SALARY GUIDELINES

PURPOSE AND SCOPE
All staff employees, including current employees, new employees, emergency employees, and hourly intermittent employees are placed in a classification and/or skill level with a pre-established salary range based on the specific job duties of the position. The compensation rate for each individual is determined by the individual’s experience and education in relation to a number of factors including the position/classification requirements, internal and external equity, as well as budgetary considerations.

DETERMINING COMPENSATION RATES
When setting the salary of each individual, it is important to remember that while the salary of the previous incumbent may serve as a budgetary placeholder, it is not the best guide for determining an appropriate salary for the individual moving into the position. This decision is based on an analysis of the individual’s specific experience and education in relation to the position requirements and other internal and external comparability considerations. Specifically, the following factors need to be considered in determining an appropriate rate of pay.

- The salary range or skill level sub-range established for the position.
- An assessment of the candidate’s knowledge, skills, and abilities against the overall requirements for the position and classification and/or skill level.
- An internal assessment of salaries of existing employees in comparable positions.
- An analysis of applicable market data, if appropriate.

SALARY QUARTILE CRITERIA
Salaries are commensurate with a candidate’s experience and education in relation to the salary range established for the position, as well as internal and external considerations. The section below describes how to determine where to place an individual within the prescribed salary range.

MINIMUM OF THE RANGE TO THE TOP OF THE FIRST QUARTILE
While HR reviews all requests for initial hire salaries, appropriate administrators are given the discretion to set salary rates in the first quartile. Placing salary rates within the first quartile of the salary range is appropriate when the candidate or employee is:

- Qualified for the position by meeting the minimum qualifications advertised for the position.
- May still require a training period to become fully proficient with the requirements of the position.
- In addition to meeting the minimum qualifications of the position, incumbents will typically have completed up to 3 years of relevant professional experience in the same or very similar position that required similar skills, effort, scope of duties and responsibilities.
- The previous position(s) must have been in the same type of industry or one where the majority of skills are transferable.
NOTE: Verification of degree, experience, and skill level are required. When recruiting, verification of the experience shall be confirmed in reference checks and confirmation of skill accomplishment shall be reviewed during the interview process.

SECOND QUARTILE UP TO THE MIDPOINT

The midpoint is considered to be the targeted pay level for employees who have full command of their job skills and who perform at a fully acceptable level. Placing salary rates within the second quartile of the salary range is appropriate when the following criteria are met:

- Highly skilled candidates who need minimal training.
- In addition to meeting the minimum qualifications of the position, incumbents will typically have completed 4 to 6 years of relevant experience in the same or very similar position that required similar skills, effort, scope of duties and responsibilities.
- The previous position(s) must have been in the same type of industry or one where the majority of skills are transferable.
- Setting a salary rate at this level requires:
  - The appropriate administrator provides Human Resources a written justification of the salary request prior to making the offer. This justification must include a statement of the selected candidate’s skill level and years of experience and any other appropriate information. When hiring a new employee, a salary history with pay stubs may need to be provided as part of the justification.
  - Human Resources will review the salary request, conduct a salary study, and approve or deny the proposed salary rate. If the suggested salary is denied, Human Resources will work with the appropriate administrator to reach a satisfactory agreement on the appropriate salary offer.

NOTE: Verification of degree, experience, and skill level are required. When recruiting, verification of the experience shall be confirmed in reference checks and confirmation of skill accomplishment shall be reviewed during the interview process.

ABOVE MID-POINT (THIRD & FOURTH QUARTILES)

Hiring above the midpoint should be considered a rare situation and may be justified if the following conditions exist:

- Highly qualified individuals with exceptional expertise may need to be hired over the specifically assigned sub-range mid-point.
- In addition to meeting the minimum qualifications of the position, incumbents will typically have completed 7 years or more of relevant experience in the same or very similar titled position that required similar skills, effort, scope of duties and responsibilities.
- The previous position(s) they held must have been in the same type of industry or one where the majority of skills are transferable.
• Placement at this location in a range must leave no doubt that they are able to offer more skills, effort and responsibility equal to or above those paid at the same rate in similar jobs in other departments or organizations.

• Difficulties of recruitment.

• Setting the salary at this level requires:
  o The appropriate administrator provides Human Resources a written justification of the salary request prior to making an offer. This justification must include a statement of the selected candidate’s skill level and years of experience and any other appropriate information. When hiring a new employee, a salary history with pay stubs will need to be provided as part of the justification.
  
  o Human Resources will conduct a review of the employee’s qualifications and a comparison of internal and external market salaries for similar positions and provide their recommendation and analysis to the Associate Vice President of Human Resources who will make the final decision.

**NOTE:** Verification of degree, experience, and skill level are required. When recruiting, verification of the experience shall be confirmed in reference checks and confirmation of skill accomplishment shall be reviewed during the interview process.

**Salary Quartile Calculations**

The salary range quartiles and mid points referred to for hiring ranges are calculated using the minimum and maximum rates for the classification’s salary range or for the skill level’s salary range for classifications with skill levels. Generally, the middle portion of each salary range is targeted to be within a competitive range of the salaries for comparable work:

- First Quartile = Minimum Salary Rate - Top of the First Quartile
- Top of First Quartile = (Minimum Salary Rate + Midpoint)/2
- Second Quartile = (Top of the First Quartile + 1) – Midpoint
- Midpoint = (Minimum Salary Rate + Maximum Salary Rate)/2

Example: Administrative Support Assistant II: $30,060 (Minimum Rate) - $45,096 (Maximum Rate)

- First Quartile = $30,060 to $33,819
- Top of First Quartile = ($30,060 + $37,578)/2 = $33,819
- Second Quartile = $33,820 to $37,578
- Midpoint = ($30,060 + $45,096)/2 = $37,578