

Compensation Handbook For Classified Staff Employees



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Section I

Compensation Guidelines and Critical Elements

Compensation practices are intended to be effective tools in addressing business needs. These guidelines are designed to provide guidance to managers and address the issue of consistency when making pay decisions for classified staff employees. This will help to ensure equal pay for equal work among classified staff. These guidelines are designed to be reasonable and flexible to meet the changing business needs of the University of Northern Colorado. *They are intended to support the University's commitment to diversity and equality in education and employment.*

In making compensation decisions, a hiring authority must consider budgetary factors, recruitment and retention issues, salaries received by other similarly situated employees, an employee's skill sets and competencies, other potential future increases, and the overall value to the organization. Pay ranges for state classified employees are established through the annual statewide compensation plan, which makes adjustments to the minimum and maximum allowable salaries for each grade. An employee's base pay shall not be lower than the minimum, or higher than the maximum of their particular grade, except as otherwise permitted by law, rule or procedure. Pay ranges for exempt and faculty employees are established using College and University Personnel Administrators (CUPA) surveys for a comparative group of colleges and universities. Compensation decisions outside of the parameters of this document are permitted only if approved by the President of the University.

All decisions affecting base pay should ensure the following:

- Pay is commensurate with the duties assigned;
- Adequate funds are available within existing appropriations;
- Equity is preserved among employees with similar job descriptions within divisions and across the University;
- Ongoing consistency; and
- Acknowledgement of individual qualifications (e.g. past experience, training, special skills).

Please note that compensation consulting services are available for any questions or concerns through Human Resources at 351-2718.

Administrative Goals

The University of Northern Colorado shall endeavor to promote an environment within which each staff member can perform to maximum capability. This document is an expression of the standards toward which the institution will strive, acknowledging the constraints of available resources. The goals incorporated herein constitute an essential part of the UNC administrative philosophy.

The University of Northern Colorado will endeavor to provide the following to each state classified employee:

- A safe and healthy working environment.
- Adequate resources, instructions and training for performance of assigned duties.

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- Courteous, respectful and considerate interactions with others within the University community.
- Administrators who are fair to the individual supervised.
- Open two-way communication with administration which includes:
 1. provision of appropriate information concerning the employee's job, organizational unit, the University of Northern Colorado, and the University of Northern Colorado Personnel System;
 2. timely information concerning promotional opportunities; and
 3. reasonable answers to rational questions and suggestions.
- Assistance from administration, when appropriate, in achieving deserved and timely job advancement and promotion based upon merit, ability, and opportunity.
- A current job description and a clearly defined, realistic performance plan.
- Annual and objective evaluations by the immediate supervisor of the employee's job performance, based on the current job description and performance plan.
- A job classification and pay rate that corresponds to the primary job duties performed.
- A working climate characterized by basic ethical and legal principles.

Critical Compensation Elements:

- The appointing authority is responsible and accountable for compensation decisions made within his/her department(s) within University of Northern Colorado policy/procedure(s).
- Compensation changes must be funded within existing budgets.
- Decisions by appointing authorities must be based on justifiable business reasons. Similarly situated parties must be treated in a similar fashion.
- Compensation practices can not exceed the limits set in the [State Personnel Board Rules and Administrative Procedures](#).
- The statutory salary lid applies in all cases on a monthly basis, except as noted otherwise. Colorado statute requires the State of Colorado Department of Personnel to establish the salary lid each year as a part of the annual total compensation survey. It is the maximum of the pay range for the highest grade in the compensation plan.
- Documentation of any aspect of these guidelines shall be provided to the State Personnel Director or designee in a timely manner when requested.
- For additional questions and information related to the Fair Labor Standards Act (FLSA), such as overtime and compensatory time, contact Human Resources at 351-2718 or visit the [Human Resources](#) web site on URSA via the Resources Tab.
- For questions on classified staff performance management or the Family Medical Leave Act (FMLA), please contact Human Resources at 351-2718 or visit their web site on URSA via the Resources Tab.
- The State of Colorado Pay Plan and other compensation related tools for appointing authorities are available from the [Human Resources](#) web site on URSA via the Resources Tab.

Classification System

The system provides a basis upon which all employees are graded and compensated. The system is comprised of classes and each class is comprised of positions that have comparable duties and responsibilities.

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1. Positions

Every position within a class shall: bear the common descriptive title of the class; be subject to the same class definition of duties, responsibilities, and authority; require the same minimum training and experience; and be subject to the same compensation range.

2. Assignment of Duties and Responsibilities

The University shall be responsible for assigning position responsibilities, authorities, and duties which may be temporary or permanent, incidental or essential. Further, the University may determine the location of work for the position, the tools and equipment to be furnished, and set the hours of work and work conditions. The classification plan of the State Department of Personnel may in no way be construed to limit or to interfere with the University's authority and responsibility as outlined above.

3. Position Classification

Positions are classified on the basis of duties and responsibilities to classes described in State of Colorado class descriptions which indicate: title, general duties, and level of complexity, decision-making, purpose of contact, and line/staff authority.

Assignments may be periodically reviewed for changes in duties and responsibilities which may impact classification. If a person believes his/her position warrants such a review, the employee should submit to his/her supervisor an original Position Description Questionnaire (PDQ). After review and signature from the supervisor, department head and any other required University official, the PDQ should be forwarded to the Employment Section of the Human Resource Services Department.

The University may, at any time, request a job description of any position to ensure that it has been properly classified, i.e., allocated to the appropriate class.

Positions Within the Personnel System

Positions within the personnel system may be:

1. Regular full-time positions which are established for a full-time schedule.
2. Regular part-time positions which are established for less than a full-time schedule where the schedule is fixed. Positions of this type may be established for reoccurring periods of less than 12 months such as full-time 9 month positions.
3. State classified hourly positions which are established to staff on call or irregular work schedules, thus making it impractical to establish a regular part time (salaried) position. The same basic policies that apply to state classified salaried personnel for establishing a position, methods of filling a position, hiring rates, etc., also apply to state classified hourly personnel.

Methods of Filling Positions

State classified positions may be filled from an eligible or reemployment list, or via the transfer, reappointment, reinstatement or demotion of an applicant without using an eligible list. Detailed information may be obtained from the Employment Section of the Human Resource Services Department.

Establishing a Position

Before a state classified appointment can be made, a position must be established through the Human Resource Services Department. The department must complete a Position Description Questionnaire (PDQ) form, describing the duties and responsibilities of the position, and submit it to the Employment Section for classification.

Appointment Process

1. Be sure there is a provision in the departmental budget and FTE for the position. The fact that a position appears on the department budget does not mean that the job is established with the State Classified Personnel System.
2. Check with the Employment Section of the Human Resource Services Department to determine your options for filling the position. An eligible list may need to be developed if one does not already exist. If an eligible list does exist, a referral will be generated with the names of applicants eligible to interview.
3. If the individual you wish to appoint is not from an eligible list (i.e., transfer, reinstatement, reappointment, demotion) obtain clearance from the Selection Section of the Human Resource Services Department before making an offer of employment to ensure the individual is eligible to be hired.

After selection of the individual, contact Human Resources for further instructions. The required new hire forms and background check must be completed and forwarded to Human Resources as well before final approval of the action can be made.

Examinations

1. Examinations, required for each classification, are designed to assess the knowledge, skills, and abilities that applicants possess relative to the duties of the position. Examinations result in the establishment of an eligible list of applicants in order of score attained. In some cases, a physical examination, background security check or polygraph may be requested by the department as a requirement of employment. If required, such physical examinations, background security checks or polygraphs are paid for by the University.
2. All examinations for classified positions at the University are administered by the Human Resource Services Department and/or other State agencies.
 - a. Open competitive examinations are open to all residents of the State of Colorado, including current and former employees who meet the minimum requirements for the position. In certain cases where it can be demonstrated that a position requires special qualifications, there is an insufficient in-state applicant pool, and it is not feasible to train and hire from within, a residency waiver may be granted by the State Personnel Board.
 - b. Promotional examinations are open to current classified University of Northern Colorado employees, and former classified employees with reemployment rights who meet the requirements. There is no required length of service for promotional examinations.
 - c. Applications for examinations are available in the Employment Section of the Human Resource Department.

Probationary Period

The probationary period for all new employees including reinstated employees will be 12 months. Earlier certification may be granted at any time with a written request from the employing department and completion of a written performance evaluation of Level 2 or higher, subject to approval by the Director of Human Resource Services. Continued employment and certified status will depend upon the employee successfully completing the probationary period. Supervisors with performance issues relating to probationary employees should consult with the Assistant Director of Human Resource Services.

Employees on a probationary appointment are entitled to the same rights and privileges as certified employees, except for the:

1. right to a hearing to review a disciplinary action which is based on unsatisfactory performance
2. right to be placed on a reemployment list, and
3. privilege of reinstatement

They do, however, have the privilege of being considered for transfer.

Trial Service Period

Current certified employees, who are promoted, reinstated or transfer to a different class must serve a trial service appointment period of no more than six months. Certified status may be granted at any time, subject to approval by the Director of the Human Resources department. Certification may not be granted retroactively. If an employee's performance is not satisfactory during the trial service period, the employee shall be reverted to a vacant position in the previously certified class with no right to a hearing or, if no vacancy exists, shall be accorded any retention rights to which the employee may be entitled under the layoff provisions. At the discretion of the Director or Assistant Director of Human Resources, corrective or disciplinary action may be administered instead of reversion or administrative separation.

Early Certification

A request for certified status sooner than the full 12-month probationary period or the 6-month trial service period should be submitted in writing to the Human Resource Services Department by the employing department. A performance evaluation should accompany the request. Early Certification will not be granted if a layoff is in progress in that job classification. Certification will be granted upon resolution of the layoff.

Promotions

Employees may be promoted in the following ways:

1. Open competitive and promotional examinations which put the employee on eligible lists for referral to vacant, higher level, positions.
2. Reclassification based on changes in job duties and responsibilities, provided the incumbent employee meets the minimum qualifications for the new level of the position.
3. Satisfactory completion of training in a class identified as an Intern class.

Reinstatement

Certified employees who either resign or voluntarily demote in good standing have the privilege of being considered for reinstatement to any class which is at the same level, or lower, than the class previously certified at, providing they meet the minimum qualifications for the position. Current and former employees interested in reinstatement opportunities should contact the hiring department directly for consideration. A listing of available positions is accessible on the Human Resources web site.

Reinstated former certified employees must serve a one-year probationary period before being certified. They will also receive a new service date as the date of rehire unless they have documented continuous state service, including state employment outside the state personnel system but excluding temporary and student employment, or they reinstated within 90 days of the date they left the state personnel system.

Separation

Employees may separate from the University by resignation, retirement, lay-off, physical inability, dismissal or death. Broad definitions are given below. More detail may be found in the Personnel Board Rules and Personnel Director's Administrative Procedures of the State of Colorado Personnel System.

1. Resignation

Resignation is the voluntary termination of employment by an employee. An employee may resign by submitting a written resignation through the supervisor to the Director of Human Resource Services at least ten working days prior to the effective date. Upon mutual agreement by the supervisor or department head, less written notice may be accepted. If the employee does not give ten working days notice or gives less notice than mutually agreed upon, the employee is considered to have resigned with prejudice and the employee's records shall reflect the same. An employee may withdraw a resignation within two business days after giving notice of resignation.

All permanent employees who are leaving, whether by resignation or involuntary separation, are required to come to the Records Section of the Human Resource Services Department any time during the last week of the employment, but prior to the employee's last day of work.

2. Retirement

Retirement is the termination of employment and transfer to retired status. An appointment should be made with the Human Resources Department 60 to 90 days prior to the anticipated retirement date.

3. Lay-off

The head of any University department contemplating the abolishment of a state classified position due to lack of work, lack of funds or administrative reorganization should so notify the Director of Human Resource Services in writing with a copy to the appropriate dean or vice president at least 60 days prior to the anticipated effective date.

Layoff provisions in the State Personnel System are very complex and retention rights are determined by Human Resources. Only certified employees have retention rights and retention rights are limited to University positions. Employees must meet the minimum qualifications and any special qualifications in order to exercise retention rights against a position. An employee can only displace another employee if the displacing employee has been certified in the class. Funded vacant positions are offered first, and if none are available, occupied positions filled by probationary employees are offered. If there are no probationary employees, positions occupied by certified employees are offered. Time bands are established for three-year periods based on seniority. The three-year period begins with the calendar year in which the layoff notice is given and extends backward, e.g., a notice issued in 2005 creates the most junior time band of 2003-2005. Employees in the most junior time band must be displaced before employees in more senior time bands. For purposes of layoff, seniority is the calendar year in which continuous state

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service began, including up to 10 additional years of military service for those eligible for veteran's preference. Within each time band, employees are ranked based on the following weighted factors: 100% Performance (average of the final overall ratings for the latest three years). Employees with lower matrix rankings in the time band must be displaced before employees with higher matrix rankings, except no veteran can be displaced before a non-veteran regardless of rank.

4. Administrative Separation for Physical Inability

When an employee has exhausted all accumulated paid leave, Family Medical Leave, and Short-Term Disability Leave and continues to be unable to perform the essential functions of his/her job, the department may request that the employee be administratively separated for physical inability to perform the job. All such requests must be forwarded in writing to the Director of Human Resources for consideration. When a certified employee has been administratively separated for physical inability and subsequently recovers he/she has reinstatement privileges.

An employee with a disability as defined by the Americans with Disabilities Act (ADA) may be entitled to employment accommodations under that act. The Human Resources department is responsible for determining whether an individual qualifies for protection under the ADA. Any employee who believes that he/she has a qualifying disability must submit a request for determination to that office.

5. Dismissal

Dismissal is the disciplinary termination of employment and requires the approval of the Director of Human Resource Services or her/his designee.

Performance Planning and Evaluation

The performance of state classified employees must be evaluated annually using the performance planning and evaluation procedures outlined in the University's Performance Pay Program User Guide. The User Guide is located on the Human Resource Service's website. The performance planning and evaluation cycle includes performance planning, mid-year review and evaluation.

