

# Staff Compensation Program Salary Administration Guidelines



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## Introduction

DePaul University is pleased to present the salary administration guidelines for the staff compensation program, which covers all non-union staff jobs at the university. This document describes the program and presents guidelines for ensuring that staff salaries are administered appropriately across the university.

DePaul is committed to a policy of equal opportunity in every aspect of our operations. We value and appreciate a diverse workforce, and we seek qualified and talented employees from a variety of backgrounds. Accordingly, the compensation program does not discriminate on the basis of gender, race, age, color, religion, national or ethnic origin, sexual orientation, disability, marital status, military leave, veteran status or any other status protected by law, in matters pertaining to employment. The program will comply with all applicable state and federal laws governing compensation and all other applicable laws and regulations.

The university intends to administer this program in accordance with these guidelines; however, reserves the right to modify any of the guidelines described in this document at any time without prior notice. Nothing within these guidelines constitutes a contract or guarantee of employment.

# 1

## Our Compensation Philosophy

DePaul University's mission is to make an extraordinary education accessible. Our namesake, St. Vincent de Paul, consistently recognized and respected the dignity of each person, and our compensation philosophy is aligned with guiding principles based on our Vincentian values. We are committed to treating all DePaul employees with respect, and our compensation programs, policies, and practices will support this commitment.

### Our Guiding Principles

- We value the collective work and contributions of all individual staff members at DePaul University
- We evaluate our compensation against peers in our industry and marketplace
- We support a fair, equitable, and consistent approach to compensation for all employees, and recognize individual results through the use of an annual merit review process based on performance and the achievement of goals
- We align the work of our employees to DePaul's overall success and mission through the performance management program; individual goals are linked to the university's strategic and operational goals
- We provide a competitive overall compensation package, including a competitive base salary, benefit programs for employees and their dependents, retirement savings opportunities, and optional work/life programs

### Program Administration

DePaul strives to deliver fair and competitive compensation that enables the university to attract, retain, and engage highly qualified individuals with the requisite expertise and skills to serve the mission of the university. We will:

- Collect, analyze, and utilize pertinent market-driven salary data from both higher education and general industries in the Chicago area to develop equitable salary grades that take into account roles, responsibilities and requirements of the jobs;
- Pay all employees within the minimum and maximum of their respective salary ranges;
- Develop and enforce administrative guidelines to ensure the compensation program is administered in a consistent, impartial, and sustainable manner;
- Uphold ethical conduct and legal compliance in the application of compensation policies, rules, practices, and all applicable employment laws and regulations;

- Review our philosophy and practices to ensure that our guiding principles and values are consistently upheld in practical administration;
- Communicate any changes to this philosophy, our compensation policy, and our administration of the program in a timely manner.

Note: This document and other aspects of DePaul's compensation program (job description template, listing of salary grades, salary planning matrix, etc.) are available online at:

<http://offices.depaul.edu/human-resources/compensation/Pages/default.aspx>

# 2

## Compensation Basics – Effective Compensation Programs

As a manager of staff at DePaul, it is important to understand the basic principles of how compensation programs are developed and designed so that you have the background to help answer questions from your staff.

### **Basic Principles**

Any compensation program must address two primary concerns:

- Establishing a competitive salary range for jobs that takes into account roles, responsibilities and requirements of the jobs;
- Determining the appropriate salary for individuals, with consideration of their knowledge, skills, expertise and job performance.

In recent years, compensation programs are also being linked to career progression so that salaries align with employee growth and development.

### **Typical Program Components**

The following are typical components of staff compensation programs.

#### ***Job Evaluation***

Job evaluation refers to the process of grouping jobs together to ensure university-wide consistency in how salary decisions are made and for career progression. The most common ways to group jobs are as follows:

- **Job families and Job functions** categorize jobs by the functional specialty;
- **Job categories** describe various levels of impact and complexity of work for three major types of roles: Support, Professional, and Management.

#### ***Salary Structure***

A salary structure refers to a series of grades with salary ranges that establish salary opportunities for jobs.

An analysis of market salaries must be done to determine the competitive salary rates and to develop salary ranges. Salary ranges have a minimum, midpoint and maximum that reflects market competitive salary rates, and provide appropriate salary opportunities for staff within a wide variety of levels of experience and expertise.

***Salary Administration Guidelines***

The job evaluation process and salary structure provide the organizational framework for salaries, and these guidelines describe the policies and processes to be followed when making salary decisions. Guidelines cover the full range of employment situations that may warrant a salary adjustment. In essence, guidelines are the 'roadmap' for how the program will operate, including such aspects as starting salaries, promotions, transfers, and change in job responsibilities.

# 3

## DePaul University's Staff Compensation Program Overview

### Goals

DePaul University's Staff Compensation Program has been designed to:

- Manage salaries through a simple, clear program that is consistent with the university's values, mission, and objectives. The program enables DePaul to:
  - Recruit, retain and engage qualified staff;
  - Provide competitive salary opportunities;
  - Provide fair and consistent salary administration across all departments at DePaul;
  - Reward staff for high performance and continued development of skills and expertise.
- Provide managers with sufficient guidance to make consistent and appropriate salary decisions while also providing flexibility to meet the business and staffing needs of their areas;
- Provide the DePaul community with clear and accurate information about the compensation program and how salaries are administered.

### Governance

University leadership, the compensation team, managers and staff all have important roles to play in the compensation program.

**University Leadership** will:

- Approve the compensation philosophy and program;
- Hold the leadership team accountable for supporting the program and ensuring its effective and consistent administration in their areas of responsibility;
- Support Human Resources in managing and maintaining adherence to the program.

The **Compensation Team** will:

- Monitor market conditions and make recommendations for updating the program;
- Work with leaders and managers to ensure adherence to the program;
- Communicate any changes to the philosophy, compensation program, policies, practices, and administration to managers and staff in a timely manner;
- Track how the program is used and make recommendations for enhancements.



**Managers will:**

- Develop and maintain understanding of the program;
- Maintain up-to-date job descriptions for direct reports;
- Support the program and follow its guidelines in making pay decisions to manage and maintain adherence to the program;
- Consult with the compensation team to clarify outstanding questions and seek advice as necessary;
- Communicate positively with employees to provide information about the program and how it affects them.

**Staff members will:**

- Develop understanding of the program and keep informed about the compensation program by using the resources DePaul makes available (e.g., written materials, Human Resources website);
- Discuss questions or concerns with their managers and/or the compensation team;
- Work with their managers to keep their job description updated.

