



FLORIDA  
GULF COAST  
UNIVERSITY

**Pay Administration Guidelines**

May 2022

*Revised*

# Table of Contents

Table of Contents.....	i
Introduction.....	1
Compensation Philosophy .....	2
Roles and Responsibilities.....	4
Staff Salary Structure .....	6
<i>Program Maintenance</i> .....	6
<i>Job Families</i> .....	7
<i>Job Categories</i> .....	8
<i>Job Levels</i> .....	8
<i>Staff Salary Structure</i> .....	9
Staff Salary Administration .....	10
<i>Setting Starting Salaries</i> .....	10
<i>Managing Salaries within a Pay Grade</i> .....	11
<i>Salaries above Grade Maximum</i> .....	12
<i>Special Pay</i> .....	12
<i>Bonus Payments</i> .....	15
<i>University-Wide Increases</i> .....	16
<i>Job-Based Changes</i> .....	18
<i>Incumbent-Based Changes</i> .....	19
Appendix A – Staff Market Pricing Guidelines.....	23
<i>Step 1: Identifying Benchmark Jobs</i> .....	23
<i>Step 2: Identify Appropriate Survey(s)</i> .....	23
<i>Step 3: Match FGCU Jobs to Comparable Jobs in Surveys</i> .....	24
<i>Step 4: Select Appropriate Survey Scope/Cut</i> .....	24
<i>Step 5: Make Necessary Adjustments</i> .....	25
<i>Step 6: Update the Data to a Common Point in Time</i> .....	26
<i>Step 7: Develop the Consensus</i> .....	26
Appendix B - Higher Education Comparison Market Institutions List .....	27
Appendix C – Glossary of Terms .....	28

# Introduction

These pay administration guidelines serve as the standard for administering Florida Gulf Coast University's (FGCU's) staff compensation programs. The program has been designed to provide competitive, fair, and equitable compensation in order to attract, retain, and engage employees. To this end, we will:

- Provide salary opportunities that:
  - are based on job responsibilities,
  - are competitive within the markets in which FGCU competes for talent;
  - promote internal equity with jobs that have similar responsibilities, and;
  - reflect the University's financial resources.
- Recognize and reward sustained contributions towards achieving the University's vision and strategic objectives, and high levels of performance and expertise
- Ensure understanding of the compensation program through open and clear communication, accessible information, and continued training for leaders, managers, and staff on key components of the program

These guidelines are intended to be a reference for the ongoing consistent administration of compensation programs. Human Resources (HR) is responsible for administering the program. The University will make an earnest effort to update this program regularly (e.g., salary program updates, benchmarking reviews) in order to keep it current.

While we intend to lend stability in our policies and practices, FGCU reserves the right to interpret the policies, rules, sections, and provisions contained in these guidelines, as it deems appropriate in its sole discretion. The University also reserves the right, in its sole discretion, to amend, modify, change, cancel, terminate, or withdraw any or all of the policies, rules, sections, and provisions of these guidelines at any time, unilaterally, with or without prior notice.

These guidelines, as well as its attachments and all subsequent revisions, supersede and/or replace all policies, rules, and salary program descriptions issued previously.

# Compensation Philosophy

The compensation philosophy is the foundation of the compensation program. This philosophy serves as a framework for compensation benchmarking and administration at FGCU. The philosophy addresses:

- The overall vision for the program, which is consistent with the University’s core mission,
- The balance between external competitiveness and internal equity, comparison markets for evaluating salaries and managing compensation, and
- How the program will be administered and communicated.

<b>Vision</b>	<p>FGCU will achieve national prominence in offering exceptional value in high-quality educational programs that address regional and statewide needs. Our programs, firmly grounded in the liberal arts and sciences, will employ emerging instructional technologies. Possessing an entrepreneurial spirit, graduates will be well prepared for productive lives as civically engaged and environmentally conscious citizens with successful careers, ready to pursue further education.</p>
<b>Mission Statement</b>	<p>FGCU, a comprehensive institution of higher education, offers undergraduate and graduate degree programs of strategic importance to Southwest Florida and beyond. FGCU seeks academic excellence in the development of selected programs and centers of distinction in science, technology, engineering and mathematics (STEM) disciplines, health professions, business, and marine and environmental sciences. Outstanding faculty and staff supported by a strong community of advisors prepare students for gainful employment and successful lives as responsible, productive and engaged citizens. FGCU emphasizes innovative, student-centered teaching and learning, promotes and practices environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, and cultivates habits of lifelong learning and the discovery of new knowledge.</p>
<b>Compensation Program</b>	<p>FGCU aims to provide a total rewards package that reflects both external market and internal equity balanced with fiscal responsibility. In addition to base compensation, the University focuses on providing benefits, professional development, career opportunities, work-life balance, and a mission-driven environment and inclusive culture.</p>
<b>Market Comparators</b>	<p>The University benchmarks salaries against the markets within which it competes for talent, which may vary across the institution. Market comparators include higher education institutions and organizations outside of higher education as appropriate.</p>
<b>Pay Positioning</b>	<p>FGCU generally targets the market median for competitive pay positioning. This may vary from job to job based on market data and individual factors, such as (but not limited to) education, experience, skills, certifications, internal equity, high demand roles, or jobs with recruitment or retention difficulties.</p>
<b>Beyond Market Factors</b>	<p>The University promotes fair and equitable salaries inclusive of factors that affect compensation decision-making such as level of education, prior experience, length of service, performance, and overall contributions to the University.</p>

<b>Program Communication</b>	<p>FGCU is committed to transparency regarding the development and administration of compensation programs. Clear and easily-understood pay administration guidelines will be developed and regularly communicated to all stakeholders via different vehicles.</p>
<b>Pay Administration</b>	<p>The development, approval, and endorsement of the compensation philosophy will be the responsibility of Human Resources, University Leadership, and the President. Human Resources will have ultimate responsibility for the periodic review, maintenance, and updates to tools, processes, procedures, and policies.</p>

# Roles and Responsibilities

To ensure that the program is administered in a consistent, impartial manner, the roles and responsibilities for key constituents involved in compensation decision making are defined in the table below:

