

STAFF

**COMPENSATION
ADMINISTRATION
GUIDELINES**



Table of Contents

- 1. Introduction 2
- 2. Program Governance 3
- 3. Collaboration is Key..... 5
- 4. Compensation Program Overview 6
- 5. Compensation Administration 7
 - New Hires 9
 - Promotions..... 9
 - Demotions..... 10
 - Transfer or Lateral Moves 10
 - Merit Increases..... 10
 - In-Range Pay Adjustments 11
 - Other Pay Adjustments 12
 - Retention Offer 12
 - Exception Requests 13
 - Pay Structure Movement 13
 - Effective Date of Pay Changes..... 13
- 6. Position Mapping 14
 - Adding a New Job..... 14
 - Remapping an Existing Position with Incumbent (Incumbent Review)..... 14
 - Temporary Changes to Job Duties..... 16
- 7. Additional Items..... 18
 - Working Title..... 18
 - Classified Staff 18
 - Part-time Employees..... 18
- 8. Additional Compensation..... 19
 - Supplemental Compensation 19
 - Other Components of Pay..... 19
- 9. Compensation Guidelines by Transaction Type 20
- 10. Glossary..... 21

1

Introduction

The compensation program for University Staff employees is designed to attract, retain and motivate a highly talented and committed workforce in support of the University of Arizona's mission and goals. These compensation administration guidelines will help you manage equitable pay within the University's career architecture. The guidelines establish a structured, yet flexible, compensation administration process to be used across the University of Arizona, with these goals:

- Establish and maintain a competitive compensation structure based on comparison to appropriate external labor markets while also considering internal job worth.
- Create a consistent approach to compensation decisions in various circumstances, such as new hires, promotions, lateral moves, job changes.
- Administer the compensation program strategically, consistently, effectively, efficiently, fairly and equitably.
- Guide managers in making compensation decisions.
- Comply with all relevant federal and state statutes, and to ensure sound stewardship over available compensation funding.
- Implement a meaningful and effective compensation program, with ongoing reviews and updates to align with institutional and market changes.

The University is committed to policies of [Equal Employment Opportunity](#) (EEO) and [Nondiscrimination](#) in every aspect of its operations. The University values diversity and strives to create a working, learning, and living community where all members and visitors feel welcomed and valued. Our institution provides equal employment opportunities regardless of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, genetic information, or any other status protected by law.

The [Human Resources Recruitment team](#) can answer questions regarding EEO, and the [Office of Institutional Equity](#) can address concerns regarding disparate treatment.

Program Governance

University leaders, the Division of Human Resources, managers and employees all play important roles in ensuring the compensation program succeeds in retaining, recruiting, motivating and developing administrators and staff.

University Leadership

University leadership plays a pivotal role in ensuring that the compensation program is competitive and equitable, administered in accordance with its design and maintained to ensure ongoing relevance. Specific responsibilities include:

- Support and promote the program, including the development and maintenance of the program.
- Hold managers in their respective colleges/divisions responsible for administering compensation consistent with these guidelines.
- Promote the program to employees as an important and effective component of a well-run institution.
- Support the Division of Human Resources in maintaining adherence to the program.

Division of Human Resources

The Division of Human Resources and the Compensation team are responsible for administering the compensation program and ensuring pay decisions are competitive, equitable and aligned with regulatory standards. HR will partner with colleges/divisions to provide specialized experience and expertise to:

- Facilitate the development of the program design, job architecture and administrative guidelines.
 - Administer and maintain the University's pay structure.
 - Provide information, education and advice on market practices, trends and analysis to leadership and managers.
 - Assess and respond to employee questions and concerns regarding their compensation.
 - Provide support, analysis and data related to compensation.
 - Participate in various compensation surveys to benchmark staff jobs.
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- Audit how compensation is administered to ensure legal compliance, equity and alignment with effective compensation practices.
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**Colleges/
Divisions**

College and division leadership are responsible for ensuring compensation decisions are competitive, equitable, and aligned with regulatory standards. Specifically, colleges/divisions will:

- Obtain and maintain knowledge of the program and how it impacts employees in their area of responsibility.
 - Support the program and adhere to the compensation guidelines when making compensation decisions.
 - Consult with the Division of Human Resources/Compensation.
 - Communicate positively with employees to inform them on the program and how it affects them.
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Managers

Managers play a critical role in ensuring credibility, consistent application of the guidelines and communication with employees. Specifically, managers will:

- Obtain and maintain knowledge of the program and how it impacts employees in their area of responsibility.
 - Support the program and follow its guidelines in making pay decisions.
 - Consult with the Division of Human Resources/Compensation.
 - Communicate positively with employees to inform them on the program and how it affects them.
-

Employees

Although employees are not responsible for making compensation decisions or actively managing the program, they do have other important responsibilities to:

- Understand the program by familiarizing themselves with the information provided by the University.
 - Discuss questions or concerns with their manager.
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3

Collaboration is Key

HR Compensation works collaboratively with Senior HR Partners and HR Recruitment to address compensation within the larger contexts of employee relations, labor relations and hiring practices.