1. Performance planning. Performance plans should be completed during the month of April and are effective for one year. For new employees, a performance plan should be created within 30 days of the date of employment. The performance plan establishes a common understanding between the employee and the supervisor of the employee's work priorities and expected outcomes for the coming year.
2. Mid-year review. Supervisors must conduct a formal meeting with state classified employees, prior to January 1st of each year, to review the employee's progress, modify the performance plan if needed, and give the employee feedback and coaching.
3. Performance evaluation. In March, the supervisor evaluates the employee's annual performance based on the goals and standards for performance established in the performance plan. After securing approval from the reviewer (academic or administrative department head or the dean or vice president for employees in those central administrative offices, or their designees) supervisors of state classified employees will meet with the employee to discuss the employee's overall job performance and final rating. Beginning with the performance cycle on April 1, 2007, for performance awards payable on July 1, 2008, 3 rating levels (level 1, level 2 and level 3) will be used in the performance pay system.

The performance planning and evaluation process is conducted on a cycle from April 1 – March 31. Effective January 1, 1990, State Law (CRS-24-50-118), requires all supervisors of state classified employees to complete timely performance evaluations on a yearly basis. Failure to do so will result in sanctions against the supervisor.

More frequent evaluations may be required whenever an employee's performance is less than acceptable. In such cases, the employee must be rated immediately and notified in writing of the reasons for the rating and be given a stated period of time within which the level 1 performance must be corrected to avoid disciplinary demotion or dismissal. During the time specified for correcting the performance, the employee must be reevaluated. If the cause of the employee's level 1 rating is eliminated, any interim ratings that may have been placed in the employee's personnel file may be removed and destroyed. The employee is ineligible for a performance award if the final overall evaluation is unsatisfactory (level 1).

Additionally, appraisals are required whenever the working relationship between an employee and the supervisor is broken. This situation can occur in the case of transfers, promotions, demotions, terminations or other changes in reporting relationships.

A detailed explanation of the performance planning and evaluation process, relevant forms, definitions, dispute resolution process, and the performance pay program is in the Performance Pay Program User Guide. Additional information is available by contacting the Human Resources services.

Leave Policies

The granting of any and all leave or time off from work by state classified employees except annual and sick leave, family medical leave, injury leave, short-term disability leave, bereavement leave, military leave, jury duty leave, administrative leave, holiday leave, and leave without pay shall be at the discretion of the Governor. No department or agency head in the Executive Branch of University of Northern Colorado shall approve time off from work for circumstances not expressly covered by statute or a rule or regulation of the State Personnel System without the approval of the Governor.

Department heads are responsible for: maintaining records of sick and annual leave earned and taken for all eligible employees in their departments; retaining written requests for bereavement leave showing relationship to the deceased and reason for the number of days requested; retaining documentation on military leave; retaining copies of court summons which require jury leave; documenting the need for, and use of, unpaid victim protection leave, short term disability leave or any other type of unpaid leave; retaining documentation on the use of administrative leave; and, for placing covered employees on Family Medical Leave and monitoring the use of such leave.

Employees will be paid for approved time off on accumulated sick or annual leave. Department heads however, must ensure that a leave without pay personnel action has been processed through the Personnel/Payroll System when the employee has used all leave and has not returned to work. Failure to submit the action on a timely basis could result in over payment to the individual. In the case of illness, accumulated sick leave will be used first, then accumulated annual leave and finally leave without pay.

1. Annual Leave

Scheduling annual leave is a responsibility of the department head. Annual leave should be scheduled as to least interfere with effective operations of the offices concerned, but desires of the employees should be considered since annual leave is provided for an employee's personal needs. Annual leave may not be denied, however, when it results in forfeiture of accumulated annual leave.

Accumulation of annual leave starts with the beginning date of employment. Leave is credited on the last day of the month in which it is earned and is available for use on the first day of the next month. Terminating employees shall be compensated for leave earned through the last date of employment if they work or are on paid leave through the date of termination.

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The annual leave earning/accrual schedule for full time employees is as follows:

<u>Years of Service *</u>	<u>Days Earned Per Month</u>	<u>Maximum Accrual</u>
1 st through 5 th	1 day (8 hours)	24 days
6 th through 10 th	1 1/4 days (10 hours)	30 days
11 th through 15 th	1 1/2 days (12 hours)	36 days
16 th and over	1 3/4 days (14 hours)	42 days

* Computed from the first calendar day of the month following hire unless the employee began work on the first working day of the month, in which case the first calendar day of the month of hire is used.

Part-time employees who work regular, non-fluctuating schedules earn leave on a pro-rated basis based on the percentage of the regular appointment, rounded to the nearest 1/100 of an hour. Leave for part-time employees who work irregular, fluctuating schedules and full-time employees who work or are on paid leave less than a full month is calculated by dividing the number of hours worked by the number of work hours in the pay period. The percentage is then multiplied by the employee's leave earning rate (number of hours a full time employee would earn per month) to derive the leave earned. Overtime hours are not included in leave calculations.

Formula:

(Number of hours worked/number of work hours in the pay period) * leave earning rate in hours based on full-time employment = number of leave hours earned for the month.

Example:

A full-time employee who earns 10 hours of annual leave per month has 8 unpaid hours in August 2005 which has 23 work days. Applying the formula: $((22 * 8) / (23 * 8)) * 10 = 9.57$ hours of annual leave earned during the month of August by this employee.

Employees earn annual leave during periods of leave with pay; however, such leave is not credited until the end of the month after return to continuous regular employment. Annual leave is not accrued during periods of leave without pay.

Movement to the next higher leave earning rate is adjusted one month forward for each 173.33 working hours of leave without pay in a 12 month period. Leave usage is to be recorded in terms of eight hour days only (rounded to the hour). For example, a work day of annual leave taken by a half-time employee should be recorded as 4.00 hours. State regulations require that state classified employees be notified of their annual leave balances in writing as of July 1 of each year.

On July 1 of each year, employees forfeit all accrued annual leave in excess of maximum accrual limits. An employee continues to accrue leave after July even though the maximum accrual has been attained, and loses only the excess on July 1 of the following year.

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Annual leave earning and accrual rates are restored to former employees who are eligible for and exercise reinstatement or reemployment privileges.

Upon termination or death, unused annual leave is paid out up to the maximum accrual rate in a lump sum.

2. Sick Leave

Sick leave is provided for use when time off is needed for health reasons. Sick leave is granted when an employee is absent for treatment of illness or injury or is unable to perform assigned duties due to illness or injury. Sick leave may be used for all medical and dental appointments as well as for the treatment of illnesses including alcoholism and drug addiction. Accumulated sick leave may also be used for the health needs of the employee's child who is under the age of 18 or an adult child incapable of self care, parent, spouse, legal dependent, OR a person in the household for whom the employee is the primary care giver. The department head or appointing authority may request documentation of the familial relationship. A physician's statement is required for any absence from work of more than three consecutive work days.

If an employee has exhausted all sick leave and continues to be unable to return to work for health reasons, accrued annual leave must be used.

As of July 1, 1988, full-time employees earn 10 days of sick leave per year (6.66 hours per month). Part-time employees who work regular, non-fluctuating schedules earn leave on a prorated basis based on the percentage of the regular appointment, rounded to the nearest 1/100 of an hour. Leave for part-time employees who work irregular, fluctuating schedules and full-time employees who work or are on paid leave less than a full month is calculated by dividing the number of hours worked by the number of work hours in the pay period. The percentage is then multiplied by the employee's leave earning rate (number of hours a full time employee would earn per month) to derive the leave earned. Overtime hours are not included in leave calculations.

Formula:

$$\left(\frac{\text{Number of hours worked}}{\text{number of work hours in the pay period}} \right) * 6.66 = \text{number of leave hours earned for the month.}$$

Example:

A full-time employee has 8 unpaid hours in August 2005, which has 23 work days. Applying the formula: $\left(\frac{22 * 8}{23 * 8} \right) * 6.66 = 6.37$ hours of sick leave earned during the month of August by this employee.

Employees must be at work or on paid leave to earn monthly leave. Leave is credited on the last day of the month in which it is earned and is available for use on the first day of the next month. Overtime and call-back hours do not add time for leave accrual. Sick leave is not accrued during leave without pay.

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Sick leave usage is to be recorded in terms of eight hour days only (rounded down to the nearest quarter hour). For example, a work day of sick leave taken by a half-time employee should be recorded as 4.00 hours. State regulations require that state classified employees be notified of their sick leave balances in writing as of July 1 of each year. Any sick leave an employee has accrued as of July 1, 1988 remains. An employee can accumulate an additional 45 days (360 hours) on top of their July 1, 1988 accrual. In other words, employees will have individual maximum accrual rates. For example, an employee who had 100 days of sick leave accrued as of July 1, 1988 would have a maximum accrual limit of 145 days. An employee who had 20 days of sick leave as of July 1, 1988 would have a maximum accrual limit of 65 days. All employees hired July 1, 1988 or thereafter would have a maximum accrual limit of 45 days.

At the end of a fiscal year, an employee who has accumulated sick leave beyond the maximum limit may convert the excess sick leave to annual leave at a ratio of 5:1 (i.e., five sick leave days per day of annual leave), not to exceed two days of annual leave per fiscal year.

Previously accrued sick leave is restored to former employees who are eligible for and exercise reinstatement privileges. Employees eligible for retirement at the time of termination receive pay for $\frac{1}{4}$ of their unused sick leave, up to the maximum accrual rate. If such an employee subsequently reenters the State Personnel System, no accrued sick leave from the previous employment will be credited.

3. Holiday Leave

The State provides 10 holidays per year. Since many of these holidays conflict with the academic schedule, the University has been granted authority to establish its own holiday schedule. The official University holiday schedule is published annually by the Director of Human Resource Services. All references to holidays refer to those observed by the University.

Sometimes it is necessary for the individual departments to deviate from the University holiday schedule because of the operating schedule of the department. Use of a departmental holiday schedule should be limited to those areas which require unusual work schedules. A written copy of the departmental schedule indicating employees affected should be forwarded to the Human Resource Services Department. Employees should be advised of their schedule at least two weeks in advance of their departmental holiday, or in advance of the University holiday, whichever occurs first.

Full-time employees are granted up to eight hours to observe each legal holiday (prorated for unpaid leave in the month) provided they are in paid status the scheduled workday before or after the holiday. Part-time employees who work regular, non-fluctuating schedules shall be granted a pro-rated amount of holiday based on the percentage of the regular appointment, rounded to the nearest 1/100 of an hour. Holiday leave for part-time employees who work irregular, fluctuating schedules is calculated by the following:

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Formula:

$$\frac{\text{(Number of hours worked / number of work hours in the pay period)} * 8}{\text{number of holiday hours earned}}$$

Example:

A part-time employee working an irregular, fluctuating schedule works 80 hours in July 2005, which had 21 work days. Applying the formula: $(80 / (21 * 8)) * 8 = 3.81$ hours of holiday leave earned.

If a holiday occurs during a period of paid leave (excluding payments from short-term disability or workers' compensation benefits), holiday leave shall be granted for that day and employees shall not be charged paid leave of any type for the holiday.

Employees, who work on a scheduled University holiday or a departmental holiday in case of alternative scheduling, shall be compensated in the following manner:

- Employees eligible for overtime compensation: hours of work for the holiday shall be recorded as the number of holiday hours the employee is entitled to plus the actual number of hours worked on the holiday.
- Employees exempt from overtime compensation: employees shall be granted an alternative day off. Employees who terminate employment prior to taking the alternative day off shall be compensated for the day as an "unused" holiday at the time of separation.

4. Military Leaves

Upon presentation of proper military orders, an employee who is a member of the National Guard or military reserve shall be granted military training leave with pay for the annual encampment or equivalent reserve training period. A maximum of fifteen (15) working days in any calendar year shall be granted and shall not be charged as annual or compensatory leave. Leave shall commence the first working day the employee is absent from his job and terminate the last calendar day in a military training status, as evidenced by copy of military orders. Military leave provides unpaid leave to permanent employees who are called to active service, including training or declared emergencies. Unused military training leave is used before being placed on unpaid leave. The employee may request the use of annual leave before being placed on unpaid leave.

5. Bereavement Leave

Bereavement leave provides up to 40 hours of paid leave to attend the funeral service and memorials taking place at the time of death of an immediate member of the employee's or spouse's family. Immediate members of the family are limited to wife, husband, children, parents of employee or spouse, grandparents, grandchildren, brothers, sisters, nephews and nieces, aunts and uncles, brothers-in-law, sisters-in-law, daughters-in-law, and sons-in-law. Bereavement leave may be approved for services and memorials taking place at some later date if they are formally scheduled at the time of death as evidenced in official death notices such as obituaries published in local newspapers or arrangement notices published by funeral homes or crematoria. Bereavement leave may be granted for other people whenever the department Director determines the granting of such leave is appropriate based on the relationship of the employee to the deceased. Bereavement leave cannot be used for settling an estate. The decision to grant leave and the amount of leave allowed is based on the relationship to the deceased, and the distance and mode of transportation required. Any deviations from this general policy including, but not limited to, requests for leave associated with the death of a person other than an immediate family member, requires the approval of the Director of Human Resource Services.

6. Jury Leave

Employees shall be granted jury leave with pay for the period they are required to serve on jury duty. Pay for jury leave is retained by the employee.

7. Administrative Leave

Upon the approval of the Department Head and, in some cases, the Director of Human Resource Services, employees may be released from work and granted administrative leave with pay to engage in activities deemed to be for the good of the University. Activities performed in an official employment capacity are typically considered work time and do not require administrative leave such as:

- Approved job-related training
- Participation in hearings or settlement conferences at the direction of the State Personnel Board or State Personnel Director, and to testify in court or official hearings on job-related matters when required by the University or subpoena. Compensation for such participation received by the individual on working days is turned over to the University except for mileage and parking expenses. NOTE: Employees who serve as a witness in an individual capacity on personal or non-university related matters are charged annual leave or leave without pay. Compensation received for such services is retained by the employee.

As outlined below, administrative leave must be granted in some instances and Department Heads have discretion in granting administrative leave in other instances. Department Heads should consider prudent use of University resources and the business needs of the department when considering discretionary administrative leave requests. Departments are required to keep records on the usage of administrative leave and report any leave granted to an employee that exceeds 20 working days to the Director of Human Resources immediately. The granting of administrative leave for any activity not

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specifically authorized below requires prior approval from the Director of Human Resources.

