**Compensation Quick Guide- Professional Administrative Staff**

Specific guidance is available in the [Professional Administrative Staff Compensation Policy](https://uncoedu.sharepoint.com/%3Aw%3A/r/sites/HumanResourcesOffice/_layouts/15/Doc.aspx?sourcedoc=%7B7009635E-21BB-474A-A1E4-E26F9D0612A5%7D&file=21_1101_Professional_Admin_Pay_Increase_Policy.docx&action=default&mobileredirect=true).

**Initial Pay Determination**

**When to use this process –** When an external candidate is hired for a vacant position.

**HR Timeline –** 3 days-2 weeks for banding (if new/updated position) and Position Salary Analysis, and if offering over recommended equity range a Pay Equity Impact Review

**Decision Maker**- Area Vice President

**Data Used**- Peer Data by CUPA position code, job family, Decision Band Method (DBM) position classification and [pay ranges](https://www.unco.edu/human-resources/pdf/hr-forms/2021-ProfAdmin-Salary-Ranges.pdf) as well as internal [Equal Pay for Equal Work](https://leg.colorado.gov/sites/default/files/2019a_085_signed.pdf) (EPEW) data.

**Process-**

1. New positions are approved during the annual staffing plan process and a request to post a vacant position is approved by the area Vice President.
2. HR Compensation Analyst conducts Position Salary Analysis of proposed new positions or vacant positions and recommends an appropriate range of pay considering peer data, internal discipline data, and the equal pay act. Traditionally between 85-90% of CUPA NCHEMS51 peer median when available.
3. Division or College ASC posts the position with a range or specific salary approved by the Vice President.
4. At offer, any candidate negotiations up to the maximum of the agreed upon salary can be approved by the delegated hiring authority. Any offer over the maximum must be approved by the area Vice President and accompanied by a Pay Equity Impact Review form from HR.

**Budget-** Initial position budget is identified in the annual staffing plan and the current budget can be found on the BUD001 report. If the decision to offer more than the current budgeted amount is made after the PAF has been submitted, the budget office will confirm the amount with the VP via email after the PDF has been submitted to payroll.

**Permanent Change in Duties**

**When to use this process –** When an employee is promoted, their position changes as part of a permanent reclassification, they transfer to a new position, or they are demoted.

**HR Timeline – 1-2 weeks for banding and Position Salary Analysis**

**Decision Maker-** Area Vice President

**Data Used**- Peer Data by CUPA position code, Decision Band Method (DBM) position classification and [pay ranges](https://www.unco.edu/human-resources/pdf/hr-forms/2021-ProfAdmin-Salary-Ranges.pdf) as well as internal [Equal Pay for Equal Work](https://leg.colorado.gov/sites/default/files/2019a_085_signed.pdf) (EPEW) data.

**Process**- Per the EPEW Act, all positions must be posted and filled through a transparent selection process. Salaries for these positions are established using the initial pay determination process above.

**Budget-** The source of funding for any amount above the current budgeted amount must be identified by the hiring authority and communicated to the Budget Office via the PAF form. If the decision to offer more than the current budgeted amount is made after the PAF has been submitted, the budget office will confirm the amount with the VP via email after the PDF has been submitted to payroll.

**Temporary Change in Duties**

**Decision Maker-** Area Vice President

**When to use this process –** When an employee maintains their permanent position while taking on additional duties outside of their current position duties on a short-term basis.

**Data Used**- Breakdown of duties in current position and temporary responsibilities, expected duration of temporary duties.

**Process**-

1. When a position is vacated, the department will identify who will complete the essential functions of the job while the position is vacant.
2. The VP will determine whether an interim incumbent is required (typically when a leadership role is vacant) or if there are a few additional duties that can be added to a current employees’ workload.
	1. When adding duties to an existing position, the additional pay will vary based on the new duties compared to the existing duties typically ranging from 5-15% of current base pay.
3. VP will submit a PSA for additional pay.
4. Approved by Payroll and Reviewed by HR Director for FLSA compliance.

**Budget-** Funding for the PSAs come from the vacant position budget. Any amount over the budgeted position amount will need to be approved by the VP. The budget office will confirm the amount with the VP via email after the PSA has been submitted to payroll.

**Interim Position Assignment**

**When to use this process –** When an employee temporarily vacates their current position and assumes all the responsibilities for an open position while the unit is recruiting for a permanent position.

**Decision Maker-** Area Vice President

**Data Used**- Previous incumbent salary, expected duration of temporary duties.

**Process**-

1. When a position is vacated, the department will identify who will complete the essential functions of the job while the position is vacant.
2. The VP will determine whether an interim incumbent is required (typically when a leadership role is vacant) or if there are a few additional duties that can be added to a current employees’ workload.
	1. When filling a vacancy with an interim appointee, the interim position will be paid between 80-90% of the previous incumbent’s base salary.
3. VP will submit a PSA for additional pay.
4. Approved by Payroll and Reviewed by HR Director for FLSA compliance.