## **DePaul's Program Components**

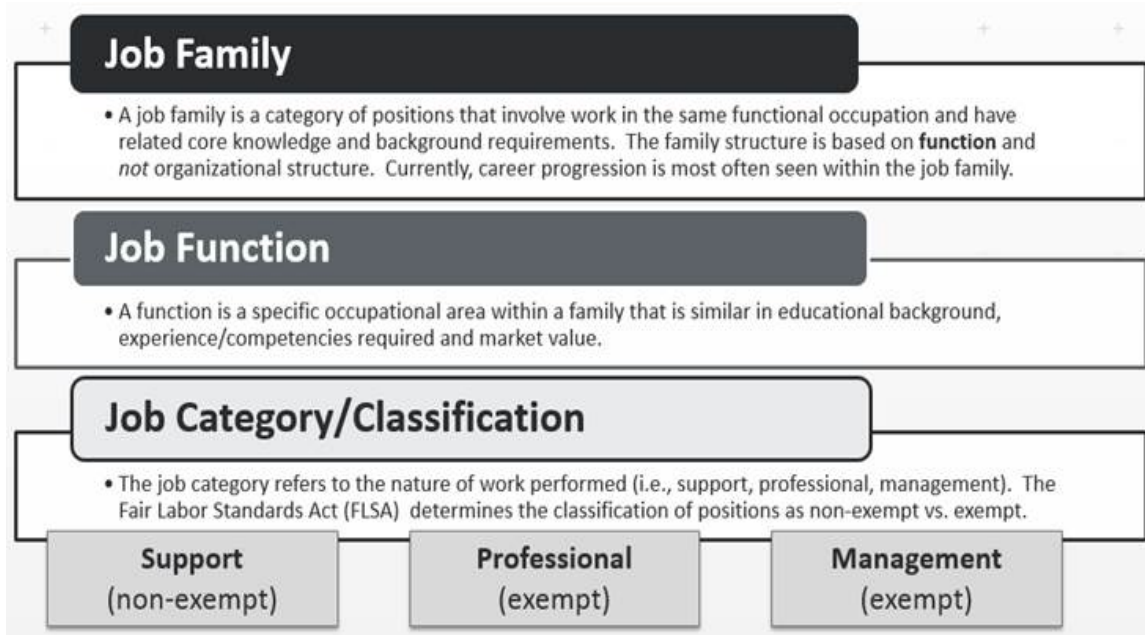
### ***Job Evaluation***

For purposes of this program, jobs at DePaul are evaluated based on their roles, responsibilities and requirements. The jobs are assigned a salary grade and grouped into job families, job functions, and job categories. This process groups similar jobs together and streamlines the market pricing process and grade assignments of jobs across the university.

### ***Job Families and Job Functions***

- **Job Families** are groups of jobs that are similar in the field/profession of the work and core accountabilities.
- **Job Functions** are sub-sets within a job family and are used to further group jobs

The job family framework helps to group jobs by the nature of the work, rather than by the organizational or reporting structure. Your peers within your department are likely part of the same job family as you, and may be part of the same job function. A listing of the university job families is located after the Glossary section of this document.



### Examples of Job Families and Functions

**Family:** Human Resources

**Functions:** Compensation, Benefits

**Family:** Academic Support

**Functions:** Advising

**Family:** Library Services

**Functions:** Collections, Archives

## Job Categories

Job categories describe the overall nature of work. The three job categories at DePaul are: Support, Professional, and Management.

Support	Professional	Management
<p>Support jobs are those jobs which provide organizational related support or service (administrative or clerical) OR roles operating in a “hands on” environment in <b>support of daily operations</b>. The majority of time is spent in the delivery of support services or activities, typically under supervision. The jobs in this category are generally paid on an hourly basis and <b>classified as non-exempt</b> under the Fair Labor Standards Act (FLSA), although assignment to this category is not a recommendation of FLSA status. Higher level support jobs may be responsible for <b>overseeing well-defined tasks</b> performed by non-exempt employees, but are not responsible for employee development. Jobs in this category may also oversee student workers and/or volunteers.</p>	<p>Professional jobs typically oversee the design, implementation, and delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education or specialized training. Professional jobs are <b>generally exempt jobs under the FLSA</b> with responsibility in a field, function, or specialty area. A professional staff member may <b>oversee the work of two or fewer direct reports</b> and/or manage processes and programs; however, this is incidental to the primary role of the job.</p>	<p>Management jobs are those jobs which accomplish their goals and accountabilities <b>primarily through the management of staff</b> in operational and/or strategic roles within a specified job family/function. Jobs in the management category have the management and development of people as a major accountability, and <b>generally have direct reports</b>. The majority of time is spent overseeing their areas of responsibility, planning, prioritizing and/or directing the responsibilities of employees.</p>

## Job Levels

Job levels have been developed within each of the above job categories. Each level describes characteristics of jobs that will be assigned to the level, including organizational impact, complexity, leadership responsibility, as well as knowledge and experience requirements.

Each job at DePaul has been reviewed, compared to the level criteria, and assigned to the level that best describes the job. A list of university job levels after the Glossary section in this document.

## Salary Grades

Salary grades establish a range of salary for a job based on the competitive market value of similar jobs, and consist of a minimum, midpoint and maximum.

### ***Comparison Markets***

DePaul University is a complex organization with many different types of staff jobs. In order to establish competitive salary ranges for jobs, the compensation team benchmarks salaries to the market that best reflects our talent needs. Depending on the job, we may recruit locally, regionally or nationally from other universities and/or from employers outside of higher education (i.e., general industry). Job benchmarking is based on responsibilities and requirements, not titles.

Market data is used to establish competitive salary ranges that enable DePaul to effectively recruit, retain, and engage a highly qualified, skilled workforce.

DePaul participates in a number of carefully selected salary surveys to ensure the university has access to current and quality data. These surveys are conducted on an annual basis by reputable survey firms who use proven methods for collecting, analyzing and presenting data. The compensation team regularly evaluates data sources to ensure they continue to meet DePaul's needs and that the quality and credibility remains high.

# 4

## Salary Program Management and Administration

This section provides guidance on salary decisions in various employment situations. If you have questions or need assistance, the compensation team is available to help.

### A. Job Descriptions

Jobs are assigned to the compensation program based on their role, responsibilities and requirements. Therefore, it is important that job descriptions are kept current, accurate, and complete. Job descriptions are used for:

- Market pricing – to assist in determining the competitive salary for the job based on market data;
- Internal equity – to assist in ensuring comparable salary opportunities for comparable jobs;
- Performance reviews – to ensure the employee and manager have a clear and shared understanding of the job's primary responsibilities;
- Recruiting – to ensure that accurate job information is used to identify qualified candidates and to provide new employees with a clear understanding of the job.

All job descriptions must be completed using the DePaul template, which is available on the compensation website.

### B. Managing Salaries within the Grade

The salary structure at DePaul is based on market data, best practices in compensation program design, and the jobs at the university. The market data establishes a midpoint, and a salary range is created around that market data to accommodate a wide variety of salary opportunities based on experience and contribution over time.