Administrative leave shall be granted for the following:

- Participation in examinations given for state classified positions within the University of Northern Colorado and to employees working a full-time schedule to be interviewed as a candidate for University positions.
- Elected officers of recognized employee organizations shall be granted a reasonable amount of administrative leave to attend official meetings, delegate assemblies, or conferences of their respective organizations. Administrative leave must be granted to elected members of the governance body to attend meetings of that organization and its committees. Meetings of local chapter officers are not considered official meetings for purposes of this policy. Employees that wish to utilize administrative leave should consult with their supervisor concerning the approval procedure for requests of this nature. The University of Northern Colorado strongly endorses supervisor(s) to approve administrative leave for employees to participate in these organizations under the guidelines of this paragraph.
- Up to two hours to vote in any general election providing the employee (1) is a registered voter; and (2) does not have 3 hours of unscheduled work time during the hours the polls are open (7 a.m. – 7 p.m.). The non-working hours do not need to be consecutive.
- Up to 2 days per fiscal year for organ, tissue, or bone donation for transplants.

Administrative leave *MAY* be granted for the following:

- Department heads may grant administrative leave to part-time employees to interview for positions with the University of Northern Colorado, or to employees to participate in examinations given for positions in the State Personnel System outside the University or to interview for such positions.
- Up to 5 days per fiscal year may be granted for local or 15 days for national emergencies to employees who are certified disaster service volunteers of the American Red Cross.
- With the permission of the supervisor, employees may use administrative leave to volunteer in non-profit, non-political educational and community organizations.
- Other circumstances as deemed appropriate by the Director of Human Resources.

8. Leave Without Pay

When approved by the department and Director of Human Resource Services, an employee may be granted leave without pay for justifiable personal reasons. If approved by their department head, employees need not exhaust all accrued leave prior to requesting leave without pay unless the reason for the leave would be covered by the provisions of the sick leave policy. Generally, leave due to illness or injury requires all sick and annual leave be exhausted prior to the granting of leave without pay. However, exceptions may exist for absences qualifying under the State's Short-term Disability Insurance Policy or under Workers' Compensation. Check with the University Benefits Office in these cases.

Compensation Guidelines for Classified Staff Employees

Employees on unpaid leave receive no service credit and the service date is adjusted one month forward for every 173 hours accumulated in a 12-month period, except those on military leave or voluntary furlough. Probationary and trial service periods are extended by the number of days on unpaid leave.

Leave without pay processing requires that a personnel action be processed through the Personnel/ Payroll System that shows the dates the employee begins and ends leave so that the Payroll Office can make all necessary adjustments for pay.

- Short-Term Disability (STD) Leave

Short-term disability leave is a type of unpaid leave of up to 6 months while either state or PERA STD benefit payments are being made. To be eligible for this leave, employees must have 1 year of service and an application for the STD benefit must be submitted within 30 days of the beginning of the absence or at least 30 days prior to the exhaustion of all accrued sick leave.

- Voluntary Furlough

Voluntary furlough is a type of unpaid absence granted for up to 72 workdays per fiscal year when a department director declares a budget deficit in personal services. The employee may request such absence to avoid more serious position reduction or abolishment. Employees earn sick and annual leave and continue to receive service credit as if the furlough had not occurred.

- Victim Protection

Victim protection is a type of unpaid leave granted for up to twenty-four hours (prorated for part-time employees) per fiscal year for victims of stalking, sexual assault, or domestic abuse or violence. An employee must have one year of state service to be eligible and have exhausted all annual and, if applicable, sick leave. Leave is available for seeking a restraining order, health care for the employee or employee's children, securing or seeking safe housing, and seeking legal assistance and participating in legal matters. All information related to the leave shall be confidential and maintained in separate confidential files with limited access.

9. Injury Leave

An employee who incurs a work-related injury or illness that qualifies for workers' compensation benefits is granted up to 90 working days of injury leave with full pay if the employee signs over his/her workers' compensation to the University. If after 90 working days (any covered hours in a work day count as a full day of injury leave), the employee is still unable to work, the employee is placed, on a "make whole" basis, first on accrued sick and annual leave, and after exhaustion of all paid leave, may be given leave without pay. After exhaustion of injury leave, workers' compensation payments are made to the employee.

Compensation Guidelines for Classified Staff Employees

Time lost subsequent to the day of the injury should be charged to injury leave or to accumulated paid leave or LWOP as appropriate in the following manner:

- Absences of 3 work days or less should be charged to paid sick leave if available or to annual leave or LWOP in cases of insufficient sick leave.
- Absences of 14 calendar days or less should have the first 3 days charged as noted in the previous bullet and all remaining work days charged to injury leave.
- Absences that extend beyond 14 calendar days should have all workdays charged to injury leave. Injury Leave is not granted if a determination is made that the injury or illness was caused by willful misconduct of the employee or by willful disobedience of reasonable rules and regulations resulting in reduction of compensation payments.

10. Family Medical Leave Act (FMLA)

Under the provisions of the Family Medical Leave Act of 1993, state classified employees shall be granted up to 520 hours of unpaid family/medical leave for: (1) birth and care of a child or placement and care of an adopted or foster child within one year of the event; (2) a serious health condition of the employee's immediate family member as defined below for either physical care or psychological comfort; or (3) the employee's own serious health condition. For purposes of family/medical leave, the term "immediate family member" means the employee's child including a foster, adopted, or step child, a legal ward, or an adult child incapable of self care; parent, including an individual who filled the role of a parent (daily care and financial support); or spouse. The department may request documentation of the familial relationship. Paid leave is included in determining the 520-hour family leave period and the use of paid leave does not extend the maximum 520 hours. The amount of family leave that is paid or unpaid and which type of paid leave (annual or sick leave) is appropriate depends on the individual circumstances of the situation and the amount of paid leave an employee has accrued. To be eligible, an employee must have 1 year of State service as of the date the leave will begin. If temporary, the employee must have worked 1250 hours within the 12 months prior to the date the leave will begin. Contact the Benefits Section of the Human Resource Services Department for more information.

Effective July 1, 2007, the 12-month FML year will change from a fiscal year to a rolling 12-month period measured backward from the date an employee uses any qualified leave. The employee is entitled to the balance of 520 hours not taken in the immediately preceding 12 months. If the employee is part time, the amount of leave is prorated based on the regular appointment or schedule. If a part time employee works an irregular, variable schedule, the amount of leave is prorated based on the average number of hours worked in the 12 weeks prior to the beginning of the leave (rounded to the nearest 1/100 hour).

11. Leave Sharing Bank

In spring 1990, the State of Colorado approved a Leave Sharing Program for all classified staff employees. The University, with the assistance of the Classified Personnel Council, has developed a Leave Sharing Program for the University of Northern Colorado's classified staff.

The leave sharing program was established to provide some income protection while a state classified employee needs to be absent from work for a prolonged period of time but who has inadequate paid time off (annual or sick leave, compensatory time or accrued holiday time) accumulated to cover the absences. This program is intended to cover serious medical hardship or catastrophic illness or injury, such as cancer, major surgery, serious accident, heart attack, etc., posing a threat to life and requiring inpatient, hospice, or resident care.

Leave sharing is available for those instances involving employee as well as family members (i.e. the employee's child, parent, spouse, legal dependent, or another person living in the employee's household for whom the employee is the primary caregiver).

An employee must have completed at least one year of employment at the University and have exhausted all sick and annual leave before becoming eligible to use the leave bank.

Normal pregnancy, common illness, and illness/injury covered by short-term disability (STD), long-term disability (LTD), PERA or Worker's Compensation are excluded. The time (30-day benefit waiting period) prior to STD eligibility may be covered as well as the period following exhaustion of STD benefits. This program is not intended to cover cases of suspected abusive leave usage.

Employees may contribute annual leave to the Leave Bank. Please note that it is time (hours/days) that is being donated, not the dollars represented by the time. No donations can be made in excess of available annual leave for the donating employees

In addition, employees may make direct contributions to an individual. However, donations should not be made until his/her application has been approved. Once contributions are made they cannot be refunded. Contributions are strictly voluntary and are kept confidential.

Complete information on the program and leave sharing application requirements and forms are available in the Benefits Section of the Human Resource Services Department.

12. Prolonged Illness

An employee unable to perform required duties as a result of illness or injury should contact the Benefits Section of the Human Resource Services Department for information on filing a claim for Short Term Disability. An employee unable to return to work who has used all sick, annual, and short-term disability leave, and who has exhausted his/her entitlement to Family Medical Leave is either placed on leave without pay or is administratively discharged for physical inability. Human Resource Services makes the final decision regarding leave without pay or termination. When a certified employee has

been administratively separated for physical inability and subsequently recovers he/she has reinstatement privileges.

An employee with a disability as defined by the Americans with Disabilities Act (ADA) may be entitled to employment accommodations under that act. The Human Resources Office is responsible for determining whether an individual qualifies for protection under the ADA. Any employee who believes that he/she has a qualifying disability must submit a request for determination to that office.

Corrective and Disciplinary Actions

An employee may only be corrected or disciplined once for a single incident but may be corrected or disciplined for each additional act of the same nature. In cases where disciplinary action may be justified, departments should not administer corrective actions without the approval of the Director of Human Resources.

Corrective actions are administered by the department and include written warnings, reprimands and censures which are primarily intended to correct and improve an employee's job performance or behavior. Corrective actions do not adversely affect the employee's current pay, status or tenure.

Corrective actions, in addition to being in writing, must indicate to the employee the nature of the offense, the corrective actions the employee should take, the time allotted to make the correction, and the consequences the employee will face if the employee fails to follow corrective instructions. The employee must be informed that they may submit a written explanation to be attached to each copy of the corrective action; the employee must be informed of the grievance procedures. A copy of each corrective action must be forwarded to the Director of Human Resource Services for inclusion in the employee's personnel file. Supervisors considering a corrective action should consult with the Human Resources department.

Disciplinary actions are only administered by the Director of Human Resources or her/his designee and include suspension, demotion, dismissal, adjustment of pay to a lower level within or below the assigned pay range for a specified period, and any other action affecting the current pay, current status or tenure of an employee. Under State Personnel Rules, disciplinary actions may be imposed for:

1. Failure to perform competently.
2. Willful misconduct (willful violation of State rules or law or rules of the University or employing department).
3. False statements of fact during the application process.
4. Willful failure to perform duties assigned, including failure to plan or evaluate performance in a timely manner, or inability to perform.
5. Final conviction of a felony or other offense including moral turpitude. Conviction shall include a plea of nolo contendere.

Compensation Guidelines for Classified Staff Employees

The Director of Human Resource Services should be contacted immediately whenever a department feels that a state classified employee has been performing at an unsatisfactory level or has violated the law or the rules of the State, University or department to such an extent that disciplinary action is justified. State Personnel Rules provide that employees must be given the opportunity to refute charges or to explain any mitigating circumstances to the Director of Human Resource Services or his/her designee before any formal disciplinary action is imposed.

Grievance and Appeal Process

The University encourages employees to act to resolve disagreements or misunderstandings which may arise in the course of employment. If it is not possible to resolve concerns through informal discussion among the individuals involved, the employee may choose to pursue resolution through the appropriate grievance/appeal procedure. An employee filing a grievance must provide a copy of the original complaint and all subsequent materials filed throughout the grievance process to the Director of Human Resources. The employee's department must also submit all responses at each step of the grievance to the Director of Human Resources.

Employees who are denied the opportunity to process a grievance or appeal in accordance with the procedure or who are threatened or subjected to duress as a result of processing a grievance should notify the Director of Human Resource Services in writing. The Director shall ensure that the appropriate steps are taken to address the employee's complaint.

Situations involving complaints of discrimination and sexual harassment should be brought to the attention of the Human Resources Office.

Grievance Process

Effective July 1, 2005, the University will adhere to the following in investigating complaints from Classified Employees in accordance with state Personnel Rules and Administrative Procedures 8-8B. The grievance process is designed to address and resolve problems, not to be an adversarial process. All parties involved are encouraged to utilize alternate dispute resolution techniques.

1. An employee must initiate the grievance process within 10 days of the action or occurrence being grieved; or within 10 days after the employee has knowledge of, or reasonably should have knowledge of, the action or occurrence. To initiate the grievance process, the employee shall notify the supervisor of the complaint. An informal discussion will be held to attempt to resolve the grievance. The employee shall be informed in writing of the decision within 7 days after the discussion. If a timely decision is not issued the employee may proceed to the next stage of the process.
2. The decision reached at the informal stage shall be binding on the parties, unless the employee elects to proceed to the formal written process. The employee has 5 days after receipt of the informal decision to initiate the formal process. The formal grievance must be in writing and submitted to the appointing authority (Director of Human Resources or designee.) Only the issues set forth in the written grievance shall be considered thereafter. The appointing authority may appoint an objective person or panel to make recommendations, or may delegate the decision. The process is completed upon issuance of a final decision by the appointing authority, which must be in writing and issued

Compensation Guidelines for Classified Staff Employees

within 30 days of the initiation of the grievance process. Any of the time frames for completing of the grievance process may be waived or modified if agreed to by both parties. The final decision is binding unless the employee pursues it to the State Personnel Board

If a final decision is not issued in a timely manner, the employee may pursue the grievance with the State Personnel Board.

3. The employee has 10 days to file a petition for hearing with the State Personnel Board after the receipt of final department decision, or after expiration of 30 days of initiation of the written grievance process or any extension period granted by the board. The original written grievance and the department's final decision shall be attached to the petition for hearing. A copy must be provided to the person who made the department's final decision.
4. An employee may be represented by any person of the employee's choice at any step(s) of the grievance process. That person may participate and speak for the employee. The employee is expected to participate in the discussion during the grievance process.

If you have any questions concerning this process, please call Human Resources at 351-2718.

Job Evaluation and Examination Action Review Process

Employees who are dissatisfied with job evaluation or examination actions may appeal first to the person rendering the initial decision and then, to the next level supervisor. Appeals beyond the second level would be to the Director of Human Resources.

After the final University decision, an employee whose position has been reallocated to a lower pay grade may appeal to the Executive Director of the State Department of Personnel and Administration within 10 days of notice of final decision.

Employees objecting specifically to the content or conduct of an examination may also appeal to the Executive Director of the Department of Personnel and Administration, but must do so within 10 days from the receipt of the original written notice of the action they object to, and may need therefore, to file an appeal with both the University and the Executive Director of the State Department of Personnel and Administration simultaneously in order to preserve their rights.

