal Job to compare to similarly-situated Jobs in the external labor market.
- **Median (50th Percentile):** A value which lies in the middle of a distribution. For Salary Survey purposes, the 50th Percentile is the Median/average rate being paid to Employees in a particular Job and is considered the “market rate” which is neither lagging nor leading the market.
- **Midpoint Differential:** The percentage difference between the midpoint of one Pay Range and the midpoint of the next highest Pay Range in the Salary Structure.
- **Non-Exempt:** A Job that is generally paid on an hourly basis and are subject to all FLSA minimum wage and overtime regulations.
- **Pay Range:** The range of pay rates, from minimum to maximum, that is assigned to a group of Jobs that have similar pay rates in the market and is used as a basis for setting individual Employee Base Pay Rates.
- **Percentile:** A measurement used to indicate the value below which the pay rates for a given percentage of incumbents are placed in the Salary Survey. For example, the 25th Percentile indicates that 25% of the incumbents in the Salary Survey for that survey scope are below or at that amount.
- **Position:** A “placeholder” within the University which can exist with or without an Employee assigned to it. An Employee in a Position will also be assigned to a Job within the Job Catalog. A Job can have multiple Positions, but each Position can only be associated with one Job.
- **Promotion:** Movement to a job at the University in a higher pay range or a pay range with a higher midpoint, based on increased responsibility, or which requires more advanced skills, education, or certification.
- **Red-Circled Rate:** A Base Pay Rate which is above the Pay Range maximum for the Job.
- **Salary Structure:** The hierarchy of Pay Ranges established within the University.
- **Salary Survey:** Salary information collected by independent, third-party surveys, which provide aggregate salary data for Jobs in the same geographical, industry or other specific scope in which the University competes for labor. These surveys strictly adhere

with safe harbor guidelines in order to avoid antitrust violations that may be viewed as price fixing.

- **Total Compensation:** The complete pay package awarded to an Employee on an annual basis, including all forms of cash compensation, benefits, and in-kind payments.
- **Transfer:** Movement to a job at the University in a similar pay range or a pay range with a similar midpoint.
- **Working Title:** A title used to describe the function of the Position in even greater detail or more easily recognized terms in both internal and external communication

Appendix B: Job Leveling Framework

A Job Leveling Framework is utilized in the establishment of Job Architecture to create consistent criteria for entry and movement through Job Levels of the University. The criteria in the Job Level Framework are those that will typically be reflected in each Job Level. Other criteria may be considered, such as Leadership, Hiring/Staffing, Performance and Corrective Action, Number of Employees Supervised, Education, Experience and Certifications.

<u>JOB GROUP: Business/Administrative Support Jobs</u>				
Provide administrative and business support				
Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
Complexity	<ul style="list-style-type: none"> Performs standardized, on-going duties and tasks with little choice regarding policies, procedures, materials or equipment. Work and tasks are most often <u>routine</u>, structured and transactional in nature, often requiring physical labor; work requires minimal variance from guidelines and procedures. 	<ul style="list-style-type: none"> Completes <u>moderately complex</u> assignments that require an ability to recognize the need to occasionally deviate from accepted practices. Performs a variety of technical service / support duties that require specialized knowledge. 	<ul style="list-style-type: none"> Works on problems of diverse scope and complexity ranging from moderate to substantial. Assists senior staff in determining new methods and procedures. Coordinates and provides input into work schedules; monitors schedule adherence and reports absences. Leads <u>moderately complex</u> projects / activities on semi-regular basis. 	<ul style="list-style-type: none"> Provides <u>day-to-day leadership</u> to functional support team(s). Leads the resolution of the most complex and escalated technical issues; contributes to the development of work group improvements. Works on <u>complex</u>, non-standardized and widely varied tasks or projects that require significant planning,