Employees can expect to be paid within the range associated with their job's grade. **No one will be paid below the grade minimum.** Similarly, employees should not be compensated above the maximum of the salary range for their job. There may be a rare exception where a salary above the range is appropriate, but this must be reviewed by the compensation team and Vice President of Human Resources, and approved by either the President, Provost, or EVP, depending on the unit in which the job resides. A list of DePaul's salary grades is available on the compensation website.

The salary ranges have been designed to be wide enough to accommodate a variety of experience and expertise levels, from entry level to expert. Use the following guidelines to determine the appropriate salary for an existing employee and to determine the appropriate starting salary for a new hire.

<b>Salary Range</b>			
Developing Q1	Market Reference Range		Premium Q4
	Q2	Q3	
<ul style="list-style-type: none"> <li>Building both skills and knowledge as well as ability to handle the full breadth of job duties and responsibilities</li> <li>Employee is working towards proficiency in the job</li> </ul>	<ul style="list-style-type: none"> <li>Possesses all/most of the basic knowledge and skill requirements, but may need to build upon them through experience</li> <li>Performs job responsibilities with increasing effectiveness</li> <li>Performs most job responsibilities effectively and independently</li> <li>May still be learning some aspects of job or developing expertise to handle them more independently and effectively</li> </ul>	<ul style="list-style-type: none"> <li>Fairly seasoned and proficient; consistently exhibits most desired competencies to perform job successfully</li> <li>Significant relevant experience and possesses all required knowledge and skills</li> <li>Demonstrates sustained high level of proficiency in all aspects of job over an extended period of time</li> <li>Has broad and steep knowledge of own area as well as related areas</li> <li>Zone should also be considered if job is hard to fill</li> </ul>	<ul style="list-style-type: none"> <li>Expert in all job criteria; depth and breadth of experience, specialized skills, adds significant value to institution</li> <li>Serves as expert resource and/or role model/mentor to others</li> <li>This represents a premium on market salaries; typically reserved for employees with exceptional expertise or who have consistently demonstrated the highest levels of sustained contributions</li> <li>Zone should also be considered if job is hard to fill</li> </ul>
<ul style="list-style-type: none"> <li>Typical zone for starting salaries for individual with little/or no experience in the job and who is on a steep learning curve</li> </ul>	<ul style="list-style-type: none"> <li>Typical zone for starting salaries for individual experienced in most job responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Typical zone for starting salaries for individual with extensive direct job experience</li> </ul>	<ul style="list-style-type: none"> <li>Rarely appropriate as a zone for starting salary</li> </ul>

### C. Starting Salaries

It is important to ensure that a starting salary is appropriately set based on the skills, knowledge and experience of the candidate, with consideration for internal equity.

The starting salary for a new staff member at the university is determined by considering the salary range associated with the salary grade and by reviewing the candidate's qualifications for the job as compared with job responsibilities and the "Managing Salaries within a Grade" model (see item B in this section). This will ensure that new employees begin their employment with an

appropriate salary based on their skills, knowledge, and experience. Prior work experience should be considered in determining the salary offer, provided that it is relevant to the staff member's current job (i.e., prior duties performed and the knowledge, skills, and abilities gained in those prior jobs are readily applicable to the job at DePaul.)

The compensation team will review all starting salary offers above midpoint to confirm appropriateness and to ensure internal equity across the university. Any potential salary offers above the grade maximum must be reviewed by the compensation team and Vice President of Human Resources and approved by either the President, Provost, or EVP, depending on the unit in which the job resides.

## **D. Merit Reviews**

DePaul's philosophy is to reward staff for performance that contributes to both the individual department's goals as well as DePaul's overall goals. The most common and consistent way managers can reward staff is through performance-based merit increases that typically occur on an annual basis, subject to financial feasibility and leadership approval.

Employees covered by the staff compensation program are eligible for consideration for a merit increase, with the following exceptions:

- Anyone hired within 3 months prior to the merit review date;
- Individuals on a performance improvement plan, or whose last review was unsatisfactory;
- Employees with salaries above the salary range maximum, though these employees may be eligible for a lump sum payment if performance warrants.

Each year university leaders analyze the university's budget and if appropriate, approve a merit increase budget. Generally, the overall budget available for merit increases is expressed as a percentage of payroll (e.g., 2.5%), however, this amount is not necessarily what individual staff members will receive. The actual merit award is determined by individual performance and position within the salary range.

Every year, each employee's performance will be evaluated through the performance review process. The overall performance level should guide the merit increase. Since salary increase budgets vary from year to year, the compensation team will publish an annually updated merit increase matrix to provide guidance to managers.

## **E. Significant Changes to a Job**

It is common for jobs to evolve incrementally over time to meet the needs of the department. There are also times when there are significant permanent changes to the responsibilities of a job.

Not all changes to a job warrant a grade or salary change. Examples include:

- Use of different tools to handle the same responsibilities. This most frequently would be the introduction of technology to handle current manual processes or updates to existing technology;
- Similar responsibilities added or exchanged for existing responsibilities;
- The volume of work is increasing or decreasing but the complexity of the work does not change;
- The attainment of a degree or other educational milestone, unless this results in changes to the job, level of authority, or scope of responsibility.

Examples of significant job changes that warrant a review of the salary grade and/or salary include:

- Additional responsibilities that are different from the existing responsibilities and require additional training/self-study to learn;
- The level of accountability has changed significantly, such as significant changes to budget responsibility or additional people management responsibilities.

Managers should consult with members of the compensation team if they believe there is a **significant** change to a job's responsibilities. The request should not come from employees. The manager's request should include a revised job description which highlights the key changes to the existing job. The compensation team will review the changes and provide guidance on the appropriate course of action.

### *Job Evaluation Procedures*

The compensation team will:

1. Analyze and compare the revised job description content to the content of the existing job as well as other similar jobs within the university;
2. Determine if the new job description does not align with an existing job within the university, in which case the team will compare the job description against external market data for grading;
3. Evaluate and determine the FLSA exemption classification for the job;
4. Communicate to the hiring manager and/or budget manager the summary of the evaluation and recommendation for the job (salary grade/range, job title, and FLSA exemption status);
5. Upon manager approval, update job and employee information;
6. Provide communication templates to manager if there is an incumbent in the position.

## **F. Skill Achievement**

The university expects that all staff members will continue to build and maintain current job skills in order to effectively perform job expectations. However, from time to time an employee may significantly enhance his/her skills which materially affect the demonstration of job responsibilities. Earning a degree typically does not warrant a salary increase unless the employee has developed skills that enable him/her to perform the job responsibilities at a noticeably higher performance level.



Generally, skill achievement should be rewarded through the performance review process. In rare situations, an additional salary adjustment may be appropriate. Managers should reach out to the compensation team to review prior to any conversations with the employee.