External Appeal Process

- Matters appealable to the Executive Director of the State Department of Personnel and Administration are disputes resulting from the administration of the state personnel system that are not otherwise directly addressed elsewhere, or matters relating directly to the responsibilities of the Executive Director such as the content or conduct of examinations, individual position classifications decisions resulting in the reallocation to a lower pay grade, or Performance Pay System disputes. Appeals to the Director must be filed within 10 calendar days of the action giving rise to the appeal, or knowledge of such action. Matters concerning the job evaluation system, the amount of a performance award

Compensation Guidelines for Classified Staff Employees

under the Colorado Performance Pay Program, leave sharing, personal services contracts, and the annual compensation survey results are not directly appealable.

- Matters appealable directly to the State Personnel Board which entitle the employee to a full hearing are matters directly affecting a certified employee's current base pay, status or tenure such as disciplinary actions (suspensions, demotions, terminations, etc.). Appeals of this type must be filed within 10 calendar days of the date of the action or the employee's knowledge of such action.

Additionally, employees may petition the State Personnel Board for a review of matters not directly appealable to the Board, or other matters relating to the administration of the State Personnel Board's rules within 10 calendar days of the action or knowledge of such action. Full hearings may be granted in these cases based upon the recommendations of a hearings officer after a preliminary review.

Personnel Actions and Forms Required

New hire personnel actions must be initiated by the department through the Personnel/Payroll System for electronic approval. Required forms must be submitted to the Human Resource Department before final approval of an action can be made. Data submitted should be kept current to ensure proper reports and pay.

1. Position Authorization Form

The Position Authorization Form is the appointment document and provides primary data input to the personnel-payroll system.

Changes to existing employees are keyed directly into the Personnel/Payroll System for approval as well.

2. Withholding Exemptions

Form W-4, Employee's Withholding Exemption Certificate, is initially completed in the new employee's home department to determine the Federal and State income tax to be withheld, and is then forwarded by the department to the Payroll Office. If this form is not completed, the Payroll Office is required to withhold tax as if the employee is single with no (or zero) exemptions. A new form must be completed when the number of exemptions changes. Employees should contact the Payroll Office when a change is necessary.

3. Deductions

State classified personnel may authorize payroll deductions for approved voluntary deductions such as insurance, Colorado Combined Campaign, University Club, etc. Employees should contact the Payroll Office or the Human Resource Services Department for forms and assistance.

4. PERA Member Information Form

Employees must complete the PERA Member Information. This form is completed in the employee's home department and forwarded to the Records Unit before final approval of the new hire can be made.

Compensation Guidelines for Classified Staff Employees

5. Authorization Agreement for Automated Deposits

The Authorization Agreement for Automated Deposits must be completed to indicate the bank to which the employee's pay is deposited. New employees will complete this form in their home department and the department must forward this on to the Records Unit before final approval of the new hire can be made. Employees wishing to change the information contained on this form should contact the Payroll Office.

6. Biographical Data

The University is obligated to collect certain biographical data (gender, ethnic origin, disability status, and veteran status) to meet various state and federal reporting requirements.

7. Position Description Questionnaire (PDQ)

This form should be completed when a position is to be established or changed. Contact the Human Resource Service's Employment and Classification Section for more information and the PDQ form.

8. Employment Eligibility Verification Form (Form I-9)

The I-9 Form must be completed for all employees within three days of commencing work by the home department, and forwarded to the Records Unit before final approval of the new hire can be made. When the current work authorization of a foreign national has expired (personnel/payroll System I-9 Expiration Date), the department must stop working the employee and terminate his/her employment unless extended work authorization has been secured by the employee and reported to the University Tax Accounting Office, and a new I-9 form has been completed by the department and forwarded to the Records Unit.

9. Statement Concerning Your Employment in a Job Not Covered by Social Security (Form SSA-1945)

Effective January 1, 2005, all new hires must sign a notice (Form SSA-1945) attesting to the fact that they are aware of a possible reduction in their future Social Security benefit entitlement. Departments should give the required notice to employees prior to the start of employment and forward the original signed Form SSA-1945 to the Human Resources Record's Unit before final approval of the new hire can be made.

10. State Classified Compensatory Time Agreement

For employees entitled to overtime compensation under the Fair Labor Standards Act (FLSA), acceptance of compensatory time in lieu of overtime payment is a condition of employment at the University of Northern Colorado. This form must be completed by all new employees and forwarded to the Human Resources department before final approval of the new hire can be made.

11. Performance Planning and Appraisal

The performance of state classified employees must be evaluated annually. Effective January 1, 1990, State law (CRS-24-50-118), requires all supervisors of state classified employees to complete timely performance appraisals on a yearly basis. Failure to do so will result in sanctions against the supervisor. Your department has the planning and appraisal form appropriate for your employees.

12. Overtime Approval and Recording

Overtime may be authorized either orally or in written form, as designated by each department. Those requiring prior written authorization may utilize the Usage Request and Authorization Certificate of Performance of Overtime. One form is to be completed for each employee, or group of employees, planning to perform overtime. The department head or other authorized individual must sign this form before any overtime work is performed.

In an emergency situation, the supervisor may authorize overtime prior to an official request. However, this form shall be filled out and signed by the appropriate supervisor or manager as soon as possible after commencement of the work.

13. Supplemental Pay

Supplemental pay which is authorized and earned should be reported to the Human Resource Services Department on the Personal Service Agreement form. Preapproval by the Director of Human Resource Services is required before work is done by state classified personnel.

14. Corrective Action Form

Corrective actions are administered by the department and a copy must be forwarded to the Director of Human Resource Services for inclusion in the employee's personnel file.

15. Grievance Form

When a formal grievance is initiated by an employee who is aggrieved by an action, not otherwise appealable, related to his/her working conditions or relationships, or to the agency policies, rules or regulations, a copy of the grievance must be forwarded to the Director of Human Resources.

Payments to State Classified Personnel

1. Pay Schedule. State classified personnel will be paid on the last work day of each month for regular time worked during the month, except for the month of June, in which the pay date will be delayed to the first working day of July. Excess regular hours and shift differential should be reported monthly and will be paid the month following the work. Overtime will be paid the same way unless compensatory time off is granted. State classified hourly personnel will be paid semi-monthly.
2. Regular Full Month's Pay - Employees who work all scheduled work days of a month, who are on paid leave all scheduled work days of a month, or who work some of the scheduled work days and are on paid leave the remaining scheduled work days shall be compensated for a full months work at the appropriate monthly rate.
3. Partial Month's Pay - Full-time Employees. Full-time salaried employees shall be compensated on a monthly pro rata basis if the number of days worked plus the number of days on paid leave are less than a full month; the salary is to be computed by multiplying the daily rate times the number of days to be paid for the month. The daily rate is determined by dividing the monthly base pay by the number of workdays in the month.
4. Permanent Part-time Employees Who Work a Regular Part-time Monthly Schedule. These employees shall be compensated at the appropriate pro rata rate. Permanent part-time employees who work a full-time schedule for a month shall be paid at the bi-weekly rate. If the schedule worked is less than a full month, compensation shall be as prescribed in item 3 above.
5. Permanent Part-time Employees Who Work an Irregular or Intermittent Schedule. These employees shall be compensated at the appropriate hourly rate for time actually worked.

Processing Shift Differential and Overtime

Shift differential and overtime for salaried employees are normally reported on the Hourly Timesheet and then processed for payment via the Banner system.

Overtime Pay Examples

The following table shows examples of hours worked and the calculations for overtime and shift differential hours (for eligible job classifications).

Example	Sat	Sun	Mon	Tue	Wed	Thurs	Fri	Total Hours Work	Hours For Pay	Over Time Hours	Shift Diff Hours	Shift Diff OT Hours
A	0	0	8	8	8	8	8	40	40	0		
B	0	0	10	10	10	8	8	46	46	6		
C	0	0	10	10	10	10	TO	40	40	0		
D	8	8	8	L	8	8	8	48	56	8		
E	0	0	8	10	12	12	L	42	50	2		
F	0	0	8	8	8	CT	CT	24	40	0		
G	0	0	H	L	8	8	8	24	40	0		
H	0	0	*8/H	8	8	8	8	40	40	0		
I	0	0	*8/H	8	TO	8	8	32	32	0		
J	0	0	8	8	8	H	L	24	40	0	24	
K	0	0	8	8	10	H	L	26	40	2	24	2
L	4	8	4	8	4	4	8	40	40	0		
M	0	0	8	8	8	8	11	43	43	3	40	3

- L = Leave (paid)
- H = Holiday not worked
- TO = Time off (unpaid)
- CT = Compensatory time (for previously worked overtime)
- * = Holiday worked

Section II

TYPICAL COMPENSATION ACTIONS

The compensation guidelines listed in this section are intended to be used for the majority of cases. Exceptions to the guidelines in this section should be requested in writing to the appointing authority along with supporting justification for the exception (*see the Compensation Exceptions Form*). **The appointing authority must approve exceptions to the guidelines provided in this section.**

Please Note: A copy of the Compensation Exceptions Form, signed and approved by the appointing authority, must be submitted to Human Resources before any salary information can be approved.

Classification changes resulting from the implementation of system maintenance studies will not affect the pay of employees in those classes unless the hire rate in the new class is above the employee's current salary, in which case the pay will be adjusted to the hire rate. In cases where the employee's current base pay exceeds the pay range maximum of the new class, base pay will be saved above pay range maximum for up to three years as per the provisions of the State Personnel Rules and Administrative Procedures.

In this section:

- A. Guidelines for New Hires
- B. Upward Movements – Promotions and Reallocations
- C. Lateral Movements – Transfers
- D. Downward Movements – Demotions
- E. In-Range Salary Movement
- F. Sample Letter for Voluntary Reduction in Hours
- G. Compensation Exceptions Form
- H. Supplemental Pay
- I. Performance Pay

A. Guidelines for New Hires

How is salary set when hiring a new classified staff employee?

According to State Personnel Board Rules and Administrative Procedures (3-9), the appointing authority shall determine the hiring salary within the pay grade for a new employee, including one returning after resignation, which is typically the grade minimum unless recruitment difficulty or other unusual conditions exist. University of Northern Colorado policy states that when recruitment difficulties arise, pay may be set up to 15% above the minimum of the pay range if funds are available without need for additional approval. Hiring a new employee above the 15% threshold requires the approval of the appropriate Vice President. This may also apply to compensate the new hire for expectations to perform at a level beyond what would normally be expected at entry into the job class/position.

- A. Recruitment difficulty means difficulty in obtaining qualified applicants or an inadequate number of candidates to promote competition despite recruitment efforts.
- B. Unusual conditions exist when the position requires experience and competencies beyond the entry level and the best candidate possessing the required experience and competencies cannot be obtained by hiring at the minimum of the pay grade.
- C. The appointing authority's determination shall consider such factors as, but not limited to, labor market supply, recruitment efforts, nature of the assignment and required competencies, qualifications and salary requirements of the best candidate, salaries of current and recently hired employees in similar positions in the department, available funds and the long-term impact on personal services budgets of hiring above the minimum of the pay grade.

What information should be considered when determining appropriate salary level for a new classified staff hire?

- Was there specific recruiting (e.g. advertisement in local newspapers or on a recruiting website) to fill this vacancy?
- Were there fewer than three qualified applicants?
- Are there unusual market conditions?
- Does the selected candidate bring special skills to the job?
- What is the salary history for the selected candidate?
- Are other employees in this job class in your department paid at this level?
- What is the salary relationship between this position and the position to which it reports?
- Is this higher salary comparable with employees who have a similar level of experience?
- Has your department budgeted for the higher salary?

B. Upward Movement Guidelines (Promotions and Reallocations)

What is an “upward movement”?

An upward movement involves an action that moves an employee to a new pay grade with a higher grade maximum than the employee’s previous pay grade, for example, promotion or reallocation. According to State Personnel Board Rules and Administrative Procedures (3-17), for an upward movement, an employee’s base pay may increase or remain the same, in which case the employee would receive an economic opportunity by moving to the new grade. In no case shall the new base rate be lower than the minimum, except in disciplinary actions, or higher than the maximum of the new grade. Continuation of a salary increase is subject to satisfactory completion of the trial service period.

How is salary set when an employee is promoted or reallocated to a higher pay grade?

Position review requires the completion of a desk audit request form, a position authorization form and a new PDQ to complete the review process. The review process may require up to 60 days for completion depending on workload and the complexity of the review. Upon completion of a successful position reallocation, the hiring authority may at their discretion increase the employee’s base pay by 0-10% if funds are available. Increases may not exceed the grade maximum of the new position pay range.

What information should be considered when determining appropriate salary level or when making an exception to the standard compensation guidelines?

Work Assignment:

- has the job assignment changed significantly?
- did the new job duties come from a higher level position?
- are the new job duties more of the same or higher level in nature?
- is the work assignment critical to the mission of the organization?

Recruiting Issues and Market Conditions:

- are there market conditions that necessitate an exception to the guidelines?
- are there retention or high turnover issues?
- does the employee possess a unique set of competencies and experiences in relation to the total applicant or total talent pool?

Organizational and Budgetary Considerations:

- are there other future increases (base or non-base building) that will or could occur that might impact the total compensation for the employee?
- are there non-cash options that could be included to make the total compensation decision?
- has your department budgeted for the higher salary?
- are other employees in this job class in your department paid at this level?
- what is the salary relationship between this position and the position to which it reports?
- is this higher salary comparable with employees who have a similar level of experience?
- is the reasoning behind each compensation exception consistent within the department?

C. Lateral Movement Guidelines (Transfers)

What is a “lateral movement”?

A lateral movement involves an action that moves an employee to a different class or position with the same grade maximum. A lateral movement is also referred to as a transfer. According to State Personnel Board Rules and Administrative Procedures (3-18), an employee’s base pay shall be any rate between the employee’s current rate and the grade maximum.

Please note that transferring to a different class or position with a **lower** grade maximum is a downward movement, not a lateral movement. For salary setting limitations in these cases, see the guidelines for Downward Movements on the following page.

How is salary set when an employee transfers?

When a lateral movement occurs, the hiring authority may at their discretion increase the employee’s base pay by 0-10% if funds are available. Increases may not exceed the grade maximum of the new position pay range.

