



UCCS CAMPUS POLICY

Policy Title: Compensation for Officers and University Staff

Policy Number: 300-012

Policy Functional Area: HUMAN RESOURCES

Effective: January 2, 2013
Approved by: Pam Shockley-Zalabak, Chancellor
Responsible Vice Chancellor: Vice Chancellor of Administration and Finance (VCAF)
Office of Primary Responsibility: Vice Chancellor of Administration and Finance (VCAF)
Policy Primary Contact: AVCFHR, 719-255-3388
Supersedes: April 7, 2007; May 10, 2010
Last Reviewed/Updated: January 2, 2013
Applies to: Officers and staff

Reason for Policy: The purpose of this policy is to establish and determine compensation strategies for Officers and staff exempted from the State Personnel System as outlined in Regent Policy 11.

I. INTRODUCTION

The purpose of this policy is to establish and determine compensation strategies for Officers and staff exempted from the State Personnel System as outlined in Regent Policy 11.

II. POLICY STATEMENT

- A. Authority for the creation of campus administrative policies is found in The Laws of the Regents, 2007, Article 3 Section B.5(A) which states:

The chancellor of each campus shall be the chief academic and administrative officer responsible to the president for the conduct of affairs of their respective 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, or regent policy, or as may be delegated by the president.

- B. Purpose:

In efforts to attract, retain, and reward a talented, valuable, and productive workforce, this policy outlines provisions to ensure the effective administration of the University of Colorado Colorado Springs and that compensation decisions and practices are consistent and equitable, documented and reviewed, and based on objective criteria.

All appointments, title changes, and salary adjustments must be approved by the Chancellor in accordance with Regent Policy 2-K. All salary decisions are based on internal equity with positions at the same level and scope; consideration given to comparable positions at other CU campuses; job performance; comparable positions at peer institutions of similar enrollment, organization, financial support; appropriate published salary survey data such as the State of Colorado compensation survey, College and University Professional Association for Human Resources (CUPA-HR) compensation surveys, local labor market surveys such as Mountain States Employers Council (MSEC); and any other recognized occupational surveys relevant to the position.

A combination of the above may be used when exact survey matches are unavailable. The Human Resources Office will use the above resources when determining salary ranges for all OEP positions and the justification for the salary range will be documented and maintained in Human Resources and recorded in the official job description.

In addition to the criteria listed above, supervisors and approving authorities should take into consideration the following criteria when determining individual salaries:

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, and
7. unique job requirements or working conditions.

C. Procedures:

1. Initial Salaries

- a. As discuss above, salary ranges are established by HR in conjunction with the supervisor and VC/AVC. Jobs may not be posted or filled before the salary range has been established and approved. The salary range must be included in the job posting. Letters of offer for new hires and promotions must be reviewed by the Human Resources Director, or designee, prior to submission to the Vice Chancellor or Associate/Assistant Vice Chancellor (VC/AVC) and Chancellor. Supervisors and approving authorities wishing to appoint an individual above the salary range must document the relevant justification reasons outlined in III., and have approval from appropriate VC/AVC and the Chancellor.
- b. On very rare occasions, hiring incentives may be allowed when extreme recruitment difficulties arise, e.g., relocation and signing incentives. The justification must be documented and have preliminary approval of the VC/AVC and Chancellor. If a signing bonus is used, language must be included in the letter of offer regarding installments and language regarding repayment if the employee does not remain at UCCS for a designated period of time.

