


<p>CAMPUS POLICY</p>  <p>UNIVERSITY OF COLORADO at COLORADO SPRINGS</p>	<p>POLICY NUMBER: 300-012</p>	<p>PAGE NUMBER: 1 of 9</p>
	<p>CHAPTER: Human Resources</p>	
	<p>SUBJECT: Compensation for Officers and Exempt Professionals</p>	
	<p>EFFECTIVE DATE: April 9, 2007</p>	
<p>OPR: VCAF</p> <p>VC: Human Resources</p>	<p>SUPERSESION:</p> <p>APPROVED: Approved by Pamela Shockley-Zalabak, Chancellor, on January 18, 2007</p>	

I. POLICY

The purpose of this policy is to establish the process for determining compensation for Officers and Exempt Professionals.

II. AUTHORITY FOR CAMPUS POLICIES

Authority for the creation of campus administrative policies is found in the Laws of The Regents, 1990, Article 3 Section B.8, which states:

The chancellor of the University of Colorado at Colorado Springs shall be the chief academic and administrative officer responsible to the president for the conduct of affairs of the Colorado Springs campus in accordance with the policies of the Board of Regents. The chancellor shall have such other responsibilities as may be required by these *Laws*, the Board, and as may be delegated by the president.

III. PURPOSE

This policy has been created to provide for the effective administration of the University of Colorado at Colorado Springs.

It establishes a mechanism for the determining salaries for new and vacant positions, determining adjustments for annual salaries, and determining mid-year adjustments.

IV. DEFINITIONS

Academic Affairs (Provost and Executive VCAA): One of three divisions within the University of Colorado at Colorado Springs. The Provost and Executive Vice Chancellor for Academic Affairs has overall responsibility for the Beth-El College of Nursing and Health Sciences, the College of Business, the College of Education, the College of Engineering and Applied Science, the Kraemer Family Library, the College of Letters, Arts, and Sciences and the Graduate School. Additionally, the Vice Chancellor for Student Success (VCSS) reports to the Provost and Executive VCAA.

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 2 of 2
---------------------------------	--	--------------------	-----------------------------	-----------------

Administration and Finance (VCAF): One of three divisions within the University of Colorado at Colorado Springs. The Vice Chancellor for Administration and Finance has overall responsibility for Benefits, the Bookstore, Budget and Planning, Facilities Services, Financial Services, Mailing Services, Human Resources, Print and Copy Services, Public Safety and Parking Services and property, space and leases.

Associate Vice Chancellor: May serve as the Vice Chancellor in his/her absence. The associate vice chancellor provides executive leadership and strategy for departments reporting to the Vice Chancellor.

Chancellor: The chief executive officer of the University of Colorado at Colorado Springs. Divisions reporting to the chancellor are Academic Affairs, Administration and Finance, and Student Success. Departments reporting to the chancellor are varied and may include Community and University Relations and Events, Information Technology.

Chief Operating Officer: An officer of the university, serves as a member of the Chancellor's staff and on the Leadership Team. Oversees and directs development activities for university-designated staff.

College: Reporting to the Vice Chancellor for Academic Affairs, the colleges of the University of Colorado at Colorado Springs are responsible for establishing the academic standards for all course offerings.

Department: A distinctive section of University of Colorado at Colorado Springs management, as designated by the chancellor. Departments will generally be in the Academic Affairs, Administration and Finance or Student Success.

Dean: The administrative officer of an academic college.

Director: The head for a non-academic department.

Merit: Merit is the historical basis for all salary increases at the University of Colorado. Salary adjustments or increases that take into account market, career, equity, or structural factors must be simultaneously based on merit.

Personnel Action Form (PAF): A form utilized by the Human Resources Office to adjust an employee's pay in the payroll system.

Salary pool: The term salary pool refers to the maximum average percentage increase in salary approved by the Board of Regents.

Spending authority: Authorized by the Regents of the University of Colorado, for the purpose of this policy, this is the amount of money the campus is allowed to allocate to faculty, unclassified and officer adjustments for a given fiscal year.

Student Success (VCSS): One of three divisions within the University of Colorado at Colorado Springs. The Vice Chancellor for Student Success has overall responsibility for Admissions and Records, the Office of the Dean of Students, the Chancellor's Leadership Class, Disability Services, the Excel Centers, the Family Development Center, Financial

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 3 of 3
---------------------------------	--	--------------------	-----------------------------	-----------------

Aid/Student Employment, Recruitment and Admissions Counseling, Residence Life and Housing, the Student Health Center, the Student Success Center, the University Center, and the University Counseling Center.