The Senior HR Partners have detailed knowledge of the University's HR policies and practices, and engage in collaborative problem solving with units to maintain compliance with employee relations and labor relations laws. If you believe particular circumstances in your unit justify actions outside of these guidelines, please reach out to your unit's assigned [Senior HR Partner](#). Discussing the issues with your Senior HR Partner can help you determine the best course of action.

The Compensation Administration Guidelines should be used in concert with the [Recruitment Administration Guidelines](#) (PDF), which establish and implement recruitment best practices. [HR Recruitment](#) can answer your questions about sourcing and growing talent, and supporting a diverse and inclusive workforce.

4

Compensation Program Overview

The University is a complex organization offering a variety of jobs that compete in various markets. Each University Staff position has been assigned to a pay grade that identifies the minimum, midpoint and maximum. The responsibilities, required skills and knowledge, the internal job worth and external market determine the pay grade. (Note: the terms “pay grade” and “pay range” are used interchangeably).

The Division of Human Resources collects and analyzes market data from multiple markets including other public higher education institutions, and from the broader marketplace or general industry. HR Compensation uses carefully selected, reliable salary surveys that are conducted and published on a regular basis by reputable independent survey firms to ensure that the University has access to current, quality data. HR Compensation continually monitors the market and, to remain competitive, recommends adjustments to the pay structure and career architecture, as appropriate. Review the [External Market Data Review FAQ](#) for more information.

The pay ranges are wide enough to accommodate appropriate compensation for employees with a broad spectrum of knowledge, skills, experience and performance levels. The knowledge, skills, experience and performance of an individual employee, as well as the unit’s financial resources, inform the position within the pay range (see figure on page 7). The Managing Within Pay Ranges chart (page 8) is a useful reference for administering equitable and appropriate salaries when making compensation decisions, both for new hires and for current employees being promoted or undergoing a job change.

Employees should be paid within the pay range associated with their job’s grade.

- University Staff (including those who are grant funded) must not be paid less than the pay grade minimum for their position. In cases where an exception is needed, submit a request for hardship consideration to your unit leader for review and submission to their respective senior vice president for approval.
- University Staff cannot be compensated above the pay grade maximum for their position. Upon the implementation of the pay structure on Jan. 27, 2020, any employee who exceeded the maximum of their assigned pay grade was grandfathered in and **red-circled**. (See “Merit Increases” on page 10 for more information.)