## **G. Promotions**

A promotion is movement to a job assigned to a higher salary grade. Such a move generally warrants an increase in base salary to recognize higher level responsibilities and to ensure that the salary for the new job is consistent with market and internal equity. An exception may occur if the employee's current salary fits comfortably in the salary range of the new job.

The compensation team will work with managers to develop an appropriate salary within the new salary grade, based on the employee's skill, knowledge, experience, performance, and internal equity. Since circumstances vary and each employee has a different salary history, it is important to consider multiple factors including the incumbent's current salary within the new grade when making compensation decisions related to promotions. The compensation team should provide consultation on all promotions.

There are a number of considerations to take into account when determining a promotional increase to ensure the starting salary in the new job is appropriate, including:

- The degree of increase in responsibilities;
- Performance relative to expectations;
- Current salary in comparison to the new grade;
- Salaries of other incumbents in similar jobs;
- Depth and breadth of demonstrated skills.

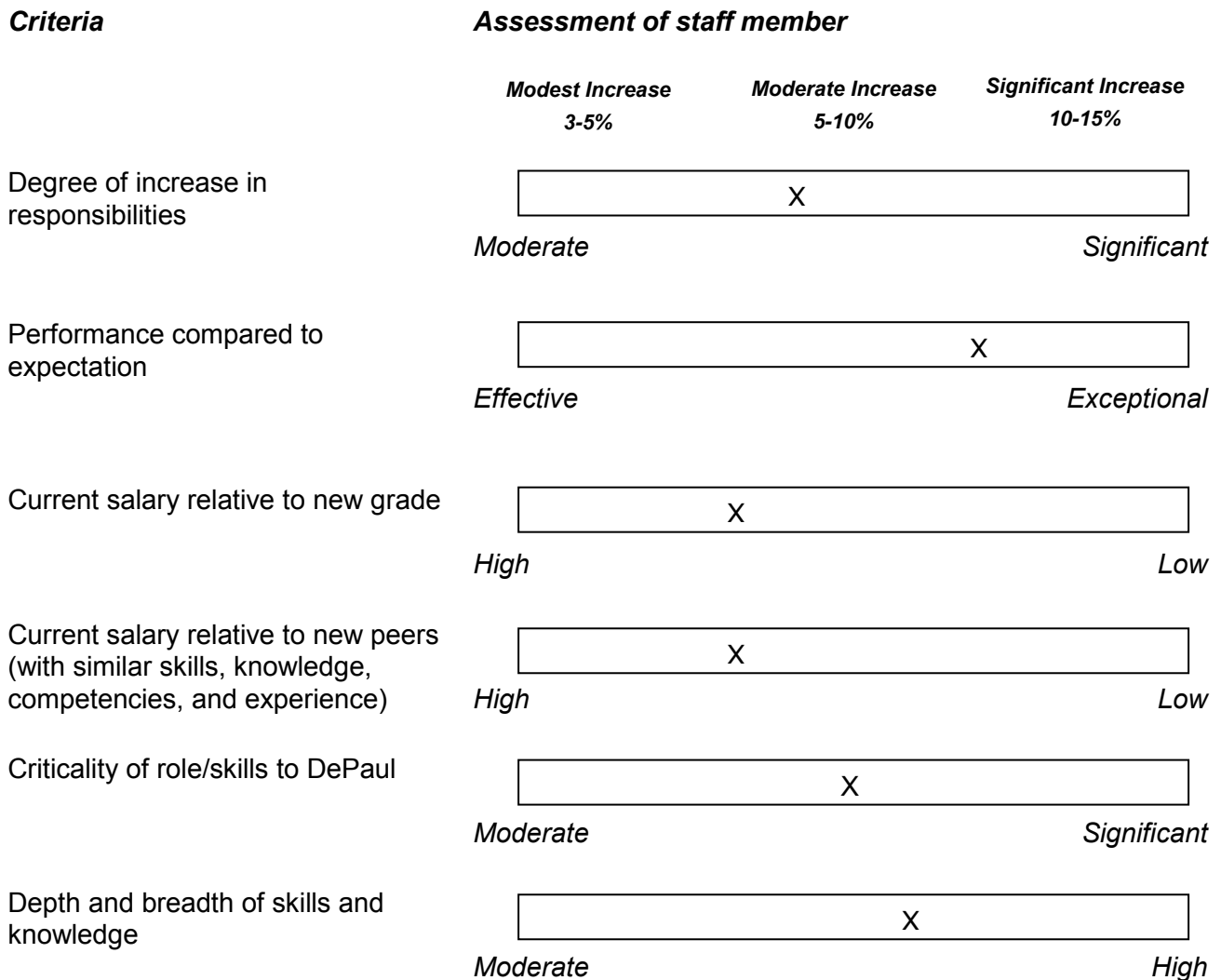
If an employee is being promoted into an existing job within the university, no new job description is required.

If the employee is being promoted into a job that is new to the university, a manager must submit a new job description for evaluation.

The following pages provide a guideline for promotions to a higher grade. Consider how each statement applies to the employee and plot the assessment on the corresponding line. After plotting each item, a pattern is likely to be evident. This pattern will help develop an appropriate increase recommendation.