- c. Initial salaries for external candidates appointed to an interim appointment (generally appointed through the waiver process) are based on the criteria listed in III.
2. Annual Performance Planning, Evaluation and Ratings
 - a. Officers and university staff must be evaluated annually by their immediate supervisor. Individuals without an evaluation rating may be ineligible to receive merit and/or uncompensated merit adjustments.
 - b. Supervisors must submit the Annual Performance Rating Form to Human Resources no later than April 30th each year.
 - c. Supervisors may use the Plan and Evaluation Form to establish performance plans and objectives that are linked to organizational goals. This form or any other supporting document should remain within the department/college. A supervisory factor should be included in the performance plan for those who supervise university staff and/or classified staff.
 - d. If an employee receives a performance evaluation of less than Meeting Expectations, the employee is ineligible for any annual salary increase. Employees receiving an evaluation of Meeting Expectations only receive an annual increase within the established salary pool. In both of these cases, the employee is ineligible for uncompensated merit.
3. Annual Salary Setting Process
 - a. The Board of Regents must approve the salary pool, based on economic conditions, for officers and university staff, and the Chancellor must approve all individual salary adjustments. Each department/college shall get the same percentage increase for merit adjustments and the distribution of this increase to the employees shall be based on merit as determined through each individual employee's performance evaluation.
 - b. With approval from the Board of Regents, and at the discretion of the Chancellor, the salary pool may be distributed based solely on merit, or a combination of merit and uncompensated merit. In making the determination the Chancellor will solicit recommendations from the relevant governance groups.
 - c. The Director of Human Resources, the Assistant Vice Chancellor for Finance and Human Resources, and the Director of Institutional Research are responsible for identifying comparable peers for each position.
 - d. The Chancellor has the final authority to adjust the distribution of the salary pool. A statement, shared with the campus, would document the adjustments and the reasons for the change.
 - i. Salary adjustments for Officers who also have an active faculty appointment will be based on their performance in both roles.
4. Annual Salary Adjustments
 - a. There are two categories of possible annual salary adjustments: Base Salary Adjustments and Non-base Salary Adjustments. While most are tied to the annual salary adjustment process and the annual salary pool, some are not. All recommended adjustments must be accompanied by a written justification and

approved by the appropriate VC/AVC and the Chancellor prior to any discussion with the employee.

- i. Base salary adjustments include both increases and decreases to an employee's base pay. They include the following:
 - a) Merit Increase ordinarily is implemented on July 1st and are allocated from the annual salary pool.
 - b) Decreases in pay that are a result of changes in duties shall be documented in a new/revised job description with a compensation analysis as outlined in section III
 - c) Equity Increases ordinarily are implemented on July 1st and are allocated from the annual salary pool. These adjustments are generally used for internal equity purposes, and the compensation analysis (conducted by Human Resources) is initiated at the request of the supervisor and VC/AVC. This increase may be used to compare salaries of long-time employees to a new hire, address compression issues, gradual increase in position responsibilities leading to higher level position comparisons, and gender/ethnicity inequities.
 - d) Market Increases must be initiated by the supervisor and VC/AVC and are part of the salary setting process. Only in rare circumstances may it be conducted outside of that process. These increases are awarded in the context of meritorious performance and must be justified through an appropriate market analysis that documents evidence of recruitment and retention difficulties.
 - e) Promotions occur when an employee's level of responsibilities have significantly and permanently increased. These changes typically include salary changes and do not necessarily occur during the annual salary setting process and are not subject to the salary setting pool. Funds must be available within a department/college existing budget. A new job description must be prepared and submitted to Human Resources for review and compensation analysis. As a general guideline increases can range between 0% and 10%. Any increase above the 10% requires additional justification.
 - f) Decreases across the board or by category may occur during budget constraints or fiscal emergencies. If the Board of Regents determines these actions are necessary, the Chancellor will establish and communicate equitable and consistent parameters.
- b. Non-base Salary payments are used only in limited circumstances and do not continue from year to year. They must be approved by the appropriate VC/AVC and Chancellor in advance and include a description of circumstances, terms of the temporary work, and proposed payment.

Non-base building payments include:

- i. Merit Incentive Pay is allowable only as a result of an employee reaching established performance goal and is typically for employees with highly focused

and measurable responsibilities and is often tied to net revenue generating criteria. This is generally paid at the end of the performance evaluation process and is not included in the annual salary setting process. An Incentive Plan must be approved by the Chancellor and the plan must include measurable goals, clearly defined outcomes that directly link the individual's performance to the success of the campus. Results must be provided in the campus and system annual salary reports to the Board.