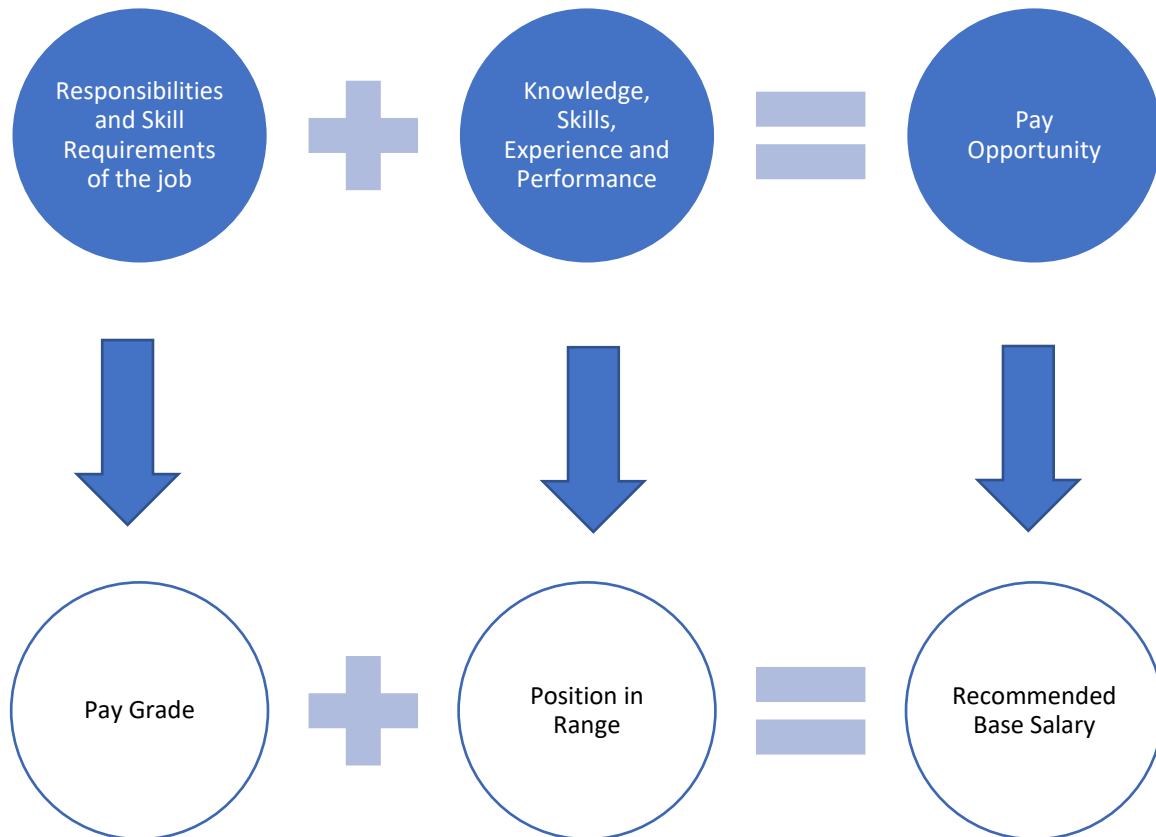
5

Compensation Administration

The **compensation program** guides not only new-hire salary offers but also compensation adjustments when current University employees experience job changes. The HR Compensation team reviews all compensation changes, but transactions that fall within the following guidelines are generally expedited. (See Appendix A: Compensation Guidelines by Transaction Type for a table summarizing the guidelines.)

The illustration below shows how pay should be managed within a pay grade. All pay actions should take these principles into account, to ensure competitive and equitable pay across the University.

The responsibilities, skill requirements and market data for a job determines the assigned pay grade. The knowledge, skills, experience and performance of an individual, as well as financial resources, inform position within the pay range.



Managing Within Pay Ranges				
Minimum		Midpoint		Maximum
First Quartile		Second Quartile	Third Quartile	Fourth Quartile
Hiring Guidelines	Typical zone for starting salary for individuals expected to have an on-the-job learning curve.	Typical zone for starting salary for individuals experienced in most job responsibilities.	Unlikely to be a zone for starting salary except for individuals with extensive direct job experience.	Rarely appropriate as a zone for starting salary.
Employee Characteristics	<p>Meets minimum qualifications of the job. However, may be fairly new to the job or field.</p> <p>Building skills, knowledge and the ability to handle the full breadth of job duties and responsibilities</p> <p>Working toward proficiency in the job.</p>	<p>Possesses all/most of the knowledge and skill requirements, but may need to build upon them through experience.</p> <p>Performs job responsibilities with increasing effectiveness.</p> <p>Still learning some aspects of the job or developing expertise to handle the job more independently and effectively.</p>	<p>Possesses significant relevant experience and all required knowledge and skills.</p> <p>Seasoned and proficient; consistently exhibits sustained high-level proficiency in all aspects of job over an extended period of time.</p> <p>Has broad and deep knowledge of own area as well as related areas.</p>	<p>Expert in all job criteria; depth and breadth of experience, specialized skills, adds significant value to the University.</p> <p>Serves as expert resource and/or role model/mentor to others.</p> <p>Exceptional expertise or who have consistently demonstrated the highest levels of sustained contribution.</p>

All pay decisions should take these principles into account to help administer competitive and equitable pay across the University.

Employees in similar roles within the department, college/division and across the University should be taken into consideration to ensure pay equity.

New Hire/Promotion – Consider the employee’s knowledge, skills as they relate to the new job duties and responsibilities, not their current position. Also consider related years of experience, not total years.

Equity/Market – Determine if the employee’s placement within the pay range appropriately reflects education, experience, knowledge, skills, time in the job and performance of the employee.

Offers Below Midpoint can be made without justification. Potential offers above the midpoint must be reviewed by your [Senior HR Partner](#) and sent to HR Compensation (compensation@arizona.edu) with written justification before making a verbal or written salary offer.

New Hires

It is important to establish an appropriate pay for all new hires that reflects the employee's relevant skills, knowledge, expertise and experience, and is equitable compared to current University employees.