**Example 1**

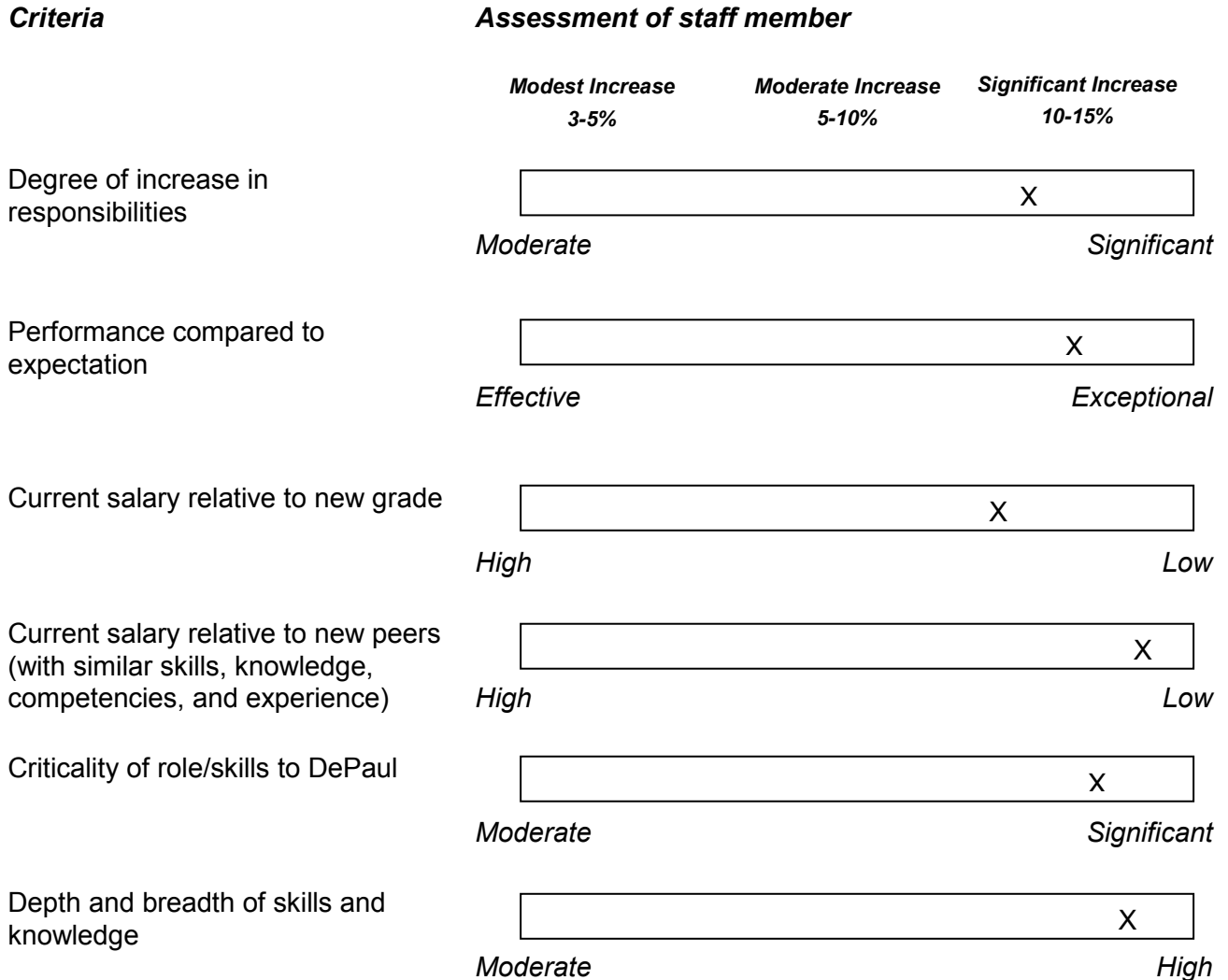
Assume Eric is moving to a job one grade higher, a moderate increase in his current responsibilities. He is a good performer, consistently performing at an above-expectation level; however, the depth and breadth of his skills is only somewhat above a moderate level. His salary is relatively high in his new salary grade and relative high compared to peers in the new grade. The job is critical to DePaul, but would not be considered significant. When this information is plotted on the chart, the pattern appears as follows:



Since the pattern is skewed towards the middle range of the increase options, the manager/supervisor may appropriately recommend a moderate promotional increase for Eric.

**Example 2**

Assume Sara is moving to a job one grade higher, but is a significant increase in her current responsibilities. Her performance consistently exceeds expectations and the depth and breadth of her skills is very high. Her salary is relatively low compared to the new salary grade and low compared to peers in the new grade. The job is critical and significant to DePaul. When this information is plotted on the chart, the pattern appears as follows:



This pattern is clearly skewed towards the high range of the increase options. Sara would be eligible for a significant promotional increase.

## **H. Transfer/Lateral Moves**

A transfer/lateral move occurs when an employee takes a job in the same salary grade. Since jobs in the same grade are generally equivalent in terms of responsibilities and requirements, a salary adjustment is generally not warranted. However, when a transfer/lateral move occurs, managers should consult with the compensation team to ensure the employee's salary is appropriate for the new job.

## **I. Demotions**

On occasion, an employee may move to a different job in a lower salary grade. This most likely will occur as a result of a more appropriate fit between the employee's skills and the skills and competencies of the lower-graded job.

Each situation is different and must be evaluated carefully. Managers should consult with employee relations and the compensation team when a demotion is considered. This should be done prior to discussions with an employee.

## **J. Off-Cycle Salary Requests**

While most salary reviews will occur on an annual basis, there may be rare occasions where an off-cycle request is warranted. This most likely will occur in instances where there is a significant compression issue (i.e. equity adjustment), or in a high demand field where salaries have escalated and recruiting or retention is challenging (i.e. market adjustment).

If an off-cycle salary request is initiated, a manager should discuss the request with the Vice President of the area and with the compensation team to determine if an off-cycle salary increase is justified, compatible with the market, and consistent with the university's administrative guidelines.

## **K. Compensation for Part-Time Staff**

Pay for part-time staff is managed under the same guidelines as for full-time staff. Jobs are reviewed and assigned to the structure under the same guidelines as full-time staff. Hourly rates are comparable for full-time and part-time employees in similar jobs.

## **L. Staff Recognition Award Program**

The DePaul University Staff Recognition Award Program is designed to identify and reward distinctive and exceptional achievements by university employees who also maintain their day-to-day duties at the "meets expectations" level. In other words, it recognizes achievements that go above and beyond the call of duty, such as actions that significantly contribute to the university or departmental initiatives, provide exceptional customer service, or ideas that improve operational efficiency.

The Office of Human Resources administers a central account for the Staff Recognition Award Program. Funds are allocated in July (the first quarter of the fiscal year) to each Vice President

or Dean based on the number of full-time staff in each area. Employees are eligible to receive a maximum of two awards per fiscal year, not totaling more than six thousand dollars (\$6,000). The award may range from a minimum of one hundred dollars (\$100) to a maximum of three thousand dollars (\$3,000) depending on the scope of the activity or accomplishment. Awards should be submitted in whole dollar increments.

**Additional Information:** A Staff Recognition Award Nomination Form, available on the [Human Resources website](#), must be completed and attached to the payment request. Requesters may nominate any eligible full-time or part-time staff employee for an award, but payment approval at multiple levels is required. Once final approval is received, payment will be issued as a one-time payment on the next payroll processing date for Staff Recognition Award payments.

## **M. Non-Cash Rewards and Recognition**

While cash is an excellent motivator for employees at DePaul, managers are also encouraged to use non-cash rewards to help motivate, reward, and retain employees. Non-cash rewards are thoughtful, personal types of recognition that signify to employees' appreciation for a job well done. They provide an effective low-cost/no-cost way of encouraging higher levels of performance from employees. Many employees find personal recognition more motivational than money; thus, it is an effective tool to use as part of an overall recognition strategy. The types of non-cash rewards vary, from simply saying "thank you" or "congratulations" to flowers, a gift card, or a recognition lunch. Managers can be creative with non-cash rewards, but should follow these basic guidelines when awarding them:

1. **Match the reward to the person:** reward him or her in ways he or she finds meaningful;
2. **Match the reward to the achievement.** Effective reinforcement should be customized to take into account the relative significance of the achievement;
3. **Be timely and specific.** Rewards that come weeks or months later do little to motivate employees to repeat their actions.

Managers are encouraged to consult with members of the compensation team with any questions regarding rewards and recognition.