Structural adjustments: Structural adjustments are granted to whole units or categories of faculty when it is determined that the entire structure of salaries is out of alignment. For example, salary compression for senior faculty could lead to the decision to make structural adjustments in the salaries of full professors.

University Advancement: Lead by the Chief Operating Officer who reports directly to the Chancellor. University Advancement serves as the primary university resource for the University of Colorado at Colorado Springs Foundation office and oversees and directs development activities for university-designated development.

Vice Chancellor: The executive officer for a division within the University of Colorado at Colorado Springs. The three divisions are Academic Affairs, Administration and Finance, and Student Success.

V. PROCEDURES

A. New and vacant positions.

1. In accordance with Regent Policy 2-K the Chancellor must approve` all delegated personnel matters, including compensation.
2. All adjustments must be within the annual spending authority established by the Board of Regents.
3. New and vacant positions
 - a. Salary ranges must be established for new and vacant positions based on the following criteria:
 - 1) Internal equity with positions at the same level and scope at UCCS.
 - 2) Comparable positions on the other CU campuses adjusted for size and scope.
 - 3) Appropriate published salary survey data such as state compensation survey, College and University Professional Association for Human Resources (CUPA-HR) compensation surveys (available by job type and institution type and size); local labor market surveys; occupation of college/school specific surveys with national and peer institution data.
 - 4) A combination of the above may be used when survey matches are not available. The salary range for positions will be documented in the job description. The justification for the salary range will be documented and maintained by the Human Resources Office.
 - b. Individual Salaries: in addition to the criteria listed above, salaries for individuals may take into consideration other individual criteria such as:
 - 1) Level and type of education and training
 - 2) Relevant job experience
 - 3) Total compensation history
 - 4) Relocation from a different labor market
 - 5) Ability to successfully recruit the best qualified candidates
 - 6) Demonstrated history of difficulty in recruitment for the position
 - 7) Unique job requirements or working conditions
 - 8) Quartile or percentile data with a salary range

B. Annual Salary Setting Process for the Pool

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 4 of 4
---------------------------------	--	--------------------	-----------------------------	-----------------

1. Each unit shall get the same percentage increase and the distribution of this increase to the employees shall be based on each individual employee's evaluation.
2. If the pool is less than or equal to inflation, the entire amount of the pool shall be regular merit.
3. This policy assumes a performance rating system of 1 through 4 with 1 the lowest score attainable and 4 the highest.
4. If an employee receives a performance evaluation of less than 2, the employee receives neither a regular merit nor an uncompensated merit adjustment. If the employee receives an evaluation of less than 3 the employee is not eligible for uncompensated merit.
5. When the salary pool is greater than inflation, the following table is to be applied to the distribution of the pool. This process will be reviewed annually by the Chancellor.
 - a. Inflation plus 1% is to be distributed to regular merit. Allocation of this merit to employees is to be determined by the individual performance evaluation with outstanding receiving a higher percentage than exceeding expectations which in turn receives a higher percentage of merit than individuals with meeting expectations. Any employee who receives a "below expectations" evaluation is to receive no adjustment.
 - b. The remaining pool (after removal of the inflation percentage plus 1%), is to be distributed for uncompensated merit. Uncompensated merit shall be determined using the following criteria:
 - 1) 80% to Market. Includes peer comparison. Note that the determination of the placement of exempt positions into CUPA categories is a collaborative effort of the Associate Vice Chancellor for Administration and Finance, the Director of Resource Management, and the Director of Institutional Research with full disclosure to the employee of the category in which they have been placed.
 - 2) 20% to Years of Service and average merit. Number of years individual has been in the position at UCCS and their average merit rating over a period of four years. This does not include years of service in other positions at UCCS.