What information should be considered when determining appropriate salary level or when making an exception to the standard compensation guidelines?

Recruiting Issues and Market Conditions:

- are there market conditions that necessitate an exception to the guidelines?
- are there retention or high turnover issues?
- does the employee possess a unique set of competencies and experiences in relation to the total applicant or total talent pool?

Organizational and Budgetary Considerations:

- are there other future increases (base or non-base building) that will or could occur that might impact the total compensation for the employee?
- are there non-cash options that could be included to make the total compensation decision?
- have you budgeted for the higher salary?
- does the selected candidate bring special skills to the job?
- what is the salary history for the selected candidate?
- are other employees in this job class in your department paid at this level?
- what is the salary relationship between this position and the position to which it reports?
- is this higher salary comparable with employees who have a similar level of experience?
- is the reasoning behind each compensation exception consistent within the department?

D. Downward Movement Guidelines (Demotions)

What is a “downward movement”?

A downward movement involves an action that moves an employee to a different class with a lower grade maximum than the employee’s previous pay grade. Examples include non-disciplinary (voluntary) or disciplinary demotions, individual allocations of positions which result in a downward reallocation, and system maintenance studies.

According to State Personnel Board Rules and Administrative Procedures (3-13), in the case of system maintenance studies and individual allocations of positions (downward reallocations), the employee’s base pay shall remain the same, including saved pay.

According to State Personnel Board Rules and Administrative Procedures (3-14), in the case of other downward movements, such as non-disciplinary (voluntary) and disciplinary demotions, base pay shall not exceed the employee’s current salary rate and shall not be above the maximum of the new grade. **Saved pay provisions do not apply for non-disciplinary (voluntary) or disciplinary demotions.**

Upon reversion of a trial service employee to the previously certified class, base pay shall be the amount the employee would be making had the promotion or reinstatement not occurred.

How is salary set when an employee demotes?

If an employee of the University elects voluntarily to move to a position with a lower grade maximum, the employee is not entitled to saved pay and the new salary may not exceed the maximum of the new pay range. Saved pay applies only to downward movements due to individual allocation, system maintenance studies and the annual compensation survey to maintain an employee’s current base salary when it falls above the new grade maximum. In cases of saved pay, base pay shall be moved to the grade maximum at the first available opportunity that does not cause a loss in the employee’s pay. However, in no case will the employee’s base pay remain above the grade maximum.

Can an employee’s salary be decreased for other reasons besides a change in job class?

Yes. Although it is not technically a downward movement (because there is no change in job title) an employee’s salary can be reduced for disciplinary reasons. This action can result in a change in base pay.

According to State Personnel Board Rules and Administrative Procedures (3-10), in the case of fiscal emergency or other budget reasons, an employee may agree to voluntarily reduce current base pay, which shall be approved in writing by the appointing authority and employee (see [Sample Letter for Voluntary Reduction in Hours](#)) If funds become available at a later date, the department may restore base pay to any rate up to, and including, the former base pay.

- For specific information about other disciplinary actions, refer to the [State Personnel Board Rules and Administrative Procedures](#) Chapter 6 or contact Human Resources at 351-2718 or visit their website on URSA via the Resources Tab.

E. In-Range Salary Movement

In-range salary movement is a type of lateral adjustment provided under State Personnel Board Rules and Administrative Procedures (3-18). It allows for a continuing, base building salary adjustment for regular employees who remain in their current classes and positions when there is a critical need not addressed by any other pay mechanism. To be eligible, an employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating, documented coaching session, or documented satisfactory completion of specified training objectives. These salary adjustments are base building and are ongoing and cannot be discontinued, except through campus disciplinary processes.

There are four kinds of in-range base building adjustments. No eligible person is guaranteed a base building adjustment.

- Salary Range Compression
- Base Building Counteroffer
- Delayed Promotional Increase
- New Hire Salary Adjustment

Salary Range Compression

A base building salary leveling increase, subject to the pay grade maximum, used when longer-term or more experienced employees are paid the same or lower in the range than new hires or less experienced. Thus, there is a valid need to increase one or more employee's base salary in recognition of contributions equal to or greater than the newly hired or less experienced employees.

Base Building Counteroffer

A base building counteroffer to a verifiable internal or external job offer, subject to the pay grade maximum. Used when an employee with critical, strategic skills receives a salary offer from another department or outside employer and the appointing authority needs to increase the employee's base salary for retention purposes.

Delayed Promotional Increase

A one-time base building salary increase of up to 10%, subject to the pay grade maximum, applied within 12 months of the date of promotion. Used when a promotion is made with no salary increase or partial salary increase because production expectations are unproven and/or funds may be unavailable at the time of promotion. Delayed promotional increases may be used after the 12 month limit following periods where a campus wide policy is in place that allows no campus wide promotional increases. The effective date of these increases is not retroactive to the original promotion date.

New Hire Salary Adjustment

A one-time base building salary increase of up to 10%, subject to the pay grade maximum, applied within 12 months of hire. Used when an employee is hired and production expectations for critical skills are unproven and/or funds may be unavailable.

F. SAMPLE LETTER FOR VOLUNTARY REDUCTION IN HOURS

THE SUBMITTING INDIVIDUAL WILL REPLACE THE BOLD ITEMS BELOW WITH THE CORRECT INFORMATION.

(Insert Date)

(Insert Appointing Authority Name)

(Insert Department Name)

University of Northern Colorado

Dear **(Insert Appointing Authority Name)**,

I understand that my position as **(Insert Job Title)**, **(Insert Position Number)**, is being reduced from 100% to **(Insert % time)** effective **(Insert Date)**. I voluntarily agree to this reduction in percent of time and understand that by agreeing to this I voluntarily waive my retention rights to full-time positions.

I understand that this reduction in percent of time will affect my accrual of sick and annual leave. The prorated amount of my monthly sick leave accrual will now be **(Insert Hours)** hours per month, and my monthly annual leave accrual will be **(Insert Hours)** hours per month. I understand that this change in my appointment will not affect my other benefits, including the employer's contribution to health insurance. I understand that contributions to PERA will continue to be based on my actual pay amount.

Sincerely,

(Insert Employee Signature)

(Insert Employee Printed Name)

Cc: Human Resources

G. COMPENSATION EXCEPTIONS FORM (Page 1) For Classified Staff

Use this form to document justification and approval of exceptions to normal compensation practices for classified staff. Types of exceptions are defined below.

Employee Name:		Bear Number:	
Job Class Title:		Position Number:	
Current (or minimum) salary:		New (or proposed) salary:	
Effective Date of Salary Change:		Department Name:	
Human Resources Reviewer:		Appointing Authority:	

Please check the type of compensation exception and any of the reasons under that exception that apply. **Specific information supporting each reason identified below must be attached to this form (see page 2).**

	New Hire	Initial hiring salary above 15% of pay grade minimum (not to exceed grade maximum).
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	Extensive or unique advertising required to fill position
	Fewer than 3 qualified applicants
	Unusual market conditions
	Candidate with special skills hired
	Candidate's salary history higher than norm
	Equity within department
	Other

	Promotion	Base salary increase of more than 10% when promoted or reallocated.
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	Mission-critical or unique work assignment
	Retention or turnover issues
	Unusual market conditions
	Employee has unusual job-related skills
	Non-cash awards not an option
	Equity within department
	Other

	Lateral	Base salary increase of more than 10% when laterally transferring w/in same pay grade.
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	Mission-critical or unique work assignment
	Retention or turnover issues
	Unusual market conditions
	Employee has unusual job-related skills
	Non-cash awards not an option
	Equity within department
	Other

***Supporting documentation has been included/attached to this form, as required.**

Vice President (Printed Name and Signature)

Date

H. Supplemental Pay

The use of supplemental pay requires completion of a Personal Services Agreement (PSA) form and obtaining all applicable signatures. Supplemental pay is a non-base building temporary form of payment in addition to base pay that may be used when: an employee assumes the full set of duties of a higher-level position that is vacant or the incumbent is on extended leave for a period of one to six months (i.e., acting/interim appointment), or; an employee is assigned to a long-term project that is not an expected or customary part of the employee's regular assignment and is critical to the mission and operations of the University. Supplemental pay may not be used to substitute for a promotional or position classification review process. Likewise, employees who are eligible for overtime and who are performing additional temporary duties that are similar to their regular assignment are entitled to overtime payment for any hours in excess of 40 in a given work week and cannot be paid supplemental pay in lieu of overtime.

I. Performance Pay

The University of Northern Colorado believes that it is very important that its performance pay plan provides salary adjustments that reward employees commensurate with demonstrated performance.

The base performance salary adjustment will be the same percentage of pay for all employees not yet at their pay range maximum, according to their overall performance rating. The performance awards for each level will be set in accordance with the state's directives on an annual basis.

Prior to the payment of annual performance salary adjustments, the State Personnel Director will specify and publish the percentage ranges for performance levels based upon the available statewide performance pay funded. If the final overall rating is Level 3 (excellent), the adjustment to base pay shall not exceed the pay grade maximum. Any portion of the adjustment amount that exceeds pay grade maximum shall be paid as a onetime lump sum in the July payroll. The statutory salary lid does not apply to any non-base building portion of the adjustment.

If the final overall rating is less than Level 3, the adjustment cannot exceed the pay grade maximum. If base pay is at pay grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.

If the final overall rating is Level 1 (needs improvement), the employee is ineligible for an annual performance salary adjustment.

All performance salary adjustments are effective on July 1. The adjustment is based on the final overall rating. The employee must be employed on July 1 to receive payment of an adjustment. Annual performance salary adjustments (base building and non-base building) will be a percentage of the employee's salary in effect on July 1, in accordance with state rules.

Employees hired on or before the last working day in December will be evaluated for their partial year of employment and are eligible for performance salary adjustments. Employees hired on or after the first working day in January will have an informal review for purposes of giving feedback and beginning the formal performance planning and evaluation process. They will not be eligible for performance salary adjustments.

Section III

DISCRETIONARY PAY DIFFERENTIALS (DPDs)

This section describes discretionary compensation tools, also known as in-range salary movements, currently available to appointing authorities to help address critical business needs. They are intended to be a part of the University's commitment to recruit and retain a diverse workforce. These options include base building and non-base building forms of compensation.

In this section:

- A. **Base Building DPDs (continuing, ongoing compensation)**
 - Salary Range Compression
 - Base Building Counteroffer
 - Delayed Promotional Increase
 - New Hire Salary Adjustment
- B. **Non-Base Building DPDs (temporary compensation)**
 - Temporary Pay Counteroffer
 - Signing Bonus
 - Referral Award
 - Temporary Pay Acting Assignment
 - Temporary Pay Long-Term Project
 - Temporary Pay Critical Skills
 - Senior Level Critical Skills
- C. **DPD Quick Reference Chart**
- D. **DPD Guidelines and Individual Agreement Forms**
- E. **DPD Exception Request Form**

Important Notes on Discretionary Pay:

1. Classified employees are not guaranteed discretionary pay.
2. An appointing authority is not obligated to use or award any type of discretionary pay, even when an employee may be eligible. *This is not intended to be an entitlement.*
3. Non-base building (temporary) discretionary pay, if granted, may be discontinued at any time with the approval of the appointing authority.
4. Given the discretionary nature of these compensation tools, there are no State Department of Personnel grievance or appeal rights, except for discrimination. The only exception is discontinuance of a base-building salary increase.
5. There must be an individual written agreement for **all** forms of discretionary pay between the employee and appointing authority that stipulates (a) the amount; (b) forfeiture or repayment; (c) frequency of payout; (d) service requirements for payments; (e) the duration of the differential or award; (f) the reason for the award; and (g) any other terms and conditions. *See pages 18-40 for [specific guidelines and sample agreement forms.](#)*

Exceptions: Exceptions to the specific discretionary pay provisions provided in this section can be requested in writing by the appointing authority and **must be submitted to the Director of Human Resources PRIOR to the offer of a pay differential to an employee.** Exceptions may be requested using the [DPD Exception Request Form](#). Written requests must include documented recruitment and retention difficulty, with supporting justification for the specific award. Appointing authorities may not enter into a DPD agreement with an employee for DPD exceptions prior to receiving approval from the Director of Human Resources. Do not submit signed agreements at the time the exception request is

Compensation Guidelines for Classified Staff Employees

made. Upon approval of the exception by the Human Resources Director, the agreement form(s) should be signed and submitted to Human Resources for reporting requirements.

A. Base Building DPDs

What is a “base building DPD”?

A base building DPD is a type of lateral adjustment or “in-range salary movement” provided under State Personnel Board Rules and Administrative Procedures (3-18). It allows for a continuing, base building salary adjustment for regular employees who remain in their current classes and positions when there is a critical need not addressed by any other pay mechanism. To be eligible, an employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating, documented coaching session, or documented satisfactory completion of specified training objectives. Base building DPDs are ongoing and cannot be discontinued, except through campus disciplinary processes. Base building DPDs are entered in Payroll as part of the employee’s regular base compensation rate. *See page 17 for [specific requirements and agreement forms](#).*

There are four kinds of base building DPDs. No eligible person is guaranteed a base building DPD.

- Salary Range Compression
- Base Building Counteroffer
- Delayed Promotional Increase
- New Hire Salary Adjustment

Salary Range Compression

A base building salary leveling increase, subject to the pay grade maximum, used when longer-term or more experienced employees are paid the same or lower in the range than new hires or less experienced. Thus, there is a valid need to increase one or more employee’s base salary in recognition of contributions equal to or greater than the newly hired or less experienced employees.

Base Building Counteroffer

A base building counteroffer to a verifiable internal or external job offer, subject to the pay grade maximum. Used when an employee with critical, strategic skills receives a salary offer from another department or outside employer and the appointing authority needs to increase the employee’s base salary for retention purposes.

Delayed Promotional Increase

A one-time base building salary increase of up to 10%, subject to the pay grade maximum, applied within 12 months of the date of promotion. Used when a promotion is made with no salary increase or partial salary increase because production expectations are unproven and/or funds may be unavailable at the time of promotion. Delayed promotional increases may be used after the 12 month limit following periods where a campus wide policy is in place that allows no campus wide promotional increases. The effective date of these increases is not retroactive to the original promotion date.

New Hire Salary Adjustment

A one-time base building salary increase of up to 10%, subject to the pay grade maximum, applied within 12 months of hire. Used when an employee is hired and production expectations for critical skills are unproven and/or funds may be unavailable.