Review the Managing Within Pay Ranges guidelines (page 8) and assess the candidate's qualifications to determine the appropriate pay positioning. Please note:

- Starting salaries are typically in the first or second quartiles of the pay range.
- Current employees in similar roles, both within the department, college/division and across the University, should be reviewed to ensure internal pay equity.

Offers Below Midpoint

Hiring managers may extend offers up to the midpoint of the pay range without approval.

Offers Above Midpoint

Offers above the midpoint require a justification.

- The justification should be based upon how the candidate exceeds the minimum qualifications of the position, such as experience, skills, certifications and/or education they possess.
- Offers above the midpoint must be reviewed by your [Senior HR Partner](#) and approved by HR Compensation (compensation@arizona.edu) **prior** to providing a verbal or written offer.
- HR Compensation will review the candidate's qualifications, the appropriateness of the request and internal equity.

Promotions

A **promotion** occurs when a current University employee is moved to a position in a higher pay grade. In some cases, the job may be posted to allow both internal and external candidates to apply (see the [Recruitment Guidelines](#) for posting requirements). Only employees who meet the minimum qualifications for the position can be considered for the promotion.

Promotion Effect on Pay

A promotion generally warrants an increase in base pay to commensurate with their new role and higher level responsibilities, unless the employee's current compensation is high in the pay range for the new job. In this case, a base pay increase may not be necessary.

[Senior HR Partners](#) should advise units on an appropriate salary within the new pay range, based on the employee's skill, knowledge, experience, performance and internal equity.

Important to Do:

- I. Hiring managers will consider multiple factors including:
 - a. Degree of increase in responsibilities
 - b. History of job performance, knowledge and skills
 - c. Current pay in relation to the new pay range
 - d. Salaries of other similarly situated employees
- II. Hiring managers should ensure the employee is appropriately compensated within the new pay range, rather than apply a uniform promotional increase in all cases.
- III. Hiring managers should ensure that a promotional increase ranges from 5-15% per pay grade increase or at least to the minimum of the pay grade.

Sometimes the promotion may result in an upward movement in a career stream with no change in pay grade. In such a case, the department may consider an increase up to 10% to reflect the employee's higher contribution to the University.

Demotions

Demotion requests (both voluntary* and involuntary) must be processed through and approved by the [Senior HR Partner](#).

Note that additional implications may exist if a request for a lower FTE is made. Your Senior HR Partner can advise.

*A voluntary demotion occurs when an employee applies for a job in a lower pay grade.

Transfer or Lateral Moves

A **transfer or lateral move** occurs when an employee takes a different job in the same pay grade. As always, the employee must meet all minimum qualifications for the position they move into.

Since jobs in the same grade are generally equivalent in terms of responsibilities, job requirements and market salary, a salary adjustment is usually not warranted. If a pay change is proposed, the increase should be 5% or less.

Merit Increases

Merit increases reward employees for exceptional performance. Each year, University senior leaders evaluate market conditions and the institution's financial circumstances to determine whether to include a merit increase during the annual [Salary Increase Program](#).

If senior leadership decides to implement a merit increase, the amount of funds that units should allocate will be communicated to campus. Guidance will also be provided for allocating the merit increases. Previous guidance has included the following exceptions to employee eligibility, but are subject to change according to future guidelines:

- If a merit increase would bring an employee's new salary to an amount that is at or below the maximum for the pay grade of their job, then the entire increase will be added to the employee's base pay.
- If the old base pay is below the pay grade maximum, but the merit increase would place the salary above the pay grade maximum, then the first portion of the increase is used to bring the base pay up to the new pay grade maximum, and the remaining portion of the increase is provided in a lump-sum payment.
- If a base pay is at or above the pay grade maximum, then the employee is considered **red-circled**. In this situation no increase is provided to the employee's base salary and the entire increase is provided a one-time lump-sum payment.

In-Range Pay Adjustments

The three most common reasons for in-range pay adjustments are to address **wage compression**, to align with **external markets** in highly competitive positions, or to resolve **pay inequities**.

Wage Compression

Wage compression describes the phenomenon where, as the starting salary for a position increases over time, longtime employees end up making the same amount, or even less, than new hires. An in-range pay adjustment helps to retain tenured employees who otherwise are likely to leave for a higher-paying job elsewhere.