<b>Senior Leadership Team</b>	<ul style="list-style-type: none"><li>• Serve as a champion/sponsor for compensation program development, implementation, and maintenance</li><li>• Foster transparency regarding the University's compensation programs through consistent, clear, and open communication</li><li>• Develop and communicate compensation philosophy and goals to the University at large</li><li>• Prioritize funding of resources to maintain the salary program, while acknowledging budget limitations or constraints</li><li>• Reinforce accountability for University leaders and managers with respect to the compensation programs</li><li>• Approve aspects of compensation program design, administration, and maintenance, as appropriate</li></ul>
<b>Human Resources</b>	<ul style="list-style-type: none"><li>• Lead the efforts to develop, administer, and maintain the compensation programs, in collaboration with University leadership</li><li>• Provide strategic and operational advice to University leadership regarding compensation issues, market trends, and relevant regulations</li><li>• Serve as a trusted advisor for University leadership and managers when making compensation decisions</li><li>• Communicate openly regarding compensation programs to foster transparency and understanding of the University's compensation programs</li><li>• Provide tools to managers and employees to promote the development of and updates to job descriptions for staff</li><li>• Commit time and resources to the regular maintenance of the compensation programs; specifically the collection and evaluation of market data, competitive market assessments, and recommendations for adjustments to the compensation programs to maintain alignment with market practices</li><li>• Establish procedures to evaluate the effectiveness of compensation programs, practices, and policies</li></ul>

<b>Department Heads and Managers</b>	<ul style="list-style-type: none"> <li>• Collaborate with Human Resources regarding compensation actions and recommendations</li> <li>• Actively participate in education on the specifics of the compensation program (attend trainings, become familiar with tools and other resources available, etc.)</li> <li>• Maintain knowledge of job responsibilities and requirements for function/area of responsibility, and the corresponding characteristics and documentation for staff in those jobs</li> <li>• Establish standards for performance and provide frequent and meaningful feedback</li> <li>• Communicate openly regarding compensation programs to foster transparency and understanding of the University's compensation programs</li> <li>• Serve as a trusted advisor for staff on development and career progression topics</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Maintain documentation regarding job responsibilities and requirements, and participate in regular maintenance of documentation</li> <li>• Actively participate in education on the specifics of the compensation program (attend trainings, become familiar with tools and other resources available, etc.)</li> <li>• Communicate openly and regularly with department head or manager to address any issues and concerns</li> </ul>

# Staff Salary Structure

FGCU maintains a market-based compensation program that supports the institution's strategic vision, mission, values, and its diverse staff population. The staff salary structure is developed using survey salary information gathered from market benchmarking and contains differentiated salary ranges. Such a structure:

- Is relatively simple with less frequent maintenance and reevaluation of job grades required due to flexibility built into the structure
- Allows for increased flexibility in cross-functional job movement
- Allows for balancing pay for both the job and the person, rather than to an inflexible control point

FGCU's staff salary structure consists of pay grades that represent a continuum of salaries based on the market for a range of positions. The chart at the end of this section provides the 2021-2022 staff salary structure, which includes:

- A **minimum**, the lowest salary for jobs in the grade. Generally, an employee will not be paid below the minimum of the salary range associated with that employee's job. However, through the transition of changing titles and pay grades an employee may be paid at or above the old pay grade associated with the position until it is fiscally feasible to increase the salary to the new minimum of the salary range of the new pay grade.
- The **midpoint**, the "middle" of the grade. The midpoint is the salary which is considered to be a fair and equitable rate of compensation for an employee who is fully qualified for the job from the standpoint of training and experience, and whose demonstrated performance on the job **over a period of time is satisfactory in all respects.**
- A **maximum**, the highest salary for jobs in the grade. Generally, an employee will not be paid above the maximum of the salary range associated with that employee's job.

## Program Maintenance

### Job Descriptions

Job descriptions are a critical component for compensation programs and are inputs for many processes, including workforce planning, professional development, recruitment efforts, market competitiveness studies, FLSA classification/review, and other compliance activities. Job descriptions are not detailed work/desk instructions, but rather convey expectations for job duties and performance. Because staff jobs are assigned to pay grades based on their content, role, and responsibilities, it is important that job descriptions be current, accurate, and complete. Job descriptions should be reviewed annually during the performance evaluation process and whenever a job is vacated.

For every staff job, a job description will be developed by the manager and approved by Human Resources. Human Resources will provide a job description template to managers for this process. Human Resources is responsible for archiving current job descriptions for all staff jobs.

## Maintaining the Salary Ranges

The salary ranges (minimum, midpoint, and maximum) will be adjusted regularly to keep up with the market. The ranges are generally increased each year based on average annual salary range adjustments within higher education and general industry. This information is available in annual salary guidelines as published by compensation planning resources such as WorldatWork or Segal. Note that this adjustment is to the ranges of each structure, not individual salary. Any changes to the ranges are subject to the availability of financial resources and must be approved by the Senior Leadership team.

Periodically, (approximately every three to five years), the University will complete a thorough market analysis, including a market assessment of staff benchmark jobs to gauge significant changes in the market. This may result in some additional adjustments to the ranges or grade assignments.

## Placement of Jobs in the Pay Structure

Benchmark jobs are assigned to pay grades primarily based on their market value. These jobs are typically assigned to the grade with the closest grade midpoint to the median (i.e., 50th percentile) market data for jobs within that grade. The majority of jobs at FGCU are benchmark jobs.

For other jobs, market data may not be available; these are called “non-benchmark” jobs. Non-benchmark jobs include jobs that are created to meet a unique need at FGCU, jobs that are a blend of multiple functions, and jobs for which viable survey data is not available. Non-benchmark jobs are assigned to pay grades through a process of comparing them to similar benchmark jobs by considering:

- **Skills and Knowledge:** The formal/informal expertise needed to perform the duties of the job on a day-to-day basis. Example: Accounting rules, standards, and procedures
- **Impact:** The impact that a job has on key institutional imperatives. Example: Financial health or effectiveness and quality of services provided within the institution
- **Scope of Responsibility:** The breadth or range of the job’s operational influence within the institution. Example: Institution-wide, division, or department

Human Resources, in consultation with the appropriate Department Head, reviews the internal equity of all job assignments before final approval.