B. Non-Base Building DPDs

What is a “non-base building DPD”?

A non-base building DPD is a temporary, non-base building salary adjustment provided under State Personnel Board Rules and Administrative Procedures (3-50) that can be used to recognize the temporary addition of duties among other reasons listed below.

Non-base building pay differentials should not be used in place of classification or promotional processes when the work assignment is ongoing. Although these differentials are non-base building, they are paid through regular payroll. Only temporary pay that meets the guidelines is entered through the payroll system.

There are seven kinds of non-base building DPDs. No eligible person is guaranteed a non-base building DPD.

To process a non-base DPD please attach the appropriate form to a PSA document for processing.

- Temporary Pay Counteroffer
- Signing Bonus
- Referral Award
- Temporary Pay Acting Assignment
- Temporary Pay Long-Term Project
- Temporary Pay Critical Skills
- Senior Level Critical Skills

Temporary Pay Counteroffer

A non-base building counteroffer to a verifiable internal or external job offer. Used when an employee with critical strategic skills receives a salary offer from another department or outside employer and the appointing authority needs to retain the employee. It may be any amount up to 20% of the employee’s current pay rate, subject to the statutory lid in any given month.

Signing Bonus

A non-base building bonus that may be used to attract new regular employees into the state personnel system for one of the following reasons:

- To fill positions in critical occupations where there is a documented shortage in the labor market and recruitment or retention difficulty that jeopardizes the campus mission, or
- The applicant possesses a unique, critical skill in relation to the job market.

A signing bonus does not apply to current state employees. It may be any amount up to 20% of the pay grade maximum, subject to the statutory lid, and may be paid in one or several payments.

Referral Award

A non-base building lump sum of up to \$500, subject to the statutory lid, to reward current classified employees for the referral and subsequent hire of a new employee into the state personnel system into a position with a unique, specialized skill when there are documented shortages in the market and recruitment and retention difficulties. The Human Resources Office

Compensation Guidelines for Classified Staff Employees

shall designate a position as eligible for use of the referral award prior to the posting of the position. Use of this award is not intended to increase UNC recruitment costs unnecessarily so it is not to be used when the situation does not meet the above criteria. In addition, those with significant influence or responsibility for the hiring process are ineligible for this award. For example, human resource professionals who perform recruitment and hiring supervisors or managers are ineligible.

Temporary Pay Acting Assignment

The Acting Assignment differential applies when an employee assumes the full set of duties from a higher-level vacant position or from a higher-level encumbered position whose incumbent is on an extended leave. It can be used for a period that is longer than 30 days but less than six months. May be any amount up to 10% of the employee's current pay rate, subject to the statutory lid in any given month.

Temporary Pay Long-Term Project

The Long-Term Project differential applies when an employee is assigned a project which is critical to the mission of the University and enhances its operation as defined by the purpose, time frame, and expected results of the project. The type of project work is not customarily assigned to the position, and project assignments are not an expected part of the regular assignment. May be any amount up to 10% of the employee's current pay rate, subject to the statutory lid in any given month.

Temporary Pay Critical Skills

The Critical Skills differential may be used to retain a unique, specialized set of skills or knowledge that is critical to the mission and productivity of the University. The loss would result in documented severe adverse effect on the University's mission and productivity. May be any amount up to 20% of the employee's current pay rate, subject to the statutory lid in any given month. In certain situations where documented market conditions exist, critical skills pay may be ongoing with advanced approval from Human Resources.

Senior Level Critical Skills

The Senior Level Critical Skills differential may be used to recognize the extra responsibilities or staff authority expertise of employees in eligible job classes (Administrative Assistant III, Accounting Technician III, and Program Assistant II) where the work assignment meets the definition for Senior Level Critical Skills (*See page 17 for [specific requirements and agreement forms](#)*). Critical skills pay under this category is ongoing provided the job assignment continues to meet program criteria. May be any amount up to 20% of the employee's current pay rate, subject to the statutory lid in any given month.

C. QUICK REFERENCE CHART FOR DISCRETIONARY PAY DIFFERENTIALS

	BASE BUILDING PAY	NON-BASE BUILDING PAY	SIGNING BONUS	REFERRAL AWARD
Eligibility	Current employee.	Current employee.	New employee.	Current employee, except hiring authorities and HR.
Purpose	<p>Keep/reward employees in current positions.</p> <ul style="list-style-type: none"> • <u>Compression</u> = longer term or more experienced employees paid less than new hires or less experienced employees. • <u>Counteroffer</u> to verifiable job offer. • <u>Promotional Increase</u> = one-time increase within 12 months of promotion. • <u>New Hire</u> = one-time increase within 12 months of hire. 	<p>Keep/reward employees in current positions.</p> <ul style="list-style-type: none"> • <u>Counteroffer</u> to verifiable job offer. • <u>Acting</u> = higher-level assignment more than 30 days but less than 6 mos. • <u>Project</u> = long-term, mission-critical project outside scope of regular assignment. • <u>Critical skills</u> = unique set of skills required for job that cannot afford to lose or recruit for during labor shortage/recruiting difficulty. • <u>Senior Level</u> = recognizes extra responsibilities or staff authority expertise beyond classification level. 	<p>Attract potential regular employees.</p> <ul style="list-style-type: none"> • Lump sum(s) paid to applicant with unique, critical who is hired in job with documented labor shortage and recruiting or retention difficulty jeopardizes campus mission. 	<p>Attract potential regular employees and reward current employees.</p> <ul style="list-style-type: none"> • Lump sum(s) paid to a current employee who refers a person who is subsequently hired into a job that requires a unique, specialized skill and where there is a documented labor shortage and recruiting or retention difficulty.
Amount	Compression/counteroffer base pay increase up to grade maximum. Promotion/new hire base pay increase up to 10%, subject to the grade maximum.	Acting assignment/long-term project up to 10% of employee's current pay rate. Counteroffer/critical skills up to 20% of employee's current pay rate.	Any amount up to 20% of the annual grade maximum for the job class.	Any amount up to \$500.
Payment	Base building increase is paid through regular payroll. Salary increase can not be retroactive. Typically limited to one base building increase in a 12 month period. *Payment is processed by completing a PAF form.	Paid monthly through regular payroll. This differential is temporary and non-base-building. May be discontinued at any time. Differential, with current base pay, cannot exceed statutory salary lid. *Payment processed by attaching to PSA form.	One or more payments, but <i>recommend a minimum of 2 payments</i> . First payment upon reporting to work and subsequent payments made if employee is performing satisfactorily.	One payment to current employee when new employee reports to work.
PERA	Included as salary under PERA	Included as salary under PERA	Not included as salary under PERA	Not included as salary under PERA
FLSA	Included for overtime calculation.	Included for overtime calculation.	Not included for overtime calculation.	Not included for overtime calculation.
Budget	Within existing dollars.	Within existing dollars.	Within existing dollars.	Within existing dollars.

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Agreement	Must have an individual written agreement with amount, terms and conditions.	Must have an individual written agreement with amount, terms and conditions. Attached to PSA.	Must have an individual written agreement with amount, terms and conditions.	Must have an individual written agreement with amount, terms and conditions.
Dispute	No grievance or appeal except for discrimination or discontinuance.	No grievance or appeal except for discrimination.	No grievance or appeal except for discrimination.	No grievance or appeal except for discrimination.

D. DPD Guidelines and Individual Agreement Forms

Base building DPDs

- [Salary Range Compression](#)
- [Base Building Counteroffer](#)
- [Delayed Promotional Increase](#)
- [New Hire Salary Adjustment](#)

Non-base building DPDs

- [Temporary Pay Counteroffer](#)
- [Signing Bonus](#)
- [Referral Award](#)
- [Temporary Pay Acting Assignment](#)
- [Temporary Pay Long-Term Project](#)
- [Temporary Pay Critical Skills](#)
- [Senior Level Critical Skills](#)

Salary Range Compression Guidelines

Purpose: To provide a salary leveling increase to ease compression when longer-term or more experienced employees are paid the same or lower in the range than new hires or less experienced employees. Thus, there is a valid need to increase one or more employee's base salary in recognition of contributions equal to or greater than the newly hired or less experienced employees.

Eligibility: Any current, regular classified employee. The employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating or documented coaching session.

Amount: Base building (continuing) pay may be increased by any percentage up to grade maximum of the encumbered position.

Authority: The supervisor may request a salary range compression adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Payment: A base building adjustment is paid through regular payroll. Payment is processed by routing a PAF form. A base building salary range compression adjustment is included as salary for PERA and the calculation of overtime.

Other Terms and Conditions: If the appointing authority decides to use this award, a Salary Range Compression Individual Agreement must be completed with the employee. Given the discretionary nature of these pay differentials, there are no grievance or appeal rights except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary action apply. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed, the original signed written agreement, supporting justification and documentation of satisfactory or better performance must be submitted to Human Resources for reporting requirements.

Compensation Guidelines for Classified Staff Employees

Salary Range Compression Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Title		Position Number:	
Department Name:		% Base Building Increase:	
Current Base Salary:		Effective Date:	
New Base Salary:		Human Resources Review (initials & date):	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above, for meeting the established criteria of the Salary Range Compression Discretionary Pay Differential. The current employee named above is at a lower base rate than _____ (employee name and ID) who was hired on _____ (date) and is paid \$_____ per month. The employee received a satisfactory or better performance review on _____ (date). The Discretionary Pay Differential will be paid monthly through regular payroll. The payments will begin as indicated above.

The adjustment is made to the employee’s base pay, up to grade maximum, and regular personnel rules and procedures apply. The employee understands that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary actions apply. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please include a PAF form in order to process payment**

Base Building Counteroffer Guidelines

Purpose: To retain a current classified employee with critical, strategic skills when the employee receives a salary offer from another department or outside employer.

Eligibility: Any current, regular classified employee. Written confirmation of the other entity's salary offer is required. The employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating or documented coaching session.

Amount: Base building (continuing) pay may be increased by any percentage up to grade maximum of the encumbered position.

Authority: The supervisor may request a base building counteroffer adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Payment: A base building adjustment is paid through regular payroll. Payment is processed by routing a PAF form. A base building counteroffer adjustment is included as salary for PERA and the calculation of overtime.

Other Terms and Conditions: If the appointing authority decides to use this award, a Base Building Counteroffer Individual Agreement must be completed with the employee. Given the discretionary nature of these pay differentials, there are no grievance or appeal rights except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary action apply. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed in the HRMS, the original signed written agreement, supporting justification and documentation of satisfactory or better performance must be submitted to Human Resources for reporting requirements.

Base Building Counteroffer Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Title		Position Number:	
Department Name:		% or \$ Base Building Increase:	
Current Base Salary:		Effective Date:	
New Base Salary:		Human Resources Review (initials & date):	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above in response to a verifiable job offer from _____ (see **documentation attached**) and for meeting the established criteria of the Base Building Counteroffer Discretionary Pay Differential. The employee received a satisfactory or better performance review on _____ (date). The adjustment will be paid monthly through regular payroll. The payments will begin as indicated above.

The adjustment is made to the employee's base pay, up to grade maximum, and regular personnel rules and procedures apply. The employee understands that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary actions apply. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please include a PAF form in order to process payment**

Delayed Promotional Increase

Purpose: To retain a current classified employee by providing a later salary increase when a promotion is made with no salary increase or partial salary increase because production expectations are unproven and/or funds may be unavailable at the time of promotion.

Eligibility: Any current, regular classified employee. The employee must have been promoted to a higher pay range within the last 12 months. The employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating or documented coaching session.

Amount: Base building (continuing) pay may be increased by any amount up to 10% of the employee's current pay rate, subject to the grade maximum.

Authority: The supervisor may request a delayed promotional increase adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Payment: A base building adjustment is paid through regular payroll. Payment is processed by routing a PAF form. A base building delayed promotional increase is included as salary for PERA and the calculation of overtime.

Other Terms and Conditions: If the appointing authority decides to use this award, a Delayed Promotional Increase Individual Agreement must be completed with the employee. Given the discretionary nature of these pay differentials, there are no grievance or appeal rights except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary action apply. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed, the original signed written agreement, supporting justification and documentation of satisfactory or better performance must be submitted to Human Resources for reporting requirements.

Delayed Promotional Increase Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Title		Position Number:	
Department Name:		% or \$ Base Building Increase:	
Current Base Salary:		Effective Date:	
New Base Salary:		Human Resources Review (initials & date):	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above for meeting the established criteria of the Delayed Promotional Increase Discretionary Pay Differential. The current employee named above was promoted within the last 12 months on _____ (insert effective date of promotion). The employee received a satisfactory or better performance review on _____ (date). The salary adjustment will be paid monthly through regular payroll. The payments will begin as indicated above.

The adjustment is made to the employee's base pay, up to grade maximum, and regular personnel rules and procedures apply. The employee understands that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary actions apply. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please include a PAF form in order to process payment**

New Hire Salary Adjustment

Purpose: To retain a current classified employee by providing a later salary increase within 12 months of hire when production expectations for critical skills are unproven and/or funds may be unavailable.

Eligibility: Any current, classified employee hired within the last 12 months. The employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating or documented coaching session.

Amount: Base building (regular) pay may be increased by any amount up to 10% of the employee's current pay rate, subject to the grade maximum.

Authority: The supervisor may request a new hire salary adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Payment: A base building adjustment is paid through regular payroll. Payment is processed by routing a PAF form. A base building new hire salary adjustment is included as salary for PERA and the calculation of overtime.

Other Terms and Conditions: If the appointing authority decides to use this award, a New Hire Salary Adjustment Individual Agreement must be completed with the employee. Given the discretionary nature of these pay differentials, there are no grievance or appeal rights except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary action apply. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed in the HRMS, the original signed written agreement, supporting justification and documentation of satisfactory or better performance must be submitted to Human Resources for reporting requirements.

New Hire Salary Adjustment Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Title		Position Number:	
Department Name:		% or \$ Base Building Increase:	
Current Base Salary:		Effective Date:	
New Base Salary:		Human Resources Review (initials & date):	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above for meeting the established criteria of the New Hire Salary Adjustment Discretionary Pay Differential. The current employee named above was hired within the last 12 months on _____ (insert date of hire). The employee received a satisfactory or better performance review on _____ (date). The salary adjustment will be paid monthly through regular payroll. The payments will begin as indicated above.