# 5

## Job Titles

Job titles should describe the nature of the work being performed and the positioning of the job within the overall organization. Consistent titles:

- Establish a common vocabulary;
- Clarify roles and align with organization structure and strategy;
- Facilitate clear and consistent market benchmarking and analysis;
- Align with and connect to job grades, compensation and talent programs;
- Provide university-wide consistency, while balancing the need for common language with local practices/norms, or legal/fiduciary requirements;
- Convey scope of authority and accountability (particularly for management titles).

In order to ensure that titles are appropriate descriptors, and to ensure consistency across the university, job titles should be reviewed and approved by the compensation team prior to their use. Consistent titling conventions help facilitate tracking and reporting of jobs. Consider the examples as follows:

Titling Convention	Example
Vice President, _____	Vice President, Human Resources
Associate Vice President, _____	Associate Vice President, Academic Affairs
Assistant Vice President, _____	Assistant Vice President, Board Services
Director, _____	Director, Payroll Services
Associate Director, _____	Associate Director, Financial Analysis
Assistant Director, _____	Assistant Director, Career Services
Manager, _____	Manager, Art Museum
Analyst, _____	Analyst, HRIS
Coordinator, _____	Coordinator, Mission & Values
Specialist, _____	Specialist, Video
Team Leader, _____	Team Leader, HR Central

**Titling Abbreviations**

Term	Abbv	Term	Abbv	Term	Abbv
Administrative	Admin	Employee	Empl	Organization	Org
Advancement	Advcmnt	Engineer	Eng	Program	Prog
Analyst	Anlst	Enrollment	Enroll	Project	Proj
Assistant	Asst	Executive	Exec	Public	Pub
Associate	Assoc	Financial	Fin	Relations	Rels
Business	Bus	General	Gen	Senior	Sr
Center	Ctr	Government	Gov	Services	Svcs
Communication	Comm	Information	Info	Specialist	Spec
Consultant	Consult	International	Intl	Student	Stud
Coordinator	Coord	Lecturer	Lect	Support	Sup
Department	Dept	Manager	Mgr	University	Univ
Director	Dir	Marketing	Mktg	Vice President	VP
Education	Edu	Operations	Ops		

Titling Convention	Example/Comments
Use "&" instead of "and"	Health & Wellness Coordinator
Avoid abbreviations in titles except for those commonly used and understood, such as "IT" and "HR"	Manager, IT
"Sr" precedes classification title	Sr Reference Librarian

# 6

## Program Maintenance

### Market and Equity Reviews

The compensation team will regularly review market data and internal salaries. Occasionally, it may be necessary and appropriate to adjust salaries and other aspects of the compensation program to recognize significant market changes and maintain internal equity.

**“Market Adjustment”** refers to an adjustment that is made to recognize changes in the competitive market salary for a job. Market adjustments are unlikely to occur often, because the salary structure will be maintained and updated regularly to ensure continued competitiveness. However, unusual market conditions may warrant an adjustment.

**“Equity Adjustment”** refers to an adjustment that is made to ensure that an individual staff member’s salary appropriately reflects his/her skills, knowledge, experience, and performance. Typically, equity adjustments are made during the merit increase cycle, although they can be made off-cycle with appropriate approval.

**“Salary Structure Adjustment”** refers to an adjustment to keep salary ranges competitive within the external labor market. Periodic updates to salary ranges usually occur annually or bi-annually to ensure our ability to attract and retain talent. The compensation team reviews market data conducted by major survey firms (including trend analyses) on a regular basis including trend analyses. Every year the team reviews the salary grades to determine if an adjustment to the structure is needed to maintain competitive ranges. The team will make a recommendation to the Vice President for Human Resources who reviews and presents the structure to the leadership team for approval.



## 7

## Legal Considerations

### Fair Labor Standards Act

The Fair Labor Standards Act (FLSA) is a federal law which establishes minimum wage, overtime pay eligibility, recordkeeping, and child/youth labor standards affecting full-time and part-time workers in the private sector and in federal, state and local governments.

Among other things, these laws require every employer to classify their jobs as either exempt or nonexempt, based on the duties and responsibilities of each job.

### Non-Exempt Jobs (Full-Time or Part-Time)

Staff members in non-exempt jobs must be paid for all hours worked and are eligible for overtime in accordance with the Fair Labor Standards Act (i.e., overtime is payable for hours worked in excess of 40 per week). A staff member in a non-exempt job who works part-time will be paid the regular hourly rate for the job and consistent with his/her skills, knowledge, experience, and performance. This rate will be multiplied by the number of hours actually worked.

### Exempt Jobs (Full-Time or Part-Time)

Staff members in exempt jobs are not eligible for overtime pay in accordance with the Fair Labor Standards Act. If a part-time staff member in an exempt job works consistently beyond the scheduled hours, his/her manager should discuss the reasons and determine an appropriate solution. Some reasons could include increased workload or lack of resources. If the work schedule on which the prorated salary was originally based consistently proves not to meet the needs of the department, the schedule should be revised and the salary pro-rated accordingly.

(To calculate a part-time exempt annual rate, please see the example below)

Assumptions	
Annual full-time base salary	\$ 60,000
Full-time work week	5 days
Scheduled days per week	3 days
Part-Time percentage (3 divided by 5)	60%

Calculation of Annual Part-Time Salary	
Annual full-time salary	\$ 60,000
Times Part-Time Percentage	X 60%
Actual annual salary	\$ 36,000

## Overview of Exemption Tests

DePaul reviews its job classifications to assess whether the primary duties and responsibilities of the jobs continue to support the current classifications. A job may only be classified as exempt if job criteria fully meet **both** the salary basis test and the job duties test.

Salary Basis Test	Job Duties Test
<ul style="list-style-type: none"> <li>• Must receive a predetermined amount of pay each period (currently, at least \$455 per week or \$23,660 annually)</li> <li>• Cannot be paid by the hour</li> <li>• Cannot be subject to variations in pay based on quality or quantity of work</li> <li>• Must receive full salary for any week in which any work is performed</li> <li>• In order to prevent the minimum threshold from becoming outdated, the Department of Labor (DOL) has established a mechanism for automatically updating the salary and compensation levels every three years to maintain the certain compensation levels and to ensure that they continue to provide useful and effective tests for exemption.</li> </ul>	<p>An exempt job must meet the criteria under at least one of the following primary duties tests:</p> <ul style="list-style-type: none"> <li>• <b>Executive:</b> Has the primary duty of managing the enterprise or major division or department</li> <li>• <b>Administrative:</b> Has the primary duty of performing office or non-manual work directly related to the management or general business operations of the employer</li> <li>• <b>Professional:</b> Has the primary duty of performing work that requires advanced knowledge in a field of learning (“learned professional”), or work that requires invention, imagination, originality or talent in a recognized artistic or creative field</li> <li>• <b>Computer:</b> Has the primary duty of performing work in the area of computer systems analysis, computer programming, or computer software engineering</li> </ul>