## Job Families

Job Families are groups of jobs affiliated with one another that involve similar duties and require similar skills, knowledge, training, or expertise. Job families differ from departments, in that departments are based on organizational or reporting structure, while job families are based on the similarities noted above.

## Job Categories

Job categories describe the overall nature of work. The three job categories used at FGCU are Support, Professional, and Management.

**Support:** Support jobs are those jobs which provide organizational related support or service (administrative or clerical) OR roles operating in a “hands on” environment in support of daily operations. The majority of time is spent in the delivery of support services or activities, typically under supervision. The jobs in this category are generally paid on an hourly basis and classified as non-exempt under the Fair Labor Standards Act (FLSA), although assignment to this category is not a recommendation of FLSA status. Higher level support jobs may be responsible for overseeing well defined tasks performed by nonexempt employees, but are not responsible for employee development. Jobs in this category may also oversee student workers and/or volunteers.

**Professional:** Professional jobs typically oversee the design, implementation, and delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education or specialized training. Professional jobs are generally exempt jobs under the FLSA with responsibility in a field, function, or specialty area. A professional staff member may oversee the work of two or fewer direct reports and/or manage processes and programs; however, this is incidental to the primary role of the job.

**Management:** Management jobs are those jobs which accomplish their goals and accountabilities primarily through the management of staff in operational and/or strategic roles within a specified job family/function. Jobs in the management category have the management and development of people as a major accountability, and generally have direct reports. The majority of time is spent overseeing their areas of responsibility, planning, prioritizing and/or directing the responsibilities of employees.

## Job Levels

Job levels have been developed within each of the above categories. Each level describes characteristics of jobs that will be assigned to a level, including organizational impact, complexity, leadership responsibility, as well as knowledge and experience requirements.

Each job at FGCU has been reviewed, compared to the level criteria and assigned to the level that best describes the job.

# Staff Salary Structure

Pay Grade	Annual Pay Range			Range Spread <sup>1</sup>	Midpoint Differential <sup>2</sup>
	Minimum	Midpoint	Maximum		
11	\$26,000	\$31,000	\$39,000	50%	--
12	\$27,300	\$34,100	\$41,000	50%	10.0%
13	\$30,000	\$37,500	\$45,000	50%	10.0%
14	\$33,100	\$42,200	\$51,300	55%	12.5%
15	\$37,300	\$47,500	\$57,800	55%	12.5%
16	\$41,900	\$53,400	\$64,900	55%	12.5%
17	\$47,200	\$61,400	\$75,500	60%	15.0%
18	\$54,300	\$70,600	\$86,900	60%	15.0%
19	\$62,500	\$81,200	\$100,000	60%	15.0%
20	\$72,100	\$97,400	\$122,600	70%	20.0%
21	\$86,600	\$116,900	\$147,200	70%	20.0%
22	\$102,000	\$140,300	\$178,500	75%	20.0%
23	\$122,500	\$168,400	\$214,400	75%	20.0%
24	\$147,000	\$202,100	\$257,300	75%	20.0%

<sup>1</sup> Range spread is the percent distance from grade minimum to grade maximum, defining the range of pay per grade.

<sup>2</sup> Midpoint progression is the percent increase from one grade's midpoint to the next grade's midpoint.

# Staff Salary Administration

## Setting Starting Salaries

The salary program's grades are wide enough to accommodate a variety of experience, knowledge, skill, qualification, and performance levels. Generally, all staff can expect to be paid within the salary guidelines associated with their job's pay grade.

Setting a starting salary involves a review by Human Resources of a job's responsibilities and requirements as well as the skills and experience of the candidate, using the salary range associated with the job's grade. Final starting salaries must be reviewed and approved by Human Resources and the manager before they are implemented.

**Step 1: Review the job and determine its grade assignment (Human Resources)**—if the job currently exists at the University, proceed with Step 2.

If the job is new to FGCU, Human Resources will determine if the job is a benchmark job. This means that jobs with similar responsibilities and skill requirements are typical in the market and reliable salary data can be found in published surveys, using the same comparison market as previously established. In the case of a benchmark job, refer to the "Market Pricing Guidelines" section for guidelines on benchmarking the job and reference the resulting survey data to assign the job to the most appropriate grade (i.e., the grade with the midpoint closest to the survey median).

Non-benchmark jobs include jobs that are created to meet a unique need at FGCU, jobs that are a blend of multiple functions, and jobs for which good salary survey data are not available. If the job is a non-benchmark job, Human Resources and the manager will evaluate the job relative to its most similar job(s) at the University based on:

- Knowledge and Skills
- Impact
- Scope of Responsibility

**Step 2: Review internal equity**—before any salary is finalized, Human Resources will conduct a review of salaries of current staff members in similar jobs to ensure internal equity. If the individual will be working in more than one job at the University, Human Resources will determine the appropriate grade and salary for the incumbent.

**Step 3: Review skills and experience of the individual**—once the grade for the job has been determined, the individual salary will be set within the guidelines for the grade collaboratively by Human Resources and the candidate's manager, based on the individual's skills and qualifications as defined in "Managing Salaries within a Grade." Together, they will evaluate the new employee based on their knowledge, skills, and relevant experience. This evaluation will result in a recommended salary between the minimum and the midpoint of the pay grade.

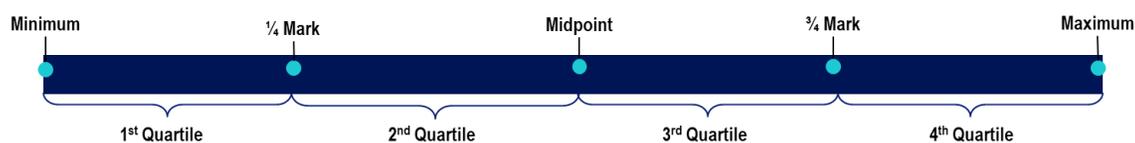
As a general guideline, if an individual has no prior relevant work experience, their pay will be set at the minimum of the grade for the job. Additionally, pay rates for new employees will

generally not exceed the midpoint of the grade for their job without approval from Human Resources and a Vice President, unless exceptional circumstances can be demonstrated.

**Step 4: Final approval of salary level for offer**—Final salary recommendation up to the midpoint of the range is submitted via offer transaction in Workday to the Compensation team. Offers exceeding the midpoint will also be routed to the appropriate Vice President for approval.