C. Mid-Year Adjustments

1. In accordance with Regent Policy 2-K the Chancellor must approve all delegated personnel matters, including compensation. The Chancellor of the University of Colorado at Colorado Springs is the only administrator authorized to approve mid-year adjustments for officers and professional exempt staff.
2. In accordance with Regent Policy 11-F, ordinarily salary adjustments for equity, market, promotional title changes, and additional responsibilities (without a title change) are base building and shall be implemented on July 1. These adjustments may be requested at other times, with appropriate administrative and budget approvals, when extraordinary circumstances develop during the fiscal year. Officers and exempt professionals are eligible.
3. All adjustments must be within the annual spending authority established by the Board of Regents.
4. The procedure detailed in V.C.5 applies to both continuing adjustments and temporary adjustments.
5. Procedure for obtaining approval of a mid-year adjustment (see attached flow chart).
 - a) If a mid-year adjustment is requested for a professional exempt employee or officer, the appointing authority shall prepare a form that addresses each of the following:
 - 1) New salary requested and the salary setting rationale.
 - 2) Effective date of new salary requested

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 5 of 5
---------------------------------	--	--------------------	-----------------------------	-----------------

- 3) Explanation as to why the salary adjustment should not be delayed until the next annual salary setting of July 1. This explanation must include a description of the extraordinary circumstances present which require the mid-year adjustment.
- 4) Description of implications to the university if the mid-year salary adjustment does not occur.
- b) The document referenced in V.C.5.a., must be reviewed and approved by the director or dean and appropriate Vice Chancellor.
- c) The Vice Chancellor presents the document to the Chancellor for review and approval.
- d) The Chancellor may require additional information prior to making a decision as she/he sees fit.
- e) If the Chancellor approves the mid-year adjustment and the mid-year adjustment is for a continuing adjustment, a new job description must be written using the Exempt Job Description Template available on the Human Resources website. The job must then be re-exempted from the State Personnel system in accordance with Regent Policy 2-K and campus policy 300-011.
 - 1) Appointing authority forwards the mid-year adjustment approval form and job description to the UCCS Human Resources Office.
 - 2) After the position has been re-exempted, the Human Resources Records Manager will assist the appointing authority with the new letter of offer and PAF.
 - 3) Raises are effective only after the letter of offer has been signed by the Chancellor and the employee.
- f) If the Chancellor approves the mid-year adjustment and the adjustment is for a temporary salary adjustment, the appointing authority contacts the Human Resources Records Manager for assistance in completing the addendum to the original letter of offer and PAF. Raises may be effective only after this process has been completed.

VI. RESPONSIBILITY

- A. Vice Chancellors, deans and directors are responsible for adhering to the provisions of this policy.
- B. Each vice chancellor, dean and director shall obtain approval from the Chancellor for a mid-year adjustment for an employee prior to promising such adjustment to the employee.
- C. The offices of Human Resources, Resource Management and Institutional Research are responsible for implementing approved salary adjustments and preparing the salary pool.

VII. HISTORY

Regent Policy 2-K

<https://www.cu.edu/regents/Policies/Policy2K.htm>

Regent Policy 11-F

<https://www.cu.edu/regents/Policies/Policy11F.htm>

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 6 of 6
---------------------------------	--	--------------------	-----------------------------	-----------------

UCCS Policy 300-011

<http://web.uccs.edu/vcaf/uccspol.html>

VIII. ATTACHMENTS:

Exempt-PRA Job Description Template

<http://www.uccs.edu/~hr/web/docs/UCCS%20EXEMPT%20JOBDESCRIPTIONTEMPLATE.doc>

Mid-Year Adjustment Justification Form

Flow Chart

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 7 of 7
---------------------------------	--	--------------------	-----------------------------	-----------------

University of Colorado at Colorado Springs

Justification for Mid-Year Adjustment for Officers and Exempt Professionals

Name of Employee: _____ Title: _____

Current Annual Salary: _____ Proposed Annual Salary: _____

Continuing Adjustment? _____ Proposed Effective Date:

If temporary adjustment, show begin and end dates:

1. Please describe the salary setting rationale.

2. Please describe why the salary adjustment should not be delayed until the next annual salary setting of July 1. This explanation must include a description of the extraordinary circumstances present which require the mid-year adjustment.

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 8 of 8
---------------------------------	--	--------------------	-----------------------------	-----------------

3. Please describe the implications to UCCS if the mid-year salary adjustment does not occur.

Requested by:

Name: _____ Title: _____

Date of Request: _____

Approvals:

	Print Name	Signature	Date
Dean/Director:	_____	_____	_____
Assoc VC:	_____	_____	_____
Vice Chancellor:	_____	_____	_____
Chancellor:	_____	_____	_____

CHAPTER: 300 Human Resources	SUBJECT: Compensation for Faculty and Exempt Professionals	POLICY: 300-012	EFFECTIVE: April 9, 2007	PAGE: 9 of 9
---------------------------------	--	--------------------	-----------------------------	-----------------