Market Adjustment

A **market adjustment** is made when the competitive market salary for a job rises faster than the University pay ranges. Market adjustments are relatively infrequent, because the salary structure is updated regularly. However, unusual market conditions such as high demand for employees with a specific skill set, may warrant an adjustment outside the normal annual cycle. Typically, HR Compensation will initiate these changes and affected units will submit the pay changes for the impacted employees.

Types of market adjustments:

- Increase in the minimum wage (city, state, federal)
- Change in pay range assigned to a position
- Shift in the salary structure in response to market conditions
- **Bring-to-minimum** when a change in the pay range causes an employee's salary to be below the new minimum

Equity Adjustment

An **equity adjustment** is made to ensure that an employee's salary appropriately reflects his/her skills, knowledge, experience and performance. Pay inequities created by the unit's pay decisions is not an acceptable justification. Units should attempt to review equity as a whole, but at times case-by-case is necessary.

Contact your [Senior HR Partner](#) to determine if you believe your employee is impacted by wage compression or market inequity.

Other Pay Adjustments

Other pay adjustments may be considered depending on circumstances and [Senior HR Partner](#) guidance.

Off-Cycle Merit Adjustment

An **off-cycle merit adjustment** is an infrequent event that may occur when a unit has a need to reward an employee's outstanding performance before the next annual [Salary Increase Program](#).

Important to Do: Supervisors should consider performance, length of service in job, employee's current salary, salary history, internal equity and budget. The off-cycle merit increase amount should be similar to the most recent institution-wide merit allocation.

Additional Duties – Permanent

For various reasons, an employee's scope of work may change to include additional responsibilities.

Note: An increase in the volume of activity or transactions does not qualify as additional duties. Similarly, an increase in the number of direct reports for a supervisors does not count as additional duties as long as the supervisor's responsibilities remain similar.

Important to Do: Supervisors should determine if the additional duties affect the employee's position mapping.

- I. If position mapping is affected, please review the Position Mapping section on page 14.
- II. If current mapping is maintained, consider an increase up to 10%.

For additional guidance, supervisors should contact their [Senior HR Partner](#).

Retention Offer

A **retention offer**, also referred to as a counteroffer, is a salary increase offer used to persuade an employee to continue working at the University rather than resigning for a job elsewhere. A retention offer is an option only when the external job offer is comparable to the employee's current position within the University and the scope and complexity of work are similar.

External offers: Retention offers up to the external offer or up to the midpoint of the assigned pay range (whichever is lower) may be approved by the college or division. Typically, the University **does not** provide retention offers when an employee is offered a job at a higher level, or a contract position.

Internal offers: Retention offers extended to counter an internal offer for a position in the same pay range should be limited to either 5% or to match the other unit's offer. This practice aligns with the Transfer or Lateral Moves guidance (page 10) to help prevent inflated rate and maintain pay equity across the University.

Important to Do:

- I. Units should work with HR Compensation (compensation@arizona.edu) and their [Senior HR Partner](#) prior to extending a retention offer.
- II. Unit leaders must always consider the effect of the retention offer on the department, the college/division and the University. Once an employee has accepted a retention offer, any future offers must follow the exception process.

Exception Requests

Pay changes outside of these guidelines, must be reviewed by the [Senior HR Partner](#), and a written justification will be sent to HR Compensation at compensation@arizona.edu for approval.

A justification should address what experience, skills, certifications, or education the candidate or current employee possesses that support exceptionally high compensation. Compensation will review the candidate or employee's qualifications, the validity of the request and the salaries of incumbents across the University. Do not extend a verbal or written salary offer until the compensation review is complete.

Pay Structure Movement

To ensure that the University remains competitive in recruitment and retention, the pay structure will be reviewed on an annual basis. Recommendations to adjust the pay structure are made in accordance with external market movement as well as city, state or federal requirements, such as minimum wage.

After any adjustments to the pay structure, if an employee is paid below the minimum of the assigned pay grade, their compensation must be increased (**brought to minimum**). Other strategic pay increase decisions (e.g., to account for compression and internal equity) may be made by individual units and departments. Please contact your [Senior HR Partner](#) for guidance.

Effective Date of Pay Changes

By default, the effective date of any pay changes is the first day of the pay period in which the request was processed by the Division of Human Resources.

6

Position Mapping

Units will submit a [position description form](#) (PDF) when requesting a Position Control Number (PCN). Based on the position documentation, HR Compensation will determine if the requested mapping is appropriate to the career architecture.