## Managing Salaries within a Pay Grade

The salary structure consists of a series of grades that are designed to provide competitive salary opportunities for the responsibilities and requirements of jobs at FGCU. The guidelines below provide direction on how salaries should be managed within a grade, taking into account both the external market and accumulated skills and individual contribution. Individuals within a job will progress through the grade based on growth in their knowledge and experience, as well as performance.



<b>1<sup>st</sup> Quartile</b> <i>(Minimum to 1/4 Mark)</i>	<ul style="list-style-type: none"> <li>• New to role and/or field, may have limited prior experience depending on position in career cycle</li> <li>• On steep learning curve, building both skills and knowledge as well as ability to handle job responsibilities</li> </ul>
<b>2<sup>nd</sup> Quartile</b> <i>(1/4 Mark to Midpoint)</i>	<ul style="list-style-type: none"> <li>• Performs some/most job responsibilities effectively</li> <li>• Possesses all/most of the base knowledge and skill requirements, but may need to build upon them through experience</li> <li>• May still be learning some aspects of job or developing expertise to handle them more independently and effectively</li> <li>• Exhibits many or most desired competencies to perform job successfully</li> </ul>
<b>3<sup>rd</sup> Quartile</b> <i>(Midpoint to 3/4 Mark)</i>	<ul style="list-style-type: none"> <li>• Performs all aspects of job effectively and independently</li> <li>• Experienced in the job and possesses required knowledge and skills</li> <li>• Exhibits desired competencies to perform job successfully</li> <li>• Seasoned and proficient at building job responsibilities</li> </ul>
<b>4<sup>th</sup> Quartile</b> <i>(3/4 Mark to Maximum)</i>	<ul style="list-style-type: none"> <li>• Expert in all job criteria</li> <li>• Possesses broad and deep knowledge of own area as well as related areas</li> <li>• Possesses depth and breadth of experience in the job, specialized skills and significant value</li> <li>• Serves as expert resource and/or role model/mentor to others in similar jobs or to other areas</li> </ul>

All incumbents can generally expect to be paid within the guidelines associated with their job's pay grade. As a general policy, no one should be paid above the pay grade maximum or below the pay grade minimum.

## Salaries above Grade Maximum

Employees whose salaries are above the maximum of their pay grade will not be eligible for increases to base salary. For employees whose current salaries are above the maximum of the salary range for their job, any additional increases will be provided as a lump sum cash payment on the effective date of the increases. Employees whose pay is close to the maximum may receive an increase partially as an increase to base salary, and partially as a lump sum (see examples below). As pay grades are adjusted for inflation and/or market pressure, employee salaries that were previously above the grades maximum may again fall within the structure.

### Examples of Increases at the Maximum of the Range

Employee	Grade	Current Salary	Salary Range Maximum	Annual Increase	Potential New Salary	Base Salary Increase	Lump Sum Payment	New Base Salary
Employee 1	14	\$52,850	\$51,300	2%	\$53,907	\$0	\$1,057	\$52,850
Employee 2	18	\$85,500	\$86,900	2%	\$87,210	\$1,400	\$310	\$86,900
Employee 3	22	\$160,400	\$178,500	2%	\$163,608	\$3,208	\$0	\$163,608

## Special Pay

Special pay can be provided for a variety of reasons as listed below.

### Counteroffers

Used to retain an employee with a written job offer from an external organization that is comparable to the job the employee holds at FGCU. Counteroffers are initially treated the same as market reviews. Otherwise, the college/department provides a written justification from the appropriate Vice President on the ways the retention of the specific employee benefits the university.

### Market Adjustment

An adjustment that is made to recognize changes in the competitive market salary for a job using the market pricing process described later in this document. Market adjustments are unlikely to occur often, because the salary program is based on benchmarking and is updated regularly to ensure continued competitiveness. Occasionally, however, unusual market circumstances may warrant an adjustment.

### Equity Adjustment

An adjustment that is made to ensure that an individual's salary appropriately reflects their skills, knowledge, experience, and performance. Equity adjustments may be made at the same time as the annual increase, and, if so, will be clearly communicated to the individual to avoid confusion with the annual increase.

## Earning a Degree or Certification

Earning a degree, certification, or accreditation, including an advanced degree, does not generally warrant a salary increase unless the current job requires the degree or job responsibilities change as a result of the degree attainment resulting in a movement of the job to a higher grade. Eligibility for individual incentives for these achievements are located in “*FGCU Regulation 5.024 – Bonus Plan.*”

## Temporary Short-Term Assignments

When a staff member is temporarily assigned to a job requiring an additional level of responsibility on a short-term basis (less than 30 calendar days), the individual will continue to be compensated at their regular rate.

## Temporary Long-Term Assignments

When an employee is temporarily assigned additional responsibilities for an extended period of time (30+ calendar days, excluding vacations and other short-term situations), the employee’s salary may be increased upon review by Human Resources and the appropriate Vice President. Automatic increases to base salary are not given. Upon completion of the temporary assignment, the individual resumes their former pay rate.

## Temporary Additional Duties

Additional compensation that recognizes the temporary assignment (less than 30 calendar days) of added responsibilities that fall within or outside the scope of an employee's current job classification. If the additional duties increase duties by 30% or more, pay will be increased by 5%. For example, an employee assumes additional responsibilities while a search is conducted to fill a vacant position.

Additional compensation for temporary assignments are assigned by temporarily increasing the salary or hourly rate during the period the temporary duties are performed. Temporary assignments are short term and typically have a beginning and end date.

## Interim Appointments

An interim appointment is when an individual is appointed (in writing) to a different position (either in the same pay grade or in a higher grade) on a temporary basis where there is a vacancy expected to last for an extended period of time in order to maintain organizational stability. The individual will be held accountable for the scope of the interim role that is identified at the time of the Interim Appointment.

- **Interim appointment in the same grade:** Since the interim position has the same salary potential as the individual’s own position, base salary for the individual will not change, although they may be eligible for a one-time cash payment upon completion, depending upon the duration of the appointment, the degree of complexity and/or importance of the additional work, and the level of performance demonstrated. HR and the appropriate Vice President will evaluate these situations on a case-by-case basis to determine if any cash payment is necessary and appropriate.