JOB GROUP: Business/Administrative Support Jobs

Provide administrative and business support

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
	<ul style="list-style-type: none"> Requires practical operating knowledge to perform job. 		<ul style="list-style-type: none"> <u>Top expert</u> and functional mentor; possesses the most advanced administrative support knowledge of the job function / family and department. 	evaluation and negotiation. <ul style="list-style-type: none"> Ensures regulatory compliance. Serves as a functional mentor.
Decision Making	<ul style="list-style-type: none"> Requires minimal independent judgment. Makes <u>routine decisions</u> regarding <u>own work</u> within defined parameters, often limited and confined to ongoing matters. Errors may cause simple rework or correction to single task. 	<ul style="list-style-type: none"> Makes routine and non-routine decisions with some latitude, but still subject to approval. Exercises independent judgment on basic or moderately complex issues regarding job and related tasks. Decisions may have <u>moderate</u> impact on a task or work process with lesser impact on the overall department, division or organization. 	<ul style="list-style-type: none"> Makes decisions regarding daily priorities for a work group; provides guidance to and/or assists staff on non-routine or escalated issues. Makes <u>recommendations</u> to Leaders on new processes, tools and techniques, or development of new products and services. Decisions have <u>moderate</u> impact on 	<ul style="list-style-type: none"> <u>Manages</u> a group of Employees, a program, or a department and provides recommendations to senior Leaders on areas of significance. Uses independent judgment in managing <u>day-to-day</u> support operations. Negotiates and interprets conflicts and influences outcomes on

JOB GROUP: Business/Administrative Support Jobs

Provide administrative and business support

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
		<ul style="list-style-type: none"> Errors have small or possibly incremental impact on department, division or organization. 	<p>operations within a department, division or organization.</p>	<p>matters of significance.</p> <ul style="list-style-type: none"> Decisions have <u>significant</u> impact within the department, division or organization.
<p>Autonomy</p>	<ul style="list-style-type: none"> Works under <u>direct supervision</u> and/or defined parameters. Receives detailed direction and guidance on work. Work typically reviewed. Ensures timely and accurate performance of responsibilities for single area or group of closely related tasks. Prioritizes basic tasks; priorities typically guided by standard practices or by others. 	<ul style="list-style-type: none"> Works independently under <u>minimal supervision</u> within established guidelines and procedures. Ensures timely and accurate performance of responsibilities; produces quality results with work periodically reviewed. Requires little instruction on day-to-day work; majority of work is self-directed; receives instruction on new assignments. 	<ul style="list-style-type: none"> Works under <u>minimal supervision</u>, uses independent judgment requiring analysis of variable factors. Regularly checks own work and the work of others. Requires little instruction on day-to-day work and <u>general</u> direction on more complex tasks and projects. Collaborates with senior staff in the development of methods, techniques, 	<ul style="list-style-type: none"> Acts <u>independently</u>; performs escalated duties and provides technical guidance to team. Assists senior Leaders with problem solving around reoccurring, systemic problems as well as unique challenges. Regularly makes recommendations for new support services

JOB GROUP: Business/Administrative Support Jobs

Provide administrative and business support

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
	<ul style="list-style-type: none"> Elevates questions, problems and significant challenges to more senior staff for direction or subject matter expertise. 	<ul style="list-style-type: none"> Elevates questions, problems and significant challenges to more senior staff for direction or subject matter expertise on <u>new or unprecedented</u> assignments. 	<p>and analytical approach.</p> <ul style="list-style-type: none"> Works with team to lead resolution of day-to-day technical / procedural challenges; serves as resource to others in resolution of complex issues. 	<p>procedures and leads implementation.</p> <ul style="list-style-type: none"> Competent to work at very high levels in multiple knowledge areas as an advanced subject matter expert.
<p>Interfaces With</p>	<ul style="list-style-type: none"> Majority of contact is internal and/or customer service oriented. 	<ul style="list-style-type: none"> Majority of contact is internal and/or customer service oriented. Certain jobs may require frequent transactional interaction with external vendors or partners. 	<ul style="list-style-type: none"> Contacts are both internal and external, often required to represent function for timely completion of tasks. May involve coordination and collaboration between departments. 	<ul style="list-style-type: none"> Contacts are both internal and external, often required to represent Leaders, solve escalated problems and negotiate outcomes. Involved coordination and collaboration between departments and/or divisions.