Adding a New Job

A new job within the architecture is created only when it is demonstrated that a current job does not exist to adequately capture the scope and/or primary purpose of a position. To request a new job, please follow these steps:

1. Connect with your [Senior Human Resources Partner](#) for advice.
2. Complete a [position description form](#) (PDF). Review the [How to Write a Position Description](#) (PDF) for instructions.
3. Submit the completed position description form to HR Compensation at compensation@arizona.edu.
4. A compensation analyst will evaluate the requested position against existing positions to determine if a new position should be added to the career architecture.

Remapping an Existing Position with Incumbent (Incumbent Review)

Job responsibilities and requirements may evolve over time to meet the institution's changing needs. HR Compensation will review the job descriptions and market data regularly and make incremental adjustments as needed. However, at times there may be significant permanent changes to an employee's job due to reorganization, changed business needs, new initiatives or other factors.

An incumbent review is needed when an existing employee's job duties and responsibilities change significantly. This is typically defined as a change in 30% or more of job duties or responsibilities, or one that affects how the job is mapped to the career architecture.

While significant job changes warrant a review of the position mapping, changes to pay grade and/or other salary do not. In some cases, the position may need to be posted for competitive recruitment. Review the [Recruitment Guidelines](#) for more information.

Is Incumbent Review Warranted?		
No		Yes
Technology	Use of different tools to handle the same responsibilities – this most frequently would be the introduction of technology to automate current manual processes or updates to existing technology.	Introduction of technology that has a material impact on responsibilities and/or requires specialized training.
Responsibility	Similar responsibilities are being added or exchanged for existing responsibilities.	Additional responsibilities are different from the existing responsibilities and require considerable training/study to learn.
Volume	Volume of work is increasing or decreasing somewhat, but the complexity of the work does not change.	The complexity, or both complexity and volume, of work increases or decreases for a sustained period.
Scope	Attainment of a degree or other educational milestone, unless this results in changes to the job, level of authority, scope of responsibility, etc.	The level of accountability has changed significantly, such as significant changes to budget responsibility, additional people management responsibilities, etc.

Incumbent Review Step-By-Step Process

- I. Supervisors should consult with their college or division leaders when the duties and responsibilities of an employee change significantly.
- II. Supervisors should review any changes with their [Senior HR Partner](#). Be sure to consider the following:
 - a. Typically, a significant change is defined as a change in job duties or responsibilities by 30% or more, or a change that would have an impact on how the job is positioned (“mapped”) within the career architecture.
 - b. When an employee’s role changes significantly, the position description form should be updated to reflect the new duties and responsibilities.
- III. The college or division will submit an MSS Exception Request in UAccess, which should include the updated position description form, [incumbent review request form](#) (PDF) and incumbent’s résumé. HR Compensation will evaluate and issue an incumbent review results letter should all the requirements be met.

IMPORTANT: NEVER COMMUNICATE A POSITION OR PAY CHANGE TO THE AFFECTED EMPLOYEE UNTIL COMPENSATION HAS FINISHED ITS REVIEW AND ISSUED A FORMAL DETERMINATION.

Notes about Incumbent Review

- If the change justifies an incumbent review, potential pay adjustments will be determined by the guidelines in the Promotion section (page 9).
- An employee must complete 6 months in their current position before an incumbent review can be requested. A job may not be considered for remapping more than once in a rolling 12-month period.
- If HR Compensation receives information that indicates a position is mapped incorrectly, it will request position documentation to review, then make appropriate changes.

Temporary Changes to Job Duties

On occasion it may be necessary for employees to assume additional or different responsibilities for a specific period of time. A temporary increase with a specified beginning and end date may be appropriate.

Acting Assignment

An **acting assignment** is when an individual serves in a temporary capacity for an employee on a University-approved leave. The expectation is that the employee on leave will return to the position in the near future. A requisition is not required unless a unit wishes to:

- Continue an acting assignment beyond six months, unless the short-term assignee meets the criteria for noncompetitive promotion.
- Place the employee in an acting assignment in a new job function.

Please review the [Recruitment Guidelines](#) for more information.

Interim Appointment

An **interim appointment** is a position filled by a University Staff employee on a temporary basis while a search is being conducted, a unit reorganization is taking place or a unit leader is no longer able to serve in their leadership capacity. A requisition is not required unless a unit wishes to:

- Maintain an interim assignment beyond 12 months, unless the interim appointee meets the criteria for noncompetitive promotion
- Transfer the interim appointee to a new job function

Please review the [Recruitment Guidelines](#) for more information.

Additional Duties – Temporary

Additional duties and responsibilities are typically temporary assignments with new duties that require the employee to exhibit new job skills or perform more complex tasks that are outside of their current scope of work.