- **Interim appointment in a higher grade:** Since the interim position has a higher base salary potential than the individual's own position, an individual taking on such an appointment may be eligible for a temporary increase in base salary, determined under the University's promotional guidelines as if the individual were being promoted to this position, and remaining in effect until the appointment is completed. Upon returning to their position, the employee will receive the salary rate they had been earning prior to the interim appointment, adjusted for any intervening salary increases (annual increases, increases due to market or internal equity, etc.). HR and the appropriate Vice President will evaluate these situations on a case-by-case basis to determine if any cash payment is necessary and appropriate.

During an interim assignment, the employee's interim salary must be established at a level not less than the minimum of the salary range for the classification. If the proposed interim salary is above the range minimum, the salary should be based on qualifications in relation to the minimum requirements of the new position. At the conclusion of the assignment the employee will be returned to his/her original classification and salary.

## Merit increases (In-Cycle)

Merit pay, also known as pay-for-performance, is defined as an increase in pay based on a set of criteria set by the University. Some years, the University provides a campus wide merit increase. This is called a discretionary "in-cycle" merit increase.

## Merit increases (Out-of-Cycle)

There are times when the manager/supervisor would like to recognize an employee for performance outside of the university-wide in-cycle merit increase. This is called a discretionary "out-of-cycle" merit increase. The steps are as follows:

- The department or college provides a formal justification to the appropriate administrator (president, vice-president or dean) outlining the performance of the employee to warrant an out-of-cycle merit increase
- The administrator reviews and approves the request; the request then routes to FGCU Human Resources in the same way as other special pay requests
- If a campus wide in-cycle merit increase occurred within the same fiscal year as the request, only one out-of-cycle merit increase per employee is permitted within the same fiscal year
- If no in-cycle merit increase occurred within the same fiscal year as the request, two out-of-cycle merit increases per employee may occur within the same fiscal year
- An employee's base salary may not go over the maximum of the pay grade assigned to his/her job because of the out-of-cycle increase
- The below matrix is to be used when considering an out-of-cycle merit increase:

Performance Rating	Percentage Range
Outstanding	5%-7%
Above Satisfactory	2% - 4%
Satisfactory or below	No increase outside of campus wide in-cycle merit increases

## Special Pay Implementation Guidelines

All ad-hoc individual adjustments will be approved by the appropriate Vice President and Human Resources prior to being implemented. The Senior Leadership Team will approve any institution-wide adjustments. Competitive offers will not necessarily dictate pay changes or result in counter offers.

The process to request special pay consists of the following steps:

1. A department or college must submit a preliminary analysis for the special pay, including a detailed written justification or other documentation as indicated above
2. FGCU Human Resources shall review the special pay request and provide a written analysis and recommendation to the department or college
3. Managers/supervisors should not communicate a pending special pay request to an employee until the request is approved by FGCU Human Resources
4. Special pay is effective the first day of the pay period following the date of final approval by FGCU Human Resources and the appropriate Vice President

The college or department must fund the special pay from their own budget, following the approval process in accordance with their respective Vice President. Requests for special pay of an increase of 20% or more may require the President's approval. Special pay is subject to the availability of funds.

Typically, special pay increases range from 3% – 10%. For instance:

- An increase between 7% – 10% is typically recommended for Additional Duties (higher classification).
- An increase between 3% – 5% is typically recommended for Additional Duties (no change in classification).
- Increases of 20% or more may require the approval of the President, unless the increase brings the salary to the minimum of the pay grade salary range.

## Bonus Payments

FGCU may provide special incentive payments or bonuses to regular, full-time employees in Good Standing (i.e., employees who are not on a Performance Improvement Plan (PIP) and have a performance evaluation rating of "Meets Expectations" or above for the current fiscal year) that are classified as out-of-unit faculty, executive service, administrative and professional (A&P), and support personnel (SP) and not governed by any applicable collective bargaining agreement(s).

Bonuses are intended to reward employees for exemplary work performance, recruit employees to competitive positions or with desirable skills, and retain critical employees.

Bonuses are paid as lump-sum payments which are not considered fixed pay or salary compensation for benefits accrual or retirement plan contributions. Such earnings are taxable earnings for the recipient in the year paid. Bonuses are dependent on department budgets and must be approved by Human Resources.

The following types of bonuses are offered at FGCU:

- Project Bonus: provided at the successful completion of a project that is outside of the employee's regular job responsibilities.
- Spot Bonus: provided in recognition of work above and beyond expectations for typical job tasks and responsibilities.
- Presidential Bonus: awarded by the President to reward extraordinary innovation and/or institutional support.
- Referral Bonus: provided to current employees for the successful referral and subsequent hire of individuals for employment at the University.
- Recruitment (Sign-on) Bonus: may be awarded to new hires to enhance the compensation package associated with accepting new employment at the University.
- Retention Bonus: provided in instances in which it is critical that the University retain talent over a defined period of time.
- Educational Incentive Bonus: may be granted upon completion of a program of study, degree, and/or certification from an accredited institution or professional organization.

The awarding of bonuses is covered in more detail in "*FGCU Regulation 5.024 Bonus Plan*."

## University-Wide Increases

### Across the Board Increases

University-wide increases are approved by the Board of Trustees. The amount of the increase and effective date will vary.

To be eligible for the increase, the employee must:

1. Have an original start date at least three months prior to the effective date of the increase
2. Have received a performance evaluation rating of "Meets Expectations" or above on the most recent review cycle

The following are ineligible for university-wide increases:

1. Employees classified as Other Personal Services (OPS)
2. Employees who have received a notice of separation, or given a termination notice, or with a Last Work Date prior to the effective date of the increase
3. Employees (e.g. coaches) on a contract with raises addressed in their contract
4. Employees on Probation due to new hire or new position (SP employees only, reclassification/transfer/promotion);

5. Employees on leave, excluding employees on sick or annual leave.

Increases for bargaining unit employees covered by the United Faculty of Florida (UFF) and the Police Benevolent Association (PBA) are negotiated separately.

## Other Annual Increases

While it is the intent of FGCU to provide salary increases when finances permit, the institution cannot guarantee that such increases will occur every year.