JOB GROUP: Technicians/Skilled Trades/Paraprofessionals

Accomplish work through a specialized knowledge or skills gained through a combination of vocational education, training, apprenticeship, and experience

Job Level Criteria	Assistant/Associate	Technician	Lead/Supervisor	Manager
Complexity	<ul style="list-style-type: none"> • Completes <u>standardized</u> tasks that are guided by policies, procedures, guidelines, and precedent to provide ongoing function support. • Work and tasks are most often <u>routine</u>, structured and transactional in nature, requiring minimal variance from guidelines. 	<ul style="list-style-type: none"> • Completes <u>moderately complex</u> assignments that require an ability to recognize the need to occasionally deviate from accepted practice. • Works on mostly <u>routine</u> and transactional assignments, guided by policy, procedures, guidelines and precedent. 	<ul style="list-style-type: none"> • Works on problems of diverse scope and complexity ranging from <u>moderate</u> to <u>substantial</u>. • Assists senior staff in determining methods and procedures for new tasks. • Coordinates and provides input into work schedules; monitors schedule adherence and reports absences. • <u>Top expert</u> and functional mentor; possesses the most advanced knowledge of the job function and/or family and department. 	<ul style="list-style-type: none"> • Provides day-to-day leadership to functional support team(s). • Leads the resolution of the most complex and escalated technical issues; contributes to development of work group improvements. • Works on complex, non-standardized and widely varied tasks or projects that require significant planning, evaluation and negotiation. • Ensures regulatory compliance.
Decision Making	<ul style="list-style-type: none"> • Makes <u>routine</u> decisions regarding <u>own work</u> within defined parameters, often limited and 	<ul style="list-style-type: none"> • Makes <u>decisions</u> regarding <u>own work</u>; provides guidance to and/or assists staff in answering questions. 	<ul style="list-style-type: none"> • Makes decisions regarding daily priorities for work group; provides guidance to and/or assists staff on non-routine or escalated issues. 	<ul style="list-style-type: none"> • Manages a group of Employees, a program, or a department and provides recommendations to senior Leaders on areas of significance.

JOB GROUP: Technicians/Skilled Trades/Paraprofessionals

Accomplish work through a specialized knowledge or skills gained through a combination of vocational education, training, apprenticeship, and experience

Job Level Criteria	Assistant/Associate	Technician	Lead/Supervisor	Manager
	<p>confined to ongoing matters.</p> <ul style="list-style-type: none"> Decisions may have a <u>minor</u> impact to a work process. 	<ul style="list-style-type: none"> Decisions may have <u>moderate</u> impact on a task or work process with a lesser impact on the overall department. 	<ul style="list-style-type: none"> Makes <u>recommendations</u> to Leaders on new processes, tools and techniques, or development of new products and services. Decisions have a <u>moderate</u> impact on operations within a department. 	<ul style="list-style-type: none"> Uses independent judgment in managing day-to-day support operations. Negotiates and interprets conflicts and influences outcomes on matters of significance.
Autonomy	<ul style="list-style-type: none"> Works independently under <u>minimal supervision</u> within established guidelines and procedures. Receives detailed direction and guidance on operational issues. Elevates questions, 	<ul style="list-style-type: none"> Works independently under <u>minimal supervision</u> within established guidelines and procedures. Manages own schedule on a day-to-day basis to ensure <u>timely</u> completion of tasks. Requires little instruction on day-to-day work; majority of work is self-directed; 	<ul style="list-style-type: none"> Works under <u>minimal supervision</u>, uses independent judgment requiring analysis of variable factors. Regularly checks own work and the work of others. Majority of work is self-directed; receives instruction on new assignments. Collaborates with senior staff in the development 	<ul style="list-style-type: none"> Acts <u>independently</u>; performs escalated duties and provides technical guidance to team. Assists senior Leaders with problem solving around reoccurring, systemic problems as well as unique challenges. Regularly makes recommendations for new support services

JOB GROUP: Technicians/Skilled Trades/Paraprofessionals

Accomplish work through a specialized knowledge or skills gained through a combination of vocational education, training, apprenticeship, and experience