Please Note:

- The temporary changes must be clearly defined and add significant responsibilities in addition to an employee's normal workload.
- Changes in the volume of work alone generally do not warrant a salary adjustment.
- The amount of additional compensation is determined by the degree of complexity and market value of the additional duties.
 - If the employee assumes additional duties within the same pay grade, a temporary increase of up to 5% is warranted.
 - If the duties and responsibilities fall within a higher pay grade, a temporary increase of up to 10% is warranted.
 - Any increases above the midpoint of the pay range or greater than 10% must follow the process for an exception request (page 13).
 - In situations where the additional duties and responsibilities become permanent, a remapping may be warranted. Please follow the guidelines in the Additional Duties – Permanent section (page 12).

If you are considering a temporary salary change, reach out to your [Senior HR Partner](#) to make an informed decision before discussing any salary changes with the affected employee.

Additional Items

Working Title

A **working title** should clearly describe the responsibilities, the nature of work being performed and the position of the job within the overall organizational structure. It serves as a way to differentiate between similar roles in a work group and across the University or define a specialty within a job. It should not misrepresent the authority of the position because the use of inflated titles may create inaccurate expectations. If no working title is identified, the job description title will be the default.

Examples of Working Title

Job Description Title: Human Resource Manager I

- **Possible Working Titles:**
 - Manager, Personnel Services
 - Manager, Information Technology Human Resources

Job Description Title: Financial Analyst II

- **Possible Working Titles:**
 - Analyst, Finance & Planning
 - Budget Administrator, College of Medicine

Classified Staff

Classified Staff will have their compensation evaluated against the pay grade associated with their position mapping. For any promotions or job changes, Classified Staff will be required to transition to University Staff.

Part-time Employees

Pay for part-time employees should be determined using the same principles as for full-time employees, then prorated to reflect the employee's work schedule.

8

Additional Compensation

Supplemental Compensation

Refer to the [Supplemental Work for the University policy](#) for guidance:

Other Components of Pay

Fiscal Salary Conversion: Academic-year employees who perform additional duties (mainly administrative or professional) throughout the fiscal year receive a fiscal salary conversion in compensation for the work they perform outside their normal work schedule. Please refer to the current Calculation Survival Guide on the [HR Workforce Systems Calendars webpage](#).

Geographical Stipend: May be provided to a University Staff employee who assumes a position, based on business need, where the main business function of the position is being performed outside the state of Arizona. Geographical stipends are based on cost of labor data of the primary business location and are determined by compensation.

Appendix A

Compensation Guidelines by Transaction Type

The following table summarizes the compensation guidelines described throughout this manual. Be aware that HR Compensation reviews all job changes, whether or not the unit submits an exception request.

Compensation changes that fall within these guidelines are rarely flagged for a comprehensive review. Changes to compensation outside these guidelines require a formal exception request and justification. Discussing the matter with your [Senior HR Partner](#) before deciding to pursue this course can help you avoid delays.

Transaction Type	Guideline
Additional Duties – Permanent	Typically, <10% increase, or less than midpoint
Additional Duties – Temporary	Typically, 5-10%, dependent upon complexity of tasks
Equity Adjustment	Varies; consult Senior HR Partner
Lateral Move	Typically, <5% increase, or within the minimum to midpoint
New Hire Offer	Between the minimum and midpoint of the associated salary range
Market Adjustment	Change to minimum wage, pay grade or salary structure (ex. bring-to-minimum)
Off-Cycle Merit	Typically, <10% increase, or less than midpoint
Promotion	5-15% increase per pay grade increase, or within the minimum and the midpoint of the new pay range
Retention Offer – External Counter	Up to the external offer of employment OR up to the midpoint of the pay range, whichever is lower.
Retention Offer – Internal Counter	Up to the internal offer OR up to 5%, whichever is lower.
Title Changes	New title must accurately represent the job