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## Glossary of Terms

Base Salary	<p>Primary form of monetary reward, intended as payment for:</p> <ul style="list-style-type: none"> <li>• The performance of job responsibilities and achievement of goals, consistent with the standards of the department and the university, and</li> <li>• The continued development and demonstration of necessary knowledge, skills and competencies</li> </ul> <p>Increases to base salary are intended to reward sustained performance of job responsibilities, and to maintain competitiveness.</p>
Benchmark Job	A job whose major responsibilities and requirements are commonly found in the market. These jobs are typically included in salary surveys and have reliable market data readily available year after year.
Compa-Ratio	The ratio of an employee's actual salary to the midpoint of the salary range.
Compensation Philosophy	A statement of the university's philosophy on paying employees.
Compensation Program	The program that provides a framework for managing compensation jobs at the university. The program consists of a compensation philosophy, job families, job functions, job categories, job levels, salary ranges, and salary administrative guidelines.
Demotion	The movement of an employee into a job that is assigned to a lower salary grade than the employee's current job.
Equity	Refers to the relationship of salaries among similarly situated employees in similar jobs.
Exempt job	The term that refers to jobs that are not subject to the minimum wage and overtime provisions of the FLSA. Exempt employees are paid an established salary and are expected to fulfill the duties of their jobs regardless of the number of hours worked required to accomplish the work. 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 overtime pay for work beyond 40 hours a 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).
Function	A sub-set of a job family, usually more specialized in nature. Examples: <ul style="list-style-type: none"> <li>• Compensation, Benefits (function within Human Resources)</li> <li>• Help Desk, Systems Analysis (function within Information Technology)</li> <li>• Collections, Archives (function within Library Services)</li> </ul>
Full-Time Staff Employee	A non-faculty employee of DePaul University that is required to work a standard 35-hour work week, whether exempt or non-exempt. Select areas of the university require full-time staff employees to work a standard 40-hour work week.
Hours Worked	Any time/hours spent on work, whether on or off university premises, is considered time worked and must be reported and compensated. Non-Exempt employees are required to record all hours worked.
Job Categories	A progression that describes the nature of work being performed. DePaul’s job categories are: <ul style="list-style-type: none"> <li>• Support</li> <li>• Professional</li> <li>• Management</li> </ul>
Job Evaluation	A systematic process to evaluate and analyze jobs, their functions, responsibilities and relative work within an organization and determine a job level and salary grade.
Job Family	A group of jobs involving similar types of work and requiring similar training, skills, knowledge, and expertise. Jobs in a job family may be in the same or different departments within the university. Organizing jobs into job families supports salary benchmarking, career progression and performance management. Examples: <ul style="list-style-type: none"> <li>• Human Resources; Information Technology; Library Services</li> </ul>
Job Levels	Descriptions of level requirements and responsibilities within the 3 job categories. Job levels describe the general leveling of jobs within each track throughout the university.
Job Title	A specific title that describes the job’s roles and responsibilities at the University and is consistent with general market practices.

Lump Sum Payment	Payment used in lieu of an increase to base salary to reward performance and job proficiency. Typically, used when an increase to base salary is not appropriate, such as when a salary is at or over the range maximum.
Market Pricing	The process of analyzing external salary data to assist in determining the salary grade for a job.
Merit Increase	An increase to base salary intended to reward the employee for his/her performance during the prior year. The percentage of the increase is determined by the performance level achieved and the salary increase budget authorized by the university.
Non-exempt job	Non-exempt jobs are covered by the FLSA and are subject to the minimum wage and overtime provisions of the FLSA. Employees are required to account for time worked on an hourly basis and are compensated for overtime hours.
Off-Cycle Increase	A pay increase that occurs outside of the normal annual increase cycle.
Overtime	Pay at the rate of time and one-half for all hours worked above 40 in a work week.
Promotion	The movement of an employee to a job that is in a higher salary grade than the employee's current job.
Salary Grade	A value to which jobs are assigned based on the roles, responsibilities and requirements. The grade's salary range has been designed to accommodate a wide variety of job skill and experience levels, from entry level to expert.
Salary Range	A range of pay rates, from the minimum to the maximum, assigned to a particular salary grade within the salary structure used to set individual employee pay rates.
Salary Surveys	Published third party surveys providing salary information for a peer group based on parameters such as: industry, geographical location or job category.
Transfer/Lateral Move	The movement of an employee to a job that is assigned to the same grade as the employee's current job.

# Job Family Descriptions

Job Family	Description	Functions
<b>Academic Support</b>	Provides services to student and faculty to support, build and enhance DePaul's teaching mission and excellence in educational experiences and outcomes.	<ul style="list-style-type: none"> <li>• Advising</li> <li>• Assessment</li> <li>• Curriculum Planning</li> <li>• Distance Learning</li> <li>• Faculty Development</li> <li>• Instructional Tech Other Office &amp; Admin Support</li> <li>• Program Administration</li> </ul>
<b>Administration</b>	Executives and VP/Deans of departments or colleges.	<ul style="list-style-type: none"> <li>• Executive</li> </ul>
<b>Advancement</b>	Supports the advancement of the university's mission through cultivating the support of donors both directly through solicitations and fundraising in campaigns and indirectly through building and nurturing strong relationships with alumni, the business community, foundations, general public, etc.	<ul style="list-style-type: none"> <li>• Advancement Svcs</li> <li>• Alumni Relations</li> <li>• Corp &amp; Fnd Rel, Planned Giving</li> <li>• Development &amp; Fund Raising</li> <li>• Development Research</li> <li>• Stewardship</li> </ul>
<b>Conference &amp; Events</b>	Plans and organizes campus event activities, including managing logistics such as facilities, tickets, audience management activities, caterers, and vendors, and facilitation of communication and services with speakers and facility maintenance staff; or provides technical support of these activities.	<ul style="list-style-type: none"> <li>• Events Planning &amp; Administration</li> <li>• Ticket Sales</li> </ul>
<b>Facility Operations</b>	Provides services related to operation, maintenance, and renovation of all university property, including student housing, university buildings, facilities, and equipment. Provide oversight and management of environmental health and safety programs that protect the environment, provide safe and healthy conditions at the university, and comply with laws and regulations.	<ul style="list-style-type: none"> <li>• Distribution &amp; Production Svc</li> <li>• Environmental Health &amp; Safety</li> <li>• Facilities Management</li> <li>• Facilities Project Management</li> <li>• Mail Services</li> <li>• Skill Crafts &amp; Trades Management</li> <li>• Student Housing</li> </ul>

