Staff Handbook

Volume 2007 *November 2007* Article 10

November 2007

VII. COMPENSATION

Saint Mary's College of California

VII. COMPENSATION

The College maintains a staff salary policy which strives to embody internal equity and external competitiveness within budgetary constraints.

New employees' salaries are determined by Human Resources in consultation with the hiring supervisor and are based on the salary paid to the previous incumbent, other salary dollars available within the department or the College, relevant market data, the type of position, its responsibilities, internal equity considerations and the new employee's qualifications and experience.

Once an employee reaches the maximum salary in his/her grade there is no increase in salary until the employee's full-time equivalent (FTE) salary is once again within the salary range.

The usual anniversary date for salary increases for staff employees is July 1. The College has the right to change this anniversary date; if the date is changed, employees will be notified.

A. SALARY BUDGET

As part of the annual budgetary process, the Board of Trustees reviews the College Budget Committee's recommendation on the size of the annual staff salary increase budget. The Board of Trustees approves an annual staff salary increase budget, taking into account external and internal factors, including but not limited to financial resources available to the College from tuition, fees, and other sources of College income. Annual salary increases, if any, for staff are independent of faculty salary policies.

As a guide in establishing salaries, each year Human Resources participates in national, regional and local salary surveys to obtain past and current external market data on other colleges, universities and related institutions, and uses this data to adjust salary ranges as necessary. Each spring a compensation plan is developed based on the increase budget approved by the Board of Trustees addressing, to the extent possible, issues of highest concern among staff employees. For the past several years, the plan has set a base salary increase for all eligible staff employees, with supplemental increases for employees who are lower in the salary range than peers, considering time in position or salary grade, and when the employee last received a promotional or job reclassification increase. The result of this current focus has been to bring longer-term employees to or closer to the midpoint of their salary ranges. Focus may change in future years.

B. CHANGES IN POSITION OR RESPONSIBILITIES

1. Promotion

Individuals promoted into a higher level position in the College generally receive a promotional increase. The factors that impact promotional increases include, but are not limited to:

- Degree to which job responsibility increased
- Amount and date of the employee's previous salary adjustment
- Salaries of employee's new peer group, relative to experience and time in position and/or salary grade
- College-wide internal equity issues
- Budgetary constraints

Supervisors must consult with HR to determine the amount of the promotional increase. Approvals required include those of the Director of Human Resources, area Vice President or

Provost, and the Vice President for Finance. In certain instances, the approval of the President may be required.

2. Job Re-Evaluation

The content of a job can change over time: the content of a job can significantly increase in complexity or responsibility, or the content of a job can decrease because responsibilities or duties of higher level have been removed. To ensure that job evaluations are done in a fair and even manner across the Campus, the appropriate job grade is determined by Human Resources, with input from the Department VP or his/her designee.

a. The Job Re-evaluation Process

Jobs are periodically reevaluated to determine if the current grade is still appropriate to the duties and responsibilities required of the position. A position may also be re-evaluated if a supervisor feels the content of a position reporting to her/him has changed significantly. To request a re-evaluation, a supervisor needs to re-write the job description to more closely describe the current duties and responsibilities, and review the request with the Director of Human Resources or his/her designee. Supervisors should use the Job Description Template, located on the HR website, as it provides a structure that assists HR in re-evaluating the position. Two professionals within Human Resources independently evaluate the position, using a job evaluation tool developed by compensation firms to assess jobs in different departments by looking at types and frequency of work performed, education and experience required, problem solving undertaken, amount of supervising or supervision, impact of decisions, and other factors. The two evaluators discuss the results of the re-evaluation to see if the duties of the position have changed enough to warrant an increase or decrease in grade.

b. Salary Impact from Job Evaluation

As described in Section 1. above, job re-evaluations that result in a higher grade generally include an increase in salary, especially if required to bring the incumbent to the minimum of the new salary range for the current year. Job re-evaluations that result in a lower grade typically do not result in a decrease in salary, unless the incumbent's salary is outside of the maximum of the new salary range for the current year. In that instance the incumbent's salary would typically be reduced to the maximum of the new salary range for the current year.

c. What Job Evaluation is and is Not

Job evaluations are designed to evaluate the job content, the type and level of supervision, the education required to perform the position, the level of decisions made, the types of communication required and the impact of the position to the College. *It is the* position *that is evaluated, not the performance or capability of the* person *doing the job.*

3. Transfers

An individual is considered to have been laterally transferred when he/she is placed in another job having the same grade and salary range, either in the same department or in a different department. Lateral moves generally do not result in a salary increase. Exceptions require the approval of the Director of Human Resources.

4. Reductions in Grade/Demotions

All reductions in grade should be discussed with and pre-approved by the Director of Human Resources or her/his designee. Reductions in grade may occur due to:

- Re-evaluation – (See the "Job Re-evaluation" section above).
- Career or other Voluntary Change – An employee may choose to make a career change by taking a position in a lower salary grade in a different department. When this occurs the employee's salary may be reduced, depending on several factors including internal equity and budgeted salary for the position.
- Demotion – when an employee is assigned to a position in a lower classification due to the individual's inability to perform his/her current job in a satisfactory manner.
- Reduction-in-Force – when staffing needs are reduced based on the College's programmatic or business needs and an individual accepts or is placed in a position in a lower salary grade, the guidelines for Reductions in Grade/Demotions apply. If the employee affected accepts or is placed in a position at the same level, the guidelines for lateral transfer apply.

When an employee's salary grade is reduced due to demotion or reduction-in-force, the employee's salary is generally not changed unless it is above the maximum of the new, lower salary range. In these instances the employee's salary is typically reduced to the maximum of the salary grade.