Job Level Criteria	Assistant/Associate	Technician	Lead/Supervisor	Manager
	<p>problems and significant challenges to more senior staff for direction or subject matter expertise.</p>	<p>receives instruction on new assignments.</p>	<p>of methods, techniques and analytical approach.</p> <ul style="list-style-type: none"> • Works with team to lead resolution of day-to-day technical and/or procedural challenges; serves as a resource to others in resolution of complex issues. 	<p>procedures and leads implementation.</p> <ul style="list-style-type: none"> • Competent to work at a very high level in multiple knowledge areas as an advanced subject matter expert.
<p>Interfaces With</p>	<ul style="list-style-type: none"> • Majority of contact is internal and administrative oriented. • Certain jobs may require frequent transactional interaction with external vendors and partners. 	<ul style="list-style-type: none"> • Contacts are both internal and external, often required to represent function for timely completion of tasks. • Certain jobs may require frequent transactional interaction with external vendors and partners. • May involve coordination and collaboration between departments. 	<ul style="list-style-type: none"> • Contacts are both internal and external, often required to represent function for timely completion of tasks. • Certain jobs may require frequent transactional interaction with external vendors and partners. • May involve coordination and collaboration between departments. 	<ul style="list-style-type: none"> • Contacts are both internal and external, often required to represent Leaders, solve escalated problems, and negotiate outcomes. • Involves coordination and collaboration between departments or divisions.

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	Senior Analyst	Specialist	Lead/Supervisor	Manager
Complexity	<ul style="list-style-type: none"> • Work assignments are often <u>straightforward</u> and of moderate complexity. • With <u>direct</u> guidance, responsible for working on <u>basic</u> assignments and projects. • Follows standard policies, techniques and practices. • Delivers information and collaborates on problems/issues within <u>defined</u> parameters. 	<ul style="list-style-type: none"> • Work assignments are <u>varied</u> and frequently require <u>interpretation</u> and independent determination of the appropriate course of action. • With <u>general</u> guidance, responsible for working projects and assignments of moderate complexity. • Regularly exercises <u>independent</u> judgment on matters of 	<ul style="list-style-type: none"> • Work assignments involve moderately complex to complex issues where the <u>analysis</u> of situations or data requires an in-depth evaluation of <u>variable</u> factors. • With <u>limited</u> guidance, responsible for working on moderately complex assignments or projects. • Regularly exercises independent judgement on matters of 	<ul style="list-style-type: none"> • Works on problems of <u>diverse scope</u> and complexity ranging from <u>moderate</u> to <u>substantial</u>. • <u>Assists</u> senior professionals in determining methods and procedures for new tasks. • Leads basic or <u>moderately</u> complex projects and activities on a semi-regular basis. 	<ul style="list-style-type: none"> • Provides <u>day-to-day</u> leadership to function team(s). • Coordinates activities by scheduling work assignments, setting priorities, and directing the work of the staff. • Partners with Director in managing strategic direction for a group. • Highly skilled with broad, advanced technical experience preferred. • Works on basic and <u>complex</u>, non-standardized and widely varied tasks or projects

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	Senior Analyst	Specialist	Lead/Supervisor	Manager
		significance within defined procedures to determine appropriate actions or approaches.	significance including making <u>recommendations</u> to Leaders.		that require significant planning, evaluation and negotiation. <ul style="list-style-type: none"> Devises new methods and procedures using strong analytic and inductive thinking.
Decision Making	<ul style="list-style-type: none"> Understands professional concepts and standards of <u>own work</u> area, regulations, strategies, and operating standards. Makes decisions regarding their own work, approach and priorities. 	<ul style="list-style-type: none"> Understands department, division and organization strategy and operating objectives, including their linkages to related areas. Makes decisions regarding own work methods, 	<ul style="list-style-type: none"> Begins to <u>influence</u> department's strategy. Makes decisions on moderately complex to <u>complex</u> issues regarding technical approach for project components and completion of own tasks and 	<ul style="list-style-type: none"> Exercises independent judgment on basic or <u>moderately</u> complex issues regarding job and related tasks. Makes <u>recommendations</u> to Leaders on new processes, tools and techniques, or development of 	<ul style="list-style-type: none"> <u>Manages</u> one or more areas, programs or departments and provides recommendations to senior Leaders on matters of significance. Uses independent judgment in managing <u>day-to-day</u> operations. Negotiates and interprets