Appendix B

Glossary

Term	Definition
Administrative Stipend	Additional compensation paid to an employee who assumes an administrative role in addition to their primary position.
Benchmark Job	A job whose major responsibilities and requirements are found in the market. These jobs are typically included in salary surveys and have reliable market data readily available year after year.
Bring-to-minimum	A type of market adjustment that occurs when upward movement in a pay range causes an employee's salary to fall below the minimum of the range. "Bring to minimum" refers to raising the employee's salary up to the bottom of the pay range. See also <i>pay grade/pay range</i> .
Career Stream	A progression that describes the nature of work being performed. Three Career Streams have been defined for UA: <ul style="list-style-type: none">• Organizational Contributor• Professional Contributor• Manager & Leader
Compa Ratio	The formula commonly used by compensation professionals to assess the competitiveness of an employee's pay level. Compa ratio is calculated as the employee's current salary divided by the midpoint (market reference point).
Compensation Program	The program that provides a framework for managing compensation jobs at the University. The program consists of a compensation philosophy, benchmarking methodology, career tracks, job family guides, a pay structure and guidelines for managing pay.
Counter Offer or Retention Offer	An increase in pay resulting from an external offer of employment. Counter Offers are a retention strategy intended to be used in exceptional and limited circumstances.
Demotion	The movement of an employee into a job that is assigned to a lower pay grade than the employee's current job.
Equity Adjustment	An adjustment that is made to ensure that an employee's salary appropriately reflects their skills, competency, job knowledge, education experience and sustained contribution in relationship to similar positions.
Exempt Job	Exempt employees are paid an established salary and are expected to fulfill the duties of their jobs regardless of hours of work

	required. Incumbents in exempt jobs are NOT eligible to receive overtime compensation.
Fair Labor Standards Act (FLSA)	A Federal law that sets the minimum wage as well as other work rules, and guarantees pay for work beyond 40 hours per week for jobs covered by the law. The law includes specific “tests” to determine whether a job will be covered by the law (“non-exempt”) or not covered (“exempt”). These tests consider job duties, not characteristics of the incumbent (such as education, experience, skills or performance)
Fiscal Salary Conversion	Component of pay calculation that converts an academic employee to a fiscal appointment.
Institutional Base Salary	The total amount of compensation, including all components of pay, the employee receives for performing the duties in their job description.
Job Description Title	A specific title that relates to a job within the University’s career architecture and describes the job’s roles and responsibilities.
Job Entry Date	The date an employee’s position is entered into UAccess. This date is used to measure the employee’s tenure in their position.
Job Family	A sub-set of a job function, usually more specialized in nature Examples <ul style="list-style-type: none"> • Compensation, Benefits (families within Human Resources) • Computer Operations, Systems Administration (families within Information Technology) • Research Program Administration, Research Development (families within Research)
Job Function	A group of jobs involving similar types of work and requires similar training, skills, knowledge and expertise. The job function concept helps organize related jobs for purposes of pay, career progression and performance management Examples: <ul style="list-style-type: none"> • Human Resources; Information Technology; Research
Lateral Move	The movement of an employee to a job that is assigned to the same pay grade as the employee’s current job.
Market Adjustment	Refers to a salary adjustment that is made to recognize compensation changes in the marketplace for a specific job. Market adjustments are unlikely to occur often because the salary structure is based on market analysis and is updated regularly to ensure competitiveness. Occasionally, unusual market circumstances may warrant an adjustment.
Non-Benchmark Job	A job that is not commonly found in the market and that is not found in salary surveys, generally because these jobs have been tailored to meet specific needs of the University or a department.
Non-Exempt Job	A job that is subject to all the provisions of the FLSA. Nonexempt employees, commonly called hourly employees, must enter the

	hours they work down to 15-minute intervals. They receive overtime compensation at 1.5 times their normal pay rate for any hours worked over 40 in a week. See also <i>exempt job</i> .
Off-Cycle Merit Adjustment	A pay increase that occurs outside of the normal annual increase cycle.
Other Stipend	Additional compensation paid to an employee who assumes non-administrative responsibilities beyond their position.
Pay Grade or Pay Range	A pay range to which jobs are assigned based on the Job Role, Impact & Complexity and Requirements, and the market value of benchmark jobs. Pay ranges have been designed to accommodate a wide variety of skill and experience levels, from novice to expert, in a job.
Promotion	The movement of an employee to a job that is in a higher pay grade than the employee's current job.
Red-Circled	A designation applied to an employee whose compensation exceeds the maximum of the pay range. The employee may receive lump-sum payments to recognize merit, but they do not receive an increase to institutional base salary until pay range adjustments bring their salary within the pay grade. See also <i>institutional base salary</i> .
Reslotting	The movement of a job to a higher pay grade solely based upon changes in the labor market. This activity involves no change in job duties.
Wage Compression	A situation where longtime employees end up making the same or less as new hires in the same position.
Working Title	A title that refers to a specific department where an employee is working, or a specific type of work, and is used in job postings, employees' signature line, business cards, etc. Examples: <ul style="list-style-type: none"> • Director, Center for Academic Excellence • Analyst, Workforce Systems