- ii. Recognition awards are not included in the annual salary setting process. Recognition programs must be established and approved by Human Resources and the Chancellor and comply with the [PSC Procedural Statement: Recognition and Training](#). Payment for employees is processed with an [Additional Pay Form](#) and processed through regular payroll or with a Hand Drawn Warrant.
- iii. Project Completion Incentives are non-base building merit pay for special, limited-term projects. Criteria must be established and pay is issued at time of completion or at significant project milestones. Results must be provided in the campus and system annual salary reports to the Board.

If payment is ongoing (covered over several months), the rate of the increase should be comparable to, or not exceed, promotional increases. If approved it must be documented through a Memorandum of Understanding and is processed through regular payroll. If the payment is a one-time occurrence, an Additional Pay Form should be used.

5. Additional Pay Outside of Regular Duties

Additional pay is used to recognize certain instances where the employee contributes to the overall mission of the university. In limited circumstances, employees may be asked to perform additional work outside their scope of their job description or at a substantially higher level than their current assignments. In general, additional pay is most appropriate in those cases where the employee is working on an assignment outside normal duties and schedule. Employees may receive a temporary increase consistent with promotional increases, generally not more than 10%. Once the service is completed or no longer needed, the employee's salary will return to their primary base salary, adjusted accordingly with any changes resulting from the annual salary setting process.

The additional pay must be approved by the appropriate VC/AVC and Chancellor in advance. If approved it must be documented through a Memorandum of Understanding or Freshman Seminar Pre-Approval Form that describes the nature of the additional work and a summary of the employee's current responsibilities. Payment is generally processed through regular payroll. However, in some instances where work is very limited or focused, payment will be made through an Additional Pay Form.

Extra work outside of regular duties may include teaching (regular instruction or extended studies), taking on an administrative appointment, significant workload increase, leadership, or supervisory roles that are outside their primary scope of responsibilities.

Additional teaching duties for university staff should not be a regular occurrence and should only be considered when faculty is not available. If it becomes an ongoing part of their assignment, it should be incorporated into their job description. When an employee participates in full day training during regular work hours, before they begin their teaching assignment, the training hours must be recorded as vacation time.

If the additional work involves two or more departments, approvals from both departments are required in advance. In no cases should an employee be paid additional salary that was not pre-approved.

University staff who take on an administrative appointment, significant workload increase, leadership, supervisory or compensatory duties outside their primary scope of responsibilities may receive additional pay.

D. Responsibility:

1. Vice Chancellors, Deans and Directors are responsible for adhering to the provisions of this policy.
2. Each Vice Chancellor, Dean and Director shall obtain approval from the Chancellor for any adjustment for an employee prior to promising such adjustment to the employee.
3. The offices of Human Resources, Resource Management and Institutional Research are responsible for implementing approved salary adjustments and preparing the salary pool.

III. KEY WORDS

- A. Base Pay
- B. Equity
- C. Interim Appointment
- D. Merit
- E. Non-Base
- F. Salary pool
- G. Spending authority
- H. Structural adjustments
- I. Uncompensated Merit

IV. RELATED POLICIES, PROCEDURES, FORMS, GUIDELINES, AND OTHER RESOURCES

- A. Administrative Policy Statements (APS) and Other Policies
 1. Regent Policy 2-K
 2. Regent Policy 11
- B. Procedures
- C. Forms

1. Payroll and Benefits Services Additional Pay Procedural Guide:
2. Job Description Template - Temporary and University Staff
3. Memorandum of Understanding
4. Freshman Seminar Pre-Approval Form

D. Guidelines

E. Other Resources (i.e. training, secondary contact information)

F. Frequently Asked Questions (FAQs)

V. HISTORY

Initial policy approval	April 9, 2007
Revised	May 10, 2010
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