**Budget-** Funding for the PSAs come from the vacant position budget. Any amount over the budgeted position amount will need to be approved by the VP. The budget office will confirm the amount with the VP via email after the PSA has been submitted to payroll.

**Annual Pay Increases**

**When to use this process –** this process happens once per year, in April. Salary is reviewed for all current employees who have active positions on April 1.

**Timeline to complete** – The process begins April 1 and changes are effective July 1.

**Decision Maker**- Vice Presidents per [Board Regulation 3-4-120](https://www.unco.edu/trustees/pdf/university_regulations.pdf)

**Data Used-** Peer Data by CUPA position code, Decision Band Method (DBM) position classification and [pay ranges](https://www.unco.edu/human-resources/pdf/hr-forms/2021-ProfAdmin-Salary-Ranges.pdf), performance evaluations weighted at the discretion of the Vice President.

**Process-**

1. Preliminary pay increase pool identified in the budget process by March 1.
2. Per Board Regulation 3-4-120 the Vice Presidents determine the individual pay distributions. The Vice Presidents frequently work collaboratively to identify a common across-the-board increase and a consistent method to distribute discretionary funds.
3. Pay adjustments are entered into the payroll system effective 7/1 and letters are sent by Human Resources to staff members outlining pay.

**Budget-** The pool for annual pay increases is determined in annual budget process and individual employee line budget adjustments are made centrally.

**Equal Pay for Equal Work (EPEW) Adjustments**

**When to use this process –** this process happens once per year, in February. Salary is reviewed for all current employees who have active positions on February 1.

**Timeline to complete** – The process begins February 1 and changes are effective April 1.

**Decision Maker-** The Human Resources Offices is responsible for the application of the [Equal Pay for Equal Work Act.](https://leg.colorado.gov/sites/default/files/2019a_085_signed.pdf)

**Data Used-** Position, job family, DBM, time in current position and salary for all internal Professional Administrative positions.

**Process -**

1. Data for all Professional Administrative Staff is pulled on 2/1 sorted by Job Family, then by DBM band.
2. Data is reviewed by HR staff to identify any wage rate differential that can’t be explained by any of the following:
	1. A seniority system;
	2. A merit system;
	3. A system that measures earnings by quantity or quality of production;
	4. The geographic location where the work is performed;
	5. Education, training, or experience to the extent that they are reasonably related to the work in question; or
	6. Travel, if the travel is a regular and necessary condition of the work performed.

3. Adjustments are recommended by the HR Compensation Analyst

4. Adjustments are reviewed by the Directors, AVPs and VPs to verify compliance, specifically any relevant education, training, or experience that might impact the analysis.

5. Pay adjustments are entered into the payroll system effective 4/1 and letters sent by Human Resources to staff members who receive EPEW adjustments.

**Budget-** The pool for EPEW adjustments is identified in the budget process and individual employee line budget adjustments are made centrally.

**Discretionary Adjustments (Off Cycle)**

**When to use this process –** To help retain a current employee, make a counteroffer, address compression, correct internal equity or salary inversions that arise outside of the annual pay equity adjustment and annual pay increase cycle.

**Decision Maker**- Vice Presidents

**Data Used-** Market Data, Written Offers, Other

**Process-** The Vice Presidents, as the hiring authority for professional administrative staff positions, can make other pay adjustments as needed. Examples include counter offers, or retention adjustments for specialized skills. Specific guidance is available in the Professional Administrative Staff Compensation Policy. **Discretionary pay changes will be used sparingly as the primary tools for professional pay adjustments are annual increases and compliance with the EPEW Act.**

1. Supervisor completes the Discretionary Pay Adjustment Request Form
2. HR completes the Salary Review Analysis to assist the VP in their decision making determine impact on other departments. (future pay equity adjustments)
3. Area VP reviews and approves the form and submits it to HR
4. If other areas are impacted by the increase, the VP of the impacted area will be notified by HR.
5. Once approved by VP, ASC will submit a PDF for the individual for processing through payroll.

**Budget-** The source of funding for any amount above the current budgeted amount must be identified by the hiring authority and communicated to the Budget Office via the PAF. If the decision to offer more than the current budgeted amount is made after the PAF has been submitted, the budget office will confirm the amount with the VP via email after the PDF has been submitted to payroll. During the next budget cycle, the VP will be responsible to identify funds for all discretionary pay increases from their existing budget.