The adjustment is made to the employee’s base pay, up to grade maximum, and regular personnel rules and procedures apply. The employee understands that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination or discontinuance. In the case of discontinuance, for reasons pursuant to the State Personnel Board, appeal rights for disciplinary actions apply. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please include a PAF form in order to process payment**

Temporary Pay Acting Assignment Guidelines

Purpose: To reward current classified employees for temporarily assuming the full set of duties from a higher-level vacant position or from a higher-level encumbered position whose incumbent is on an extended leave. It is not a substitution for the promotional or allocation process.

Eligibility: Any current, regular classified employee that assumes the **full** set of duties and authorities from a higher-level position. An acting assignment applies to a vacant position, or an encumbered position whose incumbent is on an extended leave. The acting assignment must be for a period of at least 30 days and no longer than six months. It does not apply to “in absence of” assignments where the full scope of duties and authorities is not delegated.

Amount: Non-base building (temporary) pay may be increased by any amount up to 10% of the employee’s current pay rate, subject to the statutory salary lid in any given month. A temporary pay acting assignment may not exceed 6 months of pay.

Authority: The supervisor may request, in writing, an acting assignment adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Payment: A temporary pay acting assignment will be paid monthly through regular payroll. The differential is temporary and non-base building. It is included as salary for PERA and the calculation of overtime.

Forfeiture: This adjustment is temporary and may be discontinued at any time at the discretion of the appointing authority.

Other Terms and Conditions: If the appointing authority decides to use this differential, a Temporary Pay Acting Assignment Individual Agreement must be completed with the employee. No aspect of an acting assignment differential is subject to grievance or appeal, except for discrimination. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed, the original signed written agreement and supporting justification must be submitted to Human Resources for reporting requirements.

Temporary Pay Acting Assignment Individual Agreement

1. Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Code / Title		Position Number:	
Department Name:		% or \$ Temporary Increase:	
Current Base Salary:		Begin Date:	
Human Resources Review (initials & date):		Not to Exceed Date:	

2. Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above, for meeting the established criteria of the Temporary Pay Acting Assignment Discretionary Pay Differential. _____ (Employee name and Bear #) will remain in position # _____ as a _____ (job class title), but will perform all of the duties and authorities assigned to position # _____, a _____ (job class title), while the incumbent is on extended leave or due to a vacancy. The acting assignment differential will be paid monthly through regular payroll.

This adjustment is not part of base pay. The employee understands that this temporary pay adjustment is discretionary and may be discontinued at any time. It is further understood that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt. The temporary pay amount, in combination with base pay, cannot exceed the statutory salary lid, which may necessitate payment in monthly installments.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please attach this form to a PSA form for proper processing**

Temporary Pay Long – Term Project Guidelines

Purpose: To reward current classified employees who accept a long-term project assignment which is critical to the campus mission, and enhances its operation, as defined by the purpose, time frame, and expected results of the project. A long-term project assignment is not customarily assigned to the position or an expected part of the regular assignment. It is distinctly outside the scope of the regular assignment, long term, and critical to the mission of the campus. It is not a substitution for the promotional or allocation process.

Eligibility: Any current, regular classified employee. Continued use of the Temporary Pay Long-Term Project should be assessed periodically. Only in unusual circumstances would this temporary pay continue beyond 12 months. If the long-term project extends beyond twelve months in duration, it may be more appropriate to consider reallocating the position.

Amount: Non-base building (temporary) pay may be increased by any amount up to 10% of the employee's current pay rate, subject to the statutory salary lid in any given month.

Authority: The supervisor may request, in writing, a long-term project adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Payment: A temporary pay long-term project adjustment will be paid monthly through regular payroll. The adjustment is temporary and non-base building. It is included as salary for PERA and the calculation of overtime.

Forfeiture: This adjustment is temporary and may be discontinued at any time at the discretion of the appointing authority.

Other Terms and Conditions: If the appointing authority decides to use this differential, a Temporary Pay Long-Term Project Individual Agreement must be completed with the employee. No aspect of a long-term project differential is subject to grievance or appeal, except for discrimination. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed, the original signed written agreement and supporting justification must be submitted to Human Resources for reporting requirements.

Temporary Pay Long-Term Project Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Code / Title		Position Number:	
Department Name:		% or \$ Temporary Increase:	
Current Base Salary:		Effective Date:	
Human Resources Review (initials & date):		Not to Exceed Date:	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above, for meeting the established criteria of the Temporary Pay Long-Term Project Discretionary Pay Differential. **A description of the assigned long-term project, which is critical to the mission of the campus, is attached.** The differential will be paid monthly through regular payroll. The payments will begin and end as indicated above. At the end of this period of time, the project progress will be assessed to determine the appropriateness of continuing this pay differential. *Only in unusual circumstances will this long-term differential continue beyond 12 months.*

This adjustment is not part of base pay. The employee understands that this temporary pay adjustment is discretionary and may be discontinued at any time. It is further understood that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt. The temporary pay amount, in combination with base pay, cannot exceed the statutory salary lid, which may necessitate payment in monthly installments.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please attach this form to a PSA form for proper processing**

Pay Critical Skills Guidelines

Purpose: To reward current classified employees who possess unique, specialized knowledge or skills that are critically important to the mission of the campus and its productivity. The skill set is of such value that the loss of the employee, or inability to recruit for the skill set due to documented labor shortage and recruitment difficulty, would result in a demonstrated, severe adverse impact on the campus mission and productivity.

Eligibility: Any current, regular classified employee. Continued use of the Pay Critical Skills should be assessed periodically. Only in unusual circumstances would this temporary pay continue beyond 12 months. In certain situations where documented market conditions exist, critical skills pay may be ongoing with advanced approval from Human Resources.

Amount: Base building pay may be increased by any amount up to 10% of the employee's current pay rate, subject to the statutory salary lid in any given month.

Authority: The supervisor may request, in writing, a critical skills adjustment to the department appointing authority. The request must include the recommended amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Other Terms and Conditions: If the appointing authority decides to use this differential, a Pay Critical Skills Individual Agreement must be completed with the employee. No aspect of a critical skills differential is subject to grievance or appeal, except for discrimination. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed in the HRMS, the original signed written agreement and supporting justification must be submitted to Human Resources for reporting requirements.

Pay Critical Skills Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Code / Title		Position Number:	
Department Name:		% or \$Temporary Increase:	
Current Base Salary:		Begin Date:	
Human Resources Review (initials & date):		Not to Exceed Date:	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above, for meeting the established criteria of the Pay Critical Skills Discretionary Pay Differential. The unique, specialized knowledge or skills that the employee possesses which are critically important to the mission of the University and its productivity **are described in the attached document**. The critical skills differential will be paid monthly through regular payroll, with the beginning and ending dates identified above. At the end of this period of time, an assessment will take place to determine the appropriateness of continuing this pay differential. *Only in unusual circumstances would this critical skills differential continue beyond 12 months.*

This adjustment is not part of base pay. The employee understands that this pay adjustment is discretionary. It is further understood that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt. The pay amount, in combination with base pay, cannot exceed the statutory salary lid, which may necessitate payment in monthly installments.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination. The employee understands and agrees to these terms and conditions.

Employee Signature

Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please attach this form to a PSA form for proper processing**

Senior Level Critical Skills Guidelines

Purpose: To recognize the extra responsibilities or staff authority expertise of current classified employees in eligible job classes.

Definition of Senior Level Critical Skills: In some instances, the unique capabilities, experience, or knowledge a particular employee brings to the job can have an effect on the work performed and therefore on the classification of the position. While it is the position which is classified, the relationship of the employee to the position can be recognized when the performance of the incumbent broadens the nature or scope and effect of the work being performed. For example, exceptional ability of the employee may lead to the attraction of especially difficult and complex work assignments, unusual freedom from supervision, special authority to speak for and commit the agency, continuing contribution to organizational efficiency and economy, recognition as an "expert" sought by peers, or similar considerations. Such changes affect the difficulty of work or the responsibility and authority given the employee.

In these instances, the performance of a particular individual actually makes the job materially different from what it otherwise would be. It is not the mere fact that an individual in a position possesses higher qualifications or stands out from other individuals in comparable positions that warrants higher level compensation. A senior-level employee is perceived by others inside and outside the work unit as an expert, a leader, and a role model in that role or function. In addition, a senior-level employee possesses such a level of expertise and historical knowledge related to the work assignment and the overall function of the organization that it would take a new employee more than a standard training period to be able to perform similar work. In other words, it is not a matter of a new employee becoming fully trained or fully functional. A senior-level employee performs responsibilities beyond what would be expected or what was intended of a fully operational employee in that job classification.

Eligibility: Any current, regular classified employee in the Administrative Assistant III, Accounting Technician III, or Program Assistant II job classes performing a work assignment meeting the definition described above. The job responsibilities must be described in an updated PDQ, signed by the appointing authority, and submitted to Human Resources for evaluation PRIOR to the offer of a pay differential to the employee. Appointing authorities may not enter into a DPD agreement with an employee for the senior level critical skills without first receiving approval of the PDQ from Human Resources. Do not submit signed agreements at the time the PDQ is submitted for review. The employee must be performing satisfactorily as evidenced by the most recent performance evaluation rating or documented coaching session. Critical skills pay under this category may be ongoing provided the job assignment continues to meet program criteria.

Amount: Non-base building (temporary) pay may be increased by any amount up to 20% of the employee's current pay rate, subject to the statutory salary lid in any given month.

Authority: The supervisor may request, in writing, to the department appointing authority that an updated PDQ be sent to Human Resources for review of senior level critical skills eligibility. If approved by Human Resources, the supervisor may request, in writing, the recommended DPD amount and appropriate supporting justification. The *appointing authority* will determine whether to grant the adjustment and the exact amount in each case.

Compensation Guidelines for Classified Staff Employees

Payment: A senior level critical skills adjustment will be paid monthly through regular payroll. The adjustment is temporary and non-base building. It is included as salary for PERA and the calculation of overtime.

Forfeiture: This adjustment is temporary and may be discontinued at any time at the discretion of the appointing authority.

Other Terms and Conditions: If the PDQ is approved by Human Resources and the appointing authority decides to use this differential, a Senior Level Critical Skills Individual Agreement must be completed with the employee. No aspect of a critical skills differential is subject to grievance or appeal, except for discrimination. The individual agreement may contain other terms and conditions.

Before any discretionary pay salary change can be processed, the approved PDQ, the original signed written agreement, supporting justification and documentation of satisfactory or better performance must be submitted to Human Resources for reporting requirements.

Senior Level Critical Skills Individual Agreement

Please fill in employee, department, and salary information (refer to specific guidelines for salary limitations):

Employee Name:		Bear Number:	
Job Class Code / Title		Position Number:	
Department Name:		% or \$ Temporary Increase:	
Current Base Salary:		Begin Date:	
Human Resources Review (initials & date):		Not to Exceed Date:	

Certify agreement and terms by signing below:

Board of Trustees, University of Northern Colorado, on behalf of the above-named campus department agrees to pay the amount indicated per month to the employee named above, for meeting the established criteria of the Senior Level Critical Skills Discretionary Pay Differential. The responsibilities and expertise the employee possesses which meet the senior level definition are described in the PDQ dated _____ which was approved by Human Resources for senior level critical skills on _____. The employee received a satisfactory or better performance review on _____ (date). The critical skills differential will be paid monthly through regular payroll.

This adjustment is not part of base pay. The employee understands that this temporary pay adjustment is discretionary and may be discontinued at any time. It is further understood that this adjustment is included in salary calculations for retirement (PERA) and overtime purposes, if non-exempt. The temporary pay amount, in combination with base pay, cannot exceed the statutory salary lid, which may necessitate payment in monthly installments.

The Compensation Guidelines for Classified Staff Employees is incorporated by reference and made a part of this agreement. The terms and conditions have been discussed with the employee. Given the discretionary nature of these pay differentials, it is understood that no aspect of this adjustment is grievable or appealable, except for discrimination. The employee understands and agrees to these terms and conditions.

Employee Signature

By: Appointing Authority Signature

Printed Name

Printed Name

Title

Title

Date

Date

***Please attach this form to a PSA form for proper processing**

Compensation Guidelines for Classified Staff Employees

To: Marshall Parks
Director of Human Resources

From:

Date:

Subject: Request for Exception to Discretionary Pay Differentials Guidelines

This is to request an exception to the program provisions for the _____
Discretionary Pay Differential. We wish to award
(employee name ,Bear #, title, and position number) a differential:

In excess of the percentage amount provided in the guidelines (but not to exceed statutory salary lid), specifically _____% which is equal to \$_____ per month in addition to the employee’s base pay of \$_____ per month. This is necessary due to the following recruitment/retention difficulty :

For a longer time period than provided in the guidelines which states _____.
The original DPD start date: _____ and end date: _____. The total time period needed for this differential is _____ based on the following justification:

For a reason not specifically set forth in any of the seven types of differentials provided. The need for this differential is based on the following recruitment/retention difficulty:

The differential amount requested is _____% which is equal to \$_____ per month in addition to the employee’s base pay of \$_____ per month. The expected duration of this differential is _____.

I certify that we have not executed a DPD Agreement for this exception.

Appointing Authority (Printed Name and Signature) Date

Vice President (Printed Name and Signature) Date

Compensation Guidelines for Classified Staff Employees

DECISION:	REASON:
<input type="checkbox"/> Granted <input type="checkbox"/> Not Granted	
<hr/> Date: _____ Signature: _____	
Director of Human Resources	

Section IV

RELATED COMPENSATION PROCEDURES

In this section:

A. One Time Payments

B. Incentive Awards

C. Premium Pay

- Shift Differential Designation Request Form
- On-call Pay Designation Request Form

D. Overtime Overview

- Sample Department Overtime Policy

A. One Time Payments

What are One Time Payments?

One Time Payments, or additional pay, are flat dollar amounts made to employees under specific criteria. One-time payments need written approval from senior management. A PSA form must always be submitted when paying an employee any additional gross salary (not required for exception pay such as approved overtime or additional straight time paid to overtime eligible employees).

What are some of the requirements for One Time Payments?