The Senior Leadership Team and the Board will annually determine the salary increase pool by considering market trends, University financial resources, and overall University strategy and goal achievement. Staff with satisfactory performance are eligible to receive annual salary increases, if the University authorizes increases for that year. Senior Leadership and HR will communicate guidelines for appropriate distribution to Department Heads and managers each year at the appropriate time.

## Implementation Guidelines

- The salary adjustment will be computed according to the base rate of pay in place on the day prior to the effective date. Adjustments will be calculated excluding any temporary increases or allowances.
- Salary adjustments for employees with a full-time equivalency (FTE) of less than 1.0 will be pro-rated based on the FTE of the employee's regular position.
- The salary adjustment for employees on leave of absence without pay on the effective date and who are otherwise eligible, will be effective on the date the employee returns to work, but not retroactively. Exception: If leave is classified as FMLA, the increase will be retroactive to the increase effective date after the employee returns from leave.
- If an ineligible employee achieves performance standards after the effective date due to no fault of the employee, i.e., late submission by the supervisor, the increase will be retroactive.
- If an ineligible employee achieves performance standards after the effective date of the increase, the employee may receive an increase effective the date the employee becomes eligible, or retroactively if within six months of the effective date in the same fiscal year. The increase will be effective the first pay period following the eligibility date. For example, an SP employee who successfully completes probation.

# Job-Based Changes

It is essential to distinguish between a change in the job content and a change in the incumbent’s skills, knowledge, or performance. This section applies only to job content changes.

A job may change in two possible ways (described in the chart below). Any changes to salary will be determined by the results of both benchmarking and internal equity analyses. If an increase is warranted, Human Resources and managers will collaborate to determine the appropriate parameters for the increase, with the final approval of the Senior Leadership member.

Change in Responsibilities	Impact on Salary	Example(s)
<b>Permanent Expansion of Responsibilities Not Warranting a Reclassification</b>	<ul style="list-style-type: none"> <li>• Job remains assigned to its current grade</li> <li>• Pay for additional duties assigned permanently should be calibrated to the magnitude of change</li> <li>• Salary change can vary by 5-10%</li> </ul>	<ul style="list-style-type: none"> <li>• Additional task added to the job function (e.g., performing a periodic analysis)</li> <li>• Scope of job responsibility (not work volume) changed by 20%</li> </ul>
<b>Significant and Permanent Changes Warranting a Reclassification</b>	<ul style="list-style-type: none"> <li>• Some changes or additions may impact the job definition significantly enough to influence its market value or internal role</li> <li>• These types of changes warrant a review to determine if a reclassification is appropriate</li> <li>• Salary change will be 10% or the minimum of the new grade into which the job is placed</li> </ul>	<ul style="list-style-type: none"> <li>• Change in level of supervisory responsibility (e.g., individual contributor to supervisor)</li> </ul>

*NOTE: A change to how work is done (e.g., changes to the tools or processes used to perform duties) does not normally warrant a salary adjustment. While such a change may require training to learn new software or methods, it does not usually change the purpose or overall accountabilities of the job. Job responsibilities differ from work volume.*

## Reclassification of a Job

During the normal course of operations, changes in primary/essential responsibilities may make it necessary to rewrite or update the job description. If there are substantial changes, the modifications should be noted and forwarded to the manager for review and approval. In conjunction with Human Resources, the manager should review changes to ensure equitable distribution of departmental workloads and appropriate assignment of tasks. When both the manager and HR staff member are satisfied with the revised job description, the position will be evaluated for grade assignment by HR.

The following are examples of situations that may warrant a job reclassification:

- Department reorganization and job restructuring
- Addition of full-time employees reporting to the job
- Addition of new and significant area(s) of responsibility
- Major change in level of authority and accountability

Small changes in a job do not influence market value or the job's core role at FGCU and, therefore, would not warrant reclassification (e.g., different software to handle same job responsibilities, procedural changes to existing work). In addition, a job would not be reclassified if the incumbent earns a degree or achieves another educational milestone, unless this results in changes in the job, level of authority, scope of responsibility, etc.

Requests for reclassification should be made by the manager to whom the job reports, and not by individual employees. If an employee believes that their job needs to be reclassified, they should discuss this with their manager, who will review the request with Human Resources to determine the appropriate course of action. If the manager agrees with the request, they can forward the request for re-evaluation to Human Resources for review. In the case of a re-organization, Human Resources can initiate the re-evaluation process.

## **Incumbent-Based Changes**

### **Movement to a Job in the Same Grade (Lateral Move)**

Not all career advancement opportunities are upward promotions. An individual can also advance in their career by taking a different job in the same grade. This enables them to become broadly skilled, therefore enhancing their ability to contribute to the University, and may eventually lead to promotion to a job in a higher grade.

The impact of a same grade move on an incumbent's salary will be reviewed by Human Resources and their manager based on the incumbent's skills, knowledge, experience, performance, and current position within the grade. Managers, in consultation with Human Resources, may recommend a salary increase within the grade based on the incumbent's skill, knowledge, experience, performance, and current position within grade, not to exceed the pay grade maximum. Final decisions regarding changes to salary must be reviewed by Human Resources and approved by the appropriate Department Leader.

### **Movement to a Job in a Higher Grade (Promotion)**

What is typically referred to as a "promotion," this involves taking on a job that is assigned to a higher grade, either through re-classification or recruitment. Such a move generally warrants an increase in salary to recognize these additional responsibilities and to ensure that the salary for the new job is consistent with market and internal equity. An exception may occur if the incumbent's current salary is very high in the grade for his or her current job.

Human Resources and managers will collaborate to determine an appropriate salary within the grade, based on the individual's skill, knowledge, experience, and performance. Since circumstances vary and each individual has a different pay history, it is important to consider multiple factors when making salary decisions related to promotions. These factors are shown in the chart on the next page.

Use this chart to determine an appropriate increase for a promotion. Consider how each statement applies to the incumbent and plot the assessment on the corresponding line. After plotting each item, a pattern is likely to be evident. This pattern will help develop an appropriate increase recommendation.