<b>Finance &amp; Accounting</b>	Collects, analyzes, monitors and reports on the university's financial matters. Manages and ensures compliance with university policies, professional standards and all laws.	<ul style="list-style-type: none"> <li>• Accounting</li> <li>• Audit</li> <li>• Compliance</li> <li>• Credit/Collections</li> <li>• Financial Planning /Analysis</li> <li>• Financial Services</li> </ul>	<ul style="list-style-type: none"> <li>• Financial / Accounting Clerical</li> <li>• Payroll</li> <li>• Procurement</li> <li>• Risk Management</li> <li>• Tax</li> <li>• Treasury</li> </ul>
<b>General Administration</b>	Provides a broad cross-section of general management and administrative functions across all operations of the university. Develops, recommends, and implements overall business management and administrative initiatives, programs and policies.	<ul style="list-style-type: none"> <li>• Business Management</li> <li>• University Ombuds</li> <li>• Organizational Consulting</li> </ul>	<ul style="list-style-type: none"> <li>• Records Management</li> <li>• University Secretary</li> </ul>
<b>Health Services</b>	Promotes a healthy and productive university community. Supports and provides healthcare, mental healthcare, health education, wellness programs, and health promotion to the university and surrounding community. Organizes educational programming, distributes material to the community to promote healthy lifestyles.	<ul style="list-style-type: none"> <li>• Counseling/ Psychology</li> <li>• Health Education</li> </ul>	<ul style="list-style-type: none"> <li>• Social Work</li> </ul>
<b>Human Resources</b>	Supports the management of the university human resources and develops and implements effective HR administration strategies for the university for staff in accordance with university policy, practice and objectives.	<ul style="list-style-type: none"> <li>• Compensation &amp; Benefits</li> <li>• Diversity</li> <li>• Employee Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Talent Acquisition</li> <li>• Talent Management</li> <li>• Training &amp; Development</li> </ul>
<b>Information Technology</b>	Acquires, designs, implements and operates the university's information technology solutions for faculty, staff and students, including computer hardware, operating systems, communications, software applications, data processing and security.	<ul style="list-style-type: none"> <li>• Applications Systems</li> <li>• Asset Admin/Technology Plan</li> <li>• Business Systems</li> <li>• Database Admin</li> <li>• Information Security</li> <li>• IT Architecture</li> </ul>	<ul style="list-style-type: none"> <li>• IT Project Management</li> <li>• Network Services</li> <li>• Software Dev &amp; Engineering</li> <li>• Systems Support &amp; Admin</li> <li>• Technical Services</li> <li>• Web Services</li> </ul>
<b>International Program &amp; Services</b>	Coordinates international programs such as the international exchange and study abroad program, including international student advising.	<ul style="list-style-type: none"> <li>• ESL</li> <li>• International Status Counseling</li> </ul>	<ul style="list-style-type: none"> <li>• Study Abroad</li> </ul>

<b>Legal</b>	Ensures that the university complies with legal and regulatory requirements and provides legal counsel to the university.	<ul style="list-style-type: none"> <li>• General Counsel</li> <li>• Legal Services</li> <li>• Legal Support</li> </ul>	
<b>Library Administration</b>	Plans, develops and implements library strategy, collections and services. Collaborates with academic colleagues, students, and outside scholars to ensure that library collections are accessible and support academic research and instruction. Monitors library policies to ensure compliance with federal, state, and local laws as well as university policy.	<ul style="list-style-type: none"> <li>• Librarian</li> <li>• Library Assistant</li> <li>• Library Management</li> </ul>	<ul style="list-style-type: none"> <li>• Public/Access Services</li> <li>• Reference &amp; Instruction</li> <li>• Technical Services</li> </ul>
<b>Marketing, Communication &amp; External Affairs</b>	Provides planning and services related to supporting effective communication between the university and its students, employees, alumni, and the public in order to advance the university's mission. Establishes a consistent and recognizable brand for the university to ensure continuity of communication and increased recognition.	<ul style="list-style-type: none"> <li>• Audio/Visual Services</li> <li>• Communications</li> <li>• Design Services</li> <li>• Economic &amp; Bus Development</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Media</li> <li>• External Relations</li> <li>• Institutional Research</li> <li>• Marketing</li> <li>• Media Relations</li> <li>• Publications &amp; Productions</li> <li>• Writing/Editorial Services</li> </ul>
<b>Office &amp; Admin Support</b>	Provides a wide variety of administrative and clerical support activities to assist departments and managers.	<ul style="list-style-type: none"> <li>• Admin Manager/ Supervisor</li> <li>• Department Assistants</li> <li>• Executive &amp; Admin Assistants</li> <li>• Information &amp; Records Clerks</li> </ul>	<ul style="list-style-type: none"> <li>• Other Office &amp; Admin Support</li> <li>• School/College/Dept Admin</li> <li>• Student Records</li> </ul>
<b>Performing Arts &amp; Museum Administration</b>	Provides the university with services related to performing arts productions. Develops, designs, and produces performances, exhibits, and screenings of artistic material. Trains and instructs students on the management of the theatres and arts venues. Plans, develops and implements museum services, collections and programs that best serve the university community. Ensures that museum collections are accessible and support academic research and instruction.	<ul style="list-style-type: none"> <li>• Media Production</li> <li>• Museum</li> <li>• Performing Arts Prod &amp; Admin</li> </ul>	



<b>Public Safety</b>	Plans, develops and implements programs and systems to maintain a safe and secure university campus. Enforces university rules and local, state, and federal laws. Protects university students, employees, and property from any preventable harm or danger. Engages in a variety of police activities such as patrolling, investigation, law enforcement, crime prevention and detection.	<ul style="list-style-type: none"> <li>• Public Safety</li> <li>• Public Safety Management</li> <li>• Safety</li> </ul>	
<b>Research &amp; Program Admin</b>	Provides support for the development, facilitation, implementation, evaluation, and administration of a wide variety of research programs and initiatives including lab research.	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Contracts &amp; Grants</li> <li>• Educational Services</li> </ul>	<ul style="list-style-type: none"> <li>• Program Administration</li> <li>• Research Administration</li> </ul>
<b>Sports &amp; Recreation</b>	Provides professional activities and programs related to coaching, recreational sports, and strength and conditioning. Activities include working in a sport directly, as well as supporting the administration of a sport and ensuring compliance with NCAA policies and practices.	<ul style="list-style-type: none"> <li>• Athletic Operations</li> <li>• Coaching <input type="checkbox"/></li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Sports Performance <input type="checkbox"/></li> </ul>
<b>Student Services</b>	Develops, implements, facilitates, and evaluates various programs focused on assisting students in successfully integrating into the university environment and thriving personally, academically, and spiritually.	<ul style="list-style-type: none"> <li>• Accounting</li> <li>• Admissions/ Recruitment</li> <li>• Career Services</li> <li>• Degree Progress</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Aid</li> <li>• Ministry</li> <li>• Program Administration</li> <li>• Student Disability Services</li> </ul>



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