The use of One Time Payments for classified staff must follow the parameters of the State of Colorado Personnel Board Rules and Administrative Procedures and should not be used to replace paying overtime to a non-exempt employee. One Time Payments can only be used for current employees already set up in the Banner with an active paying job. Employees and departments are responsible for paying the deductions and contributions taken from One Time Payments. These payments may be subject to state and federal taxes, retirement, or insurance benefits and must be funded with existing budget dollars. One Time Payments are typically paid the following month in which the reason for the one time payment was generated.

Incentive Award – A cash incentive award to classified employees in recognition of special accomplishments or contributions throughout the year or to augment an annual performance salary adjustment. (See “[Related Compensation Procedures](#)” section for additional information on use of Incentive Awards). Human Resources review and departmental award program are required for approval of the One Time Payment form.

Non-cash awards may be subject to tax and other reporting requirements. Please refer to Human Resources for additional information on tax reporting requirements.

Separation Incentive – The [Separation Incentive Program](#) provides a financial incentive to classified employees in positions directly impacted by layoff. If offered a separation incentive under this program, the employee must agree to voluntarily separate from employment with the University and willingly waive his or her retention and reemployment rights in order to receive the financial incentive. Advanced consultation with Human Resources is required for all Separation Incentives.

Honorarium - Reward, or token payment, made to an individual in limited circumstances for *one-time services* for which custom forbids a price to be set (e.g., guest lecturer) or where a price is not negotiated prior to delivery of service. One-time services are single events, for which the work effort does not extend beyond a single pay period cycle. Teaching a course or seminar for an entire semester or term represents continuous service not one-time service. To receive an honorarium, employees must be providing incidental, additional services *beyond the scope* of their regular job descriptions and workload agreements. An honorarium should not be used to replace paying overtime to non-exempt employees as a result of performing additional work within the scope of their primary work assignments or as a result of a dual employment situation. Typically, these one-time activities cross disciplinary lines (e.g., guest lecturer outside their own school). *Advanced consultation* with the Provost or Human Resources (as well as the sponsoring agency when using grant or contract funds) is required before a One Time Payment Honorarium may be approved

B. Incentive Awards

What are Incentive Awards?

According to State Personnel Board Rules and Administrative Procedures (3-21), an appointing authority may grant an immediate cash or non-cash incentive award to classified employees in recognition of special accomplishments or contributions throughout the year or to augment an annual performance salary adjustment, e.g., on-the-spot cash awards, work-life programs, or administrative leave. Other than augmenting performance awards, incentives shall not be used to supplement or substitute for annual salary adjustments or other base pay movements.

Departments must develop and communicate, **prior to use and on an ongoing basis**, a plan outlining their award program. Such plans should be developed with the input of employees and managers and must be approved by the appropriate Provost or Vice President. Human Resources must review the department award program **prior** to approval to ensure compliance with state personnel rules.

What information should be included in an Incentive Award Program?

Generally, Incentive Award Programs include the following elements: duration of the program, the purpose or goal of the program, recognition categories, a description of who is eligible to receive recognition under the program, a description of the recognition award criteria (i.e., the criteria that employees will be measured by), a description of the selection method including how awards will be determined, and types of cash and/or non-cash awards available including award limits and/or ranges. Incorporating these elements into an Incentive Award Program provides for consistency in application which is critical to its success.

How are Incentive Awards paid?

A departmental award program description must be reviewed and approved as described above before any One Time Payment Forms (PSA) can be completed and approved. Incentive awards are one-time, non-base building awards and are not intended to increase an employee's regular, base building salary. Incentive awards are not limited by the state statutory salary lid.

C. Premium Pay

What is premium pay?

Premium pay includes such items as shift differential pay, on-call pay, and call back pay. Eligibility for shift differential and on-call pay are designated by job class title in the state's annual [compensation plan](#).

Approval of any exceptions to the compensation plan designations **must** be obtained from Human Resources **before** premium pay begins.

Shift Differential Pay

According to State Personnel Board Rules and Administrative Procedures (3-44), shift differential pay is additional pay beyond base pay for working shifts in eligible job classes as published in the state's annual compensation plan (or as designated by Human Resources). Shift differential does not apply to any periods of paid leave. Positions must be non-exempt under the FLSA overtime provisions to receive shift differential pay. Second shift rate applies when half or more of the scheduled work hours fall between 4:00 pm and 11:00 pm. Third shift rate applies when half or more of the scheduled work hours fall between 11:00 pm and 6:00 am. If the hours are evenly split between shifts, the higher shift differential rate applies to all hours worked during the shift.

Call Back Pay

According to State Personnel Board Rules and Administrative Procedures (3-45), call back applies when an eligible employee is required to report to work before the start or after the end of a scheduled shift. If there is no release from work between the call back hours and regular shift, it is considered a continuation of the shift and call back does not apply. When call back applies, a minimum of two hours pay is guaranteed. Eligible employees are those who are eligible for overtime, and any call back time is counted as work time. Employees exempt from overtime are also eligible when approved by a department head.

On-Call Pay

According to State Personnel Board Rules and Administrative Procedures (3-46), on-call is additional pay beyond base pay for eligible employees specifically assigned, in advance, to be accessible outside of normal work hours and where freedom of movement and use of personal time is significantly restricted. Eligible classes and the on-call pay rate are published in the state's annual compensation plan (or designated by Human Resources). Only time while actually on call shall be paid at the special rate. In call back situations, employees eligible for both on-call and call back pay shall receive call back pay only.

How is premium pay for a position requested?

For positions in job classes not already listed as eligible for premium pay in the state's annual compensation plan, a Shift Differential Pay Designation Request Form or an On-Call Pay Designation Request Form on the following pages should be completed by the supervisor, signed by the appointing authority, and submitted to Human Resources for consideration.

On-Call Pay Designation Request Form For Classified Staff

On-call pay is additional pay beyond base pay for eligible employees specifically assigned, in advance, to be accessible outside of normal work hours and where freedom of movement is significantly restricted. Use this form to document justification of on-call pay for a position in a class not already designated as eligible for on-call pay in the State of Colorado compensation plan.

Employee Name:		Bear #:	
Job class title:		Department:	
Effective Date:		Position Number:	
ES Reviewer:		Appointing Authority:	

Please check any of the following that apply to this position:

- Employee in this position EXPECTS to be called back into work during the on-call period.
- Employee in this position is severely restricted geographically during the on-call period.
- Employee in this position must be constantly available by telephone during the on-call period.
- Position is eligible for overtime (non-exempt under the FLSA).

Please complete the following (provide additional documentation if necessary):

- How often, and for what period of time, is this position typically on-call?
- Please provide information showing that comparable positions in the marketplace are compensated this way.
- Please document any recruitment or retention issues your department has experienced that are directly related to lack of on-call compensation.
- Any other relevant information?

This department has considered the financial implications of requesting on-call status for this position.

Appointing Authority Signature Date

HR Approval Date

D. Overtime Overview

What is overtime?

The federal Fair Labor Standards Act (FLSA) requires that non-exempt employees receive one and one-half times their regular hourly rate, in the form of pay or compensatory time, for all hours worked in excess of 40 in a work week. Eligible employees cannot waive their rights to overtime under the FLSA.

Positions designated as exempt under the FLSA are not eligible for overtime compensation. Employees exempt under the FLSA are paid for performing a job regardless of the number of hours worked; therefore, they do not receive additional compensation for working more than 40 hours in a work week.

What positions are eligible for overtime?

For classified staff, the FLSA status as exempt or non-exempt is designated by Human Resources for each position at the time the position is classified. This determination is made on a position-by-position basis and depends upon the work assigned to the position, not the job title. The final overtime designation decision is documented on the PDQ.

How is overtime compensated?

Overtime is compensated in the form of cash payment or compensatory time off at a rate of 1.5 hours for each hour of overtime worked (not hour for hour).

It is recommended that individual departments have an internal policy in place which is communicated to employees if compensatory time off is used in lieu of cash payment. Samples are provided on the next two pages. Compensatory time should be scheduled as soon as practical and shall not exceed 240 hours. Additional hours above 240 must be paid in cash at the next regular pay period.

What counts toward overtime?

Overtime is not accrued until after 40 hours are worked during the established work week. Holidays, vacation leave and sick leave are not counted as hours worked when calculating overtime - except for essential service employees. *For assistance with overtime calculations for essential service employees, please contact Human Resources.*

Can a non-exempt employee volunteer to work extra hours without being paid overtime?

No. Non-exempt employees cannot waive their right to overtime compensation (voluntarily or involuntarily).

Overtime work for non-exempt employees must be pre-approved by the appointing authority and/or supervisor. Unauthorized overtime may result in corrective and/or disciplinary action. Authorized or not, once overtime hours are worked and acknowledged, a non-exempt employee must be compensated accordingly.

What are a supervisor's responsibilities related to overtime?

- It is recommended that individual departments have a policy in place that establishes overtime expectations for employees. Ensure that employees understand this policy and agree to compensatory time off in lieu of cash payment if that is the department's practice. *See next page for sample department overtime policy.*
- Ensure that non-exempt employees understand that all hours worked over 40 in a work week must be approved in advance (but whether approved or not, the time must be compensated accordingly.)
- Ensure that non-exempt employees understand that all hours worked must be reported on the department's official time record/work hours form, including any hours over 40 in a work week. By signing the timesheet, the employee and supervisor are attesting to the accuracy of hours worked and leave taken, so it is critical that timesheets reflect all hours worked and leave taken. Do not rely on informal or offline records.

What if I have additional questions?

Since overtime issues may be complex and depend on the specific circumstances involved, please contact Human Resources for questions and additional information. You may also refer to the [HR website](#) for additional FLSA tools and resources.

Sample Compensatory Time Agreement

I agree to accept compensatory time off in lieu of cash payment for overtime work performed by me for my department. I understand that the rate of compensatory time off will be one-and-one half (1½) times all actual overtime work hours. I also understand that by signing this agreement, my department has the option to use either cash or compensatory time to pay the overtime work performed by me. I have reached this agreement with my department freely and without coercion or pressure. This agreement stays effective until it is voided by mutual agreement.

Employee Signature

Date

SAMPLE OVERTIME / COMPENSATORY TIME POLICY

(Insert Department Name)

(Insert Effective Date)

Purpose

To equitably manage the use of compensatory (comp) time for **(Insert Department Name)**, while maintaining compliance with the Fair Labor Standards Act (FLSA). *The use of compensatory time, instead of overtime pay, is the preferred practice for **(Insert Department Name)**. All staff employed after **(Insert Effective date)** are required to use compensatory time in lieu of overtime payment.*

Eligibility

All employees who are in positions designated non-exempt are eligible for overtime and can earn compensatory time. If there are any questions regarding eligibility, please see your supervisor.

Overtime is accrued when a non-exempt employee works more than 40 hours in any given workweek. The standard workweek is generally defined as 12:01 a.m. Sunday through midnight, the next Saturday. Exceptions may be granted with written approval from the Director of Human Resources.

Terms and Conditions

- **All overtime worked must be approved in advance by the supervisor.** This request shall be in writing (e-mail is fine) and include an estimated amount of compensatory time that will be accrued and the specific work to be accomplished during that period of time. Only in exceptional circumstances (e.g. a meeting with a client that runs late, a pressing deadline etc.) can this request be made at the last minute. The supervisor will evaluate last minute requests on a case-by-case basis. An employee who works overtime without prior supervisory approval is subject to corrective action.

- Whenever feasible, efforts should be made to avoid accruing compensatory (comp) time by adjusting the employees' work hours within the same work week. Employees should make arrangements with their supervisor to leave early or arrive late in order not to exceed 40 hours worked in the same work week. If comp time is accrued, it will be governed by the following FLSA guidelines:

1. Comp time that carries over from one workweek to the next is accrued at time and one-half.
2. There is a maximum comp time accrual of 160 hours (or 240 hours at time and one-half). Any comp time exceeding this limit is paid in cash.
3. Accumulated comp time must be scheduled as soon as practical after the end of the payroll period in which the overtime was worked.

- Requests to use accrued comp time are handled like annual leave requests. Therefore, a **written request** for comp time leave must be submitted in advance, just like the current practice for annual leave.

I acknowledge receipt of this Compensatory Time Policy and agree to comply with the terms and conditions set forth.

Print Name

01/02/2008

Signature

Created by Compensation Committee

Date

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Section V

COMPENSATION DEFINITIONS

Base Pay

An employee's *regular* salary without premium pay. Base pay must be at or below the grade maximum for that job class.

Base Building Pay Increase

An increase in an employee's regular salary as a result of an annual salary survey or performance pay increase; a promotion or transfer; or as provided in the [Discretionary Pay Differential](#) guidelines. A base-building increase can not exceed the grade maximum for that job class.

Exempt

An employee who is not eligible for overtime. As defined in the Fair Labor Standards Act (FLSA), this determination is made by Human Resources on a position-by-position basis and depends upon the work assigned to the position, not the job title.

Exempt Professional (or non-classified)

Exempt Professional positions include non-faculty officers, administrators, and certain other professional positions which meet certain statutory criteria for exemption from the classified personnel system.

Non-Base Building Pay Increase

A *temporary* increase to an employee's salary as a result of an annual performance pay increase or as provided in the [Discretionary Pay Differential](#) guidelines. A non-base building pay increase can be below or above the grade maximum for that job class. Typically, temporary pay increases do not last longer than 12 months and can not exceed the statutory salary lid.

Non-Exempt

An employee who is eligible for overtime, as defined in the FLSA. This determination is made by Human Resources on a position-by-position basis and depends upon the work assigned to the position, not the job title.

Pay Grade

A number used to identify a pay range assigned to a job class. The [Classified Staff Pay Plan](#) lists the pay grades and salary ranges assigned to each job class.

Statutory Salary Lid

The highest monthly amount any classified employee may be paid, according to statute. The State of Colorado salary lid is now determined by the lesser of the change in the Consumer Price Index (CPI) from the previous calendar year or the change in general fund appropriation from the current fiscal year compared to the previous year.

Saved Pay

Temporary means of maintaining current base pay during certain situations, such as system maintenance studies, that accommodate base pay amounts between the maximum of a pay grade and a statutory lid. Base pay shall be moved to the maximum of the pay grade at the first

Compensation Guidelines for Classified Staff Employees

available opportunity that does not cause a loss in pay. However, in no case will base pay remain above the maximum after three years from the action, even if it results in a loss in pay.