Criterion	Assessment of Staff Member	
Degree of increase in responsibilities	<i>Moderate</i>	<i>Significant</i>
Performance compared to expectations <sup>1</sup>	<i>Effective</i>	<i>Exceptional</i>
Current salary in relation to new grade	<i>High</i>	<i>Low</i>
Current salary relative to others in similar jobs in new grade (with similar skills, knowledge, competencies, and experience)	<i>High</i>	<i>Low</i>
Depth and breadth of skills and knowledge demonstrated	<i>Moderate</i>	<i>High</i>

The following pages show two examples of how to use this chart. In all cases, promotional increases are dependent upon available financial resources, internal equity, and market rate considerations. Resulting new salaries should be cross-checked with the position in the new grade.

The Vice President approves assessments related to the employee that, after review by Human Resources, will determine the percentage increase. The increase should take into account internal equity and financial viability at FGCU.

If an increase were to exceed 10%, it may be necessary to phase the increase, first ensuring the incumbent is at least at the minimum of the grade, and then increasing their salary to the appropriate place in the range over a few years.

<sup>1</sup> Employees would not typically be eligible for promotion unless they are effective in their current position, at a minimum.

## Example 1

Assume Steven is moving to a job one grade higher than his current job. He is a good performer, consistently performing at an above-expectation level; however, the depth and breadth of his skills is only somewhat above a moderate level. His salary is relatively high compared to colleagues in the new grade. When this information is plotted on the chart, the pattern appears as follows:

Criterion	Steven's Assessment	
Degree of increase in responsibilities	Moderate	Significant
Performance compared to expectations	Effective	Exceptional
Current salary in relation to new grade	High	Low
Current salary relative to others in similar jobs in new grade (with similar skills, knowledge, competencies, and experience)	High	Low
Depth and breadth of skills and knowledge demonstrated	Moderate	High

Since the pattern is skewed towards the middle range of the increase options, a modest or moderate increase is appropriate for Steven.

## Example 2

Assume Marie is moving to a job one grade higher than her current job. Her performance consistently exceeds expectations and the depth and breadth of her skills is very high. Her salary is relatively low compared to colleagues in the new grade. When this information is plotted on the chart, the pattern appears as follows:

Criterion	Marie's Assessment	
Degree of increase in responsibilities	Moderate	Significant
Performance compared to expectations	Effective	Exceptional
Current salary in relation to new grade	High	Low
Current salary relative to others in similar jobs in new grade (with similar skills, knowledge, competencies, and experience)	High	Low
Depth and breadth of skills and knowledge demonstrated	Moderate	High

This pattern is clearly skewed towards the high range of the increase options. Marie would be eligible for a significant increase.

## **Transfer to a Job in a Lower Pay Grade**

At times, an individual may be reassigned or choose to move to a position in a lower pay grade. This most likely will occur as a result of a realignment of the individual's capabilities and the skills and expectations of a different job.

### **Involuntary Transfer to a Job in a Lower Pay Grade (Demotion)**

When an employee is reassigned to a job in a lower pay grade on an involuntary basis based on disciplinary or other performance issues, the incumbent's salary may be decreased by 10% or the maximum of the new pay grade to reflect the responsibilities of the new job. In cases where a position is reassigned to a new pay grade due to a reorganization or restructuring, HR, the manager, and if appropriate, the Vice President will evaluate these situations on a case-by-case basis to determine if any salary adjustments are necessary and appropriate.

### **Voluntary Transfer to a Job in a Lower Pay Grade (Demotion)**

If an employee elects to take a job in a lower pay grade, their salary will be reviewed in relation to the salary range for the new position. Depending on the new salary range for the incumbent, salary level of the incumbent, and salary level of other incumbents in the same or similar positions, the incumbent's salary may be lowered to reflect the new job. HR, the manager, and if appropriate, the Senior Leadership member will evaluate these situations on a case-by-case basis to determine if any salary adjustments are necessary and appropriate.

# Appendix A – Staff Market Pricing Guidelines

Periodically, (approximately every three to five years), FGCU will complete a thorough market analysis in which the University's jobs are compared to the market. The University adheres to the following steps when conducting market pricing:

## Step 1: Identifying Benchmark Jobs

- A benchmark job is a job that is commonly found in other organizations. Examples of benchmark jobs are: Accountant, Financial Aid Counselor, and Custodian
- Not all jobs at FGCU will be benchmark jobs. At least 60% of jobs should be benchmarked to provide adequate data to develop a market-based salary structure
- Benchmark job characteristics:
  - Jobs are well known and can be found in similar form (at least 70% match) in multiple survey sources
  - Jobs that represent the institution across job families, departments, and pay levels

## Step 2: Identify Appropriate Survey(s)

- Legitimacy: Is the source reliable and verifiable?
  - Use data from recognized publishers with a history of producing salary surveys
  - Avoid self-reported data, web/magazine surveys, surveys conducted by search firms, free surveys/data
- Relevancy: Are the surveyed industries and jobs relevant?
- Jobs: Does the survey include overviews of job responsibilities to ensure jobs are matched accurately rather than based just on titles?
- Peers: Is there a participant list? Are the participant organizations appropriate?
- Scope: Does the survey report appropriate scope cuts (local/regional/national data) as defined by the University's philosophy?
- Data Presentation: Does the survey report percentile and ranges of pay? Number of participants reporting data?

The surveys below were used to establish the 2021-2022 salary structure.

Publisher	Survey Name	Survey Scope Cut
College and University Professional Association for Human Resources (CUPA-HR)	National Administrator, Professional, and Staff Salary Surveys	Higher Education
Salary.com	CompAnalyst Professional Database—U.S.	General Industry; National
Payfactors	Payfactors Compensation Management Database—U.S.	General Industry; National

## Step 3: Match FGCU Jobs to Comparable Jobs in Surveys

- When matching jobs, do not rely on titles— for either the FGCU job or for the survey job
- Review the summary and essential functions of the FGCU job, as well as other details in the job description such as supervisory responsibilities, and requirements such as skills, education, experience, etc. and the reporting structure
- Determine the function in which it fits (e.g., Accounting, Human Resources, Athletics)
- Read the survey thumbnail descriptions for all jobs in the job family
- Identify the most appropriate survey match or matches, do not go by title alone

## Step 4: Select Appropriate Survey Scope/Cut

- Select the cut that best fits the defined benchmark group characteristics. These include:
  - Industry
  - Size
  - Geography/Location
- The appropriate scope is based on the compensation market for the priced job. The following comparison markets reflect the University’s compensation philosophy:
  - **For Positions Unique to Higher Education:** FGCU’s custom comparison group including like institutions of similar size, scope, and type
  - **For Positions Found Outside of Higher Education:** National general industry, non-profit, and higher education employers
- Review data reported for appropriateness
  - What is the sample size? Is it meaningful?
  - Are the 25th, 50th, and 75th percentile available? (Avoid averages if possible, due to potential skewing effect)
  - Do the numbers make sense?