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	Senior Analyst	Specialist	Lead/Supervisor	Manager
	<ul style="list-style-type: none"> • Decisions are made within <u>documented</u> parameters and instruction around professional guidelines and compliance requirements. • Seeks out new assignments to learn and develop. • Regularly contributes useful ideas for own work area/team within defined parameters. 	<ul style="list-style-type: none"> occasionally in ambiguous situations. • Decisions may be guided by <u>precedent</u>, previous experience, and known professional guidelines and compliance requirements. Often required to <u>interpret</u> policies, standards, requirements and approaches to meet work objectives. • <u>Identifies</u> potential 	<ul style="list-style-type: none"> responsibilities of substantial complexity. • Often operates in <u>ambiguous</u> situations. • Identifies areas for possible improvements and proactively addresses problems within scope of responsibility. • Regularly makes <u>recommendations</u> on new processes, tools and services that can impact multiple projects and other functions. 	<ul style="list-style-type: none"> new products and services. • Makes decisions regarding daily priorities for a work group; provides guidance to and/or assists staff on non-routine or escalated issues. • Decisions have a <u>moderate</u> impact on operations within a department. 	<ul style="list-style-type: none"> conflicts and influences outcomes on matters of significance. • Decisions have a <u>significant</u> impact on operations within a department.

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	Senior Analyst	Specialist	Lead/Supervisor	Manager
		technical or business issues.			
Autonomy	<ul style="list-style-type: none"> • Follows direction. Work is <u>closely managed</u> and often guided by precedent and/or documented procedures, regulations, or professional standards with some interpretation. • Typically receives <u>detailed</u> instructions on work, approach and priorities. • Work approach may be <u>reviewed</u> with Leaders. 	<ul style="list-style-type: none"> • Requires <u>minimal</u> direction. Seeks guidance where needed. Follows established guidelines and procedures. • Normally receives <u>general</u> instructions on routine work, detailed instructions on new projects or assignments. 	<ul style="list-style-type: none"> • Work is performed <u>without direction</u>. Exercises considerable latitude in determining objectives and approaches to assignments. • Normally receives <u>little</u> instruction on day-to-day work, general instructions on new assignments. Often determines methods and approaches to work or projects and establishes own work 	<ul style="list-style-type: none"> • Works under <u>minimal supervision</u>, uses independent judgment requiring analysis of variable factors. • Requires little instruction on day-to-day work and <u>general</u> direction on more complex tasks and projects. • Collaborates with senior professionals in the <u>development</u> of methods, techniques and analytical approach. 	<ul style="list-style-type: none"> • Works with <u>minimal</u> supervision, receives <u>periodic coaching</u>, advice and feedback from Leaders. • <u>Assists</u> senior Leaders with setting strategic direction for key work products, research areas, programs and/or services. • Competent to work at very high levels in multiple knowledge areas as an advanced subject matter expert.

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	Senior Analyst	Specialist	Lead/Supervisor	Manager
	<ul style="list-style-type: none"> May provide technical guidance and direction to support staff, contractors and/or vendors. 	<ul style="list-style-type: none"> Work may be periodically reviewed for accuracy and adequacy. May be assigned to an ongoing process or short-term business, scientific, or information technology project(s). 	<ul style="list-style-type: none"> priorities and timelines. Work is evaluated upon completion to ensure that results and objectives have been met. 		
Interfaces With	<ul style="list-style-type: none"> Majority of contact is within own function or family, or customer service oriented. 	<ul style="list-style-type: none"> Majority of contact is within own function or family, or customer service oriented. 	<ul style="list-style-type: none"> Majority of contact is within own function or family, may collaborate with <u>peer level</u> professionals outside of own function, family or organization. 	<ul style="list-style-type: none"> Majority of contact is within own function or family, may collaborate with other <u>varied</u> professionals outside of own function, family or organization. 	<ul style="list-style-type: none"> Regularly collaborates work with <u>senior</u> professionals, and others outside of own function or organization.

Leadership Levels

Level	Scope	Organizational Impact
Director	Manages a department or unit of a department which may include teams lead by Managers and/or Supervisors	<ul style="list-style-type: none"> • Recommends operational plans and strategies that will directly impact the achievement of overall department or unit results. • Directs the execution of strategies established by senior Leaders. • Establishes operational plans for area with short to mid-term impact on results. • Work requires a high degree of responsibility for resources, and frequently influences business decisions made by senior Leaders.
Executive Director	Manages multiple departments or a department which includes multiple teams led by Directors and/or Managers	<ul style="list-style-type: none"> • Owns and develops the most critical strategic and operational goals for the department(s). • Directs activities that have substantial impact on the achievement of results for the area. • Develops strategies to achieve results for the area and has major impact on the results of the area. • Significant authority for developing and implementing new processes, policies, standards or operating plans in support of strategy.
Assistant Vice President	Oversees and directs multiple departments within a unit. Reports to a Vice President or Associate Vice President.	<ul style="list-style-type: none"> • Implements policy and procedures for their area through Directors.
Associate Vice President	Oversees and directs a unit. Reports to a Vice President.	<ul style="list-style-type: none"> • Implements policy, programs and directives of the University through Assistant Vice Presidents and Directors.
Vice President	Directs or has accountability for a division, large unit or a significant scope that has a strategic impact within the University. Reports to a Vice President or the President.	<ul style="list-style-type: none"> • Creates policy and strategy. Provides overall direction for the University, within the boundaries set by the President and Board of Regents.

Appendix C: Working Title Guidelines

The University's market-based compensation (MBC) program provides Job Catalog titles that are descriptive of the work performed. However, there are a few instances when a different title would better serve the department's operational interests. In these instances, a Working Title may be used to describe the function of the Position in even greater detail or more easily recognized terms in both internal and external communications.

A Working Title can be used in situations in which it is necessary to more clearly or precisely describe the function, responsibilities or scope of an individual Job assignment, and thereby provide a more immediate understanding of the Job in business communications. Departments may use Working Titles to differentiate between similar roles or to distinguish between similar specialties within a Job. The Working Title should use those terms that are most easily recognized and understood by internal and external groups.

Working Titles have no impact on wages, benefits or working conditions.

Determining the Need for a Working Title

In determining the need for a Working Title, the Leader should consider the following:

- Whether the University Job Catalog title adequately describes the function of the Job assignment based on industry standard or for professional business communications inside and/or outside the University
- Whether there are other terms that would more specifically and accurately describe the function of the Job assignment, and provide more immediate recognition
- Whether a Working Title would provide a more accurate and recognizable understanding of the relationship between Jobs and/or functions within a department or organization

Working Title Criteria

A Working Title Should:

- Add clarity to the University's Job Catalog title in describing the individual role for such things as:
 - Searches and job postings
 - Business correspondence, both internal and external to the University
 - The public University directory
- Provide a more specific description of the function or work performed to better facilitate business communications
- Be consistent with professional/industry practice
- Be consistent with other Working Titles within a Job Family and/or department

A Working Title Should Not:

- Use an existing Job Catalog title as a Working Title for a different Job in the Catalog.
- Imply a status or authority level beyond that which the person holds.
- The "level" of the Working Title should be consistent with the "level" of the Job. For example, a Coordinator Job should have a Coordinator Working Title.

- Using “inflated” Working Titles may blur lines of responsibility and lead staff to take on responsibilities that are not appropriate to their Positions (and for which they may not be paid appropriately) or, conversely, they can confuse staff as to who is the appropriate supervisor or administrator.
- In some cases, it may be appropriate for a Manager Job to have an Assistant Director or an Associate Director Working Title as these titles imply the same “level”.
- Use a distinction of Position level, such as Senior, unless it is included in the Job Catalog title.
- Use any title that includes the words Vice President, Provost, Dean, Officer, Director; or other titled Positions that are recognized as institutional officers, e.g. University Secretary or University Treasurer.

Review Process

The Working Title Request form can be found on the HR Forms Index. The Working Titles must be approved prior to use.

Appendix D: Job Families

Job Family	Sub-Job Family
Student Support Services	Health Services
	Advising / Programming / Counseling / Career Support
	Residence Life
	Recruitment / Enrollment Management
	Student Affairs
Sports and Recreation	Athletics
	Campus Recreation
Business Operations	Finance
	Human Resources
	Planning and Analysis
	Communications and Marketing
	Legal and Compliance
	Information Technology
	Facilities Planning
Administrative Support	
Campus Operations and Services	Crafts and Trades
	Facilities Services
	Safety and Security
	Early Childhood Education
	Postal Services
	Storeroom / Printing
Community Outreach	Public Broadcasting
	Community Institutes and Services
Faculty	
Arts & Museums	Library
	Museum
	Fine Arts
Research	
Management	Executives
	Directors
	Managers