## Step 5: Make Necessary Adjustments

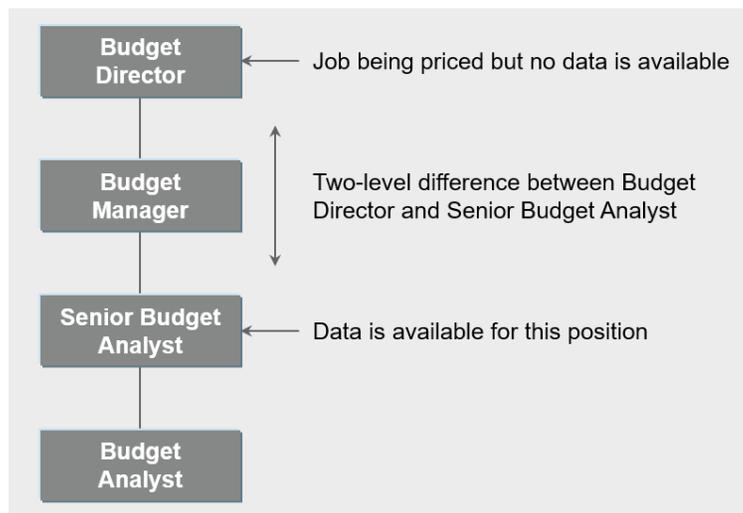
- Adjustments (premiums or discounts) may be applied to survey matches to adjust for differences between the FGCU job and the survey job (e.g., differences in experience/skills, job responsibilities, level). This is typically called a Scope Adjustment
- Adjustments generally range between 5% – 15% of the survey job match, although 15% is rarely used

### Scope Adjustment Guidelines

Assume that the University job is an Administrative Assistant and is matched to an Administrative Assistant in a survey. Below are possible adjustments that may be made based on the comparison of the duties and responsibilities between the two jobs:

Premium / Discount	Rationale	Adjustment Examples
0%	<ul style="list-style-type: none"> <li>• The majority of job responsibilities match between survey job and FGCU job</li> </ul>	No adjustments necessary
±5%	<ul style="list-style-type: none"> <li>• Just noticeable difference between survey job and FGCU job</li> </ul>	FGCU job supports two areas (e.g., Finance and HR) whereas the survey job only has responsibility for one
±10%	<ul style="list-style-type: none"> <li>• Noticeable difference between survey job and FGCU job</li> <li>• Difference between non-supervisory job and first-level supervisor</li> </ul>	FGCU job has additional responsibility for managing and tracking the department's budget, while the survey job does not
±15%	<ul style="list-style-type: none"> <li>• Obviously quite noticeable difference between survey job and FGCU job</li> <li>• Difference in level <b>within function</b> such as Supervisor versus Manager, or Manager versus Director</li> </ul>	FGCU job has additional responsibilities for managing and tracking the department's budget and managing and supervising the work of one or two office staff

“Layering” adjustments is not appropriate. If a reliable data point is not available, the job should be considered a non-benchmark job. For example, assume the job being priced is Budget Director and the Budget job family is as follows:



## Step 6: Update the Data to a Common Point in Time

- Update factors are calculated by collecting pay increase trend data from a variety of sources, including Segal, WorldatWork, government sources, and survey firms.
- For example, survey 1 effective date is October 15, 2020, survey 2 effective date is January 1, 2021 and survey 3 effective date is April 1, 2021. Data from each survey would be aged to January 1, 2022 using a reliable aging factor.
- Segal conducts an annual “survey of surveys” and reports actual and projected salary increase budgets as well as salary structure/range adjustments. For specific information see on the Average Salary Budget Increases by Broad Job Classification in the “Maintaining the Salary Structure” section.

## Step 7: Develop the Consensus

### Example of Market Pricing Analysis (Data in \$ Thousands)

Position	Survey	Survey Title	Weight	Adjustment	Survey Base Salary		
					25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Programmer	Survey 1	Programmer III	1	0.0%	\$79.5	\$88.9	\$98.8
	Survey 2	Systems Programmer	1	0.0%	\$57.1	\$61.7	\$65.4
<b>Market Average</b>					<b>\$68.3</b>	<b>\$75.3</b>	<b>\$82.1</b>
<b>FGCU Average</b>					<b>\$70.1</b>	<b>\$70.1</b>	<b>\$70.1</b>
<b>FGCU as % of Market</b>					<b>102.6%</b>	<b>93.1%</b>	<b>85.4%</b>

# Appendix B - Higher Education Comparison Market Institutions List

• University of West Florida	• Texas Woman's University
• University of South Florida-Main Campus	• The University of Tennessee-Chattanooga
• University of South Florida-Sarasota-Manatee	• Towson University
• University of South Florida-St Petersburg	• Troy University
• University of North Florida	• University of Central Arkansas
• Appalachian State University	• University of Central Missouri
• Christopher Newport University	• University of Minnesota-Duluth
• College of Charleston	• University of North Carolina Wilmington
• Eastern Kentucky University	• University of North Georgia
• Grand Valley State University	• University of Northern Colorado
• Indiana State University	• University of Northern Iowa
• James Madison University	• University of Virginia-Main Campus
• Middle Tennessee State University	• University of West Georgia
• Missouri State University-Springfield	• University of Wisconsin-Eau Claire
• Northern Kentucky University	• University of Wisconsin-La Crosse
• Radford University	• University of Wisconsin-Oshkosh
• Ramapo College of New Jersey	• University of Wisconsin-Stevens Point
• Salisbury University	• University of Wisconsin-Whitewater
• Sam Houston State University	• West Chester University of Pennsylvania
• Southern Utah University	• Western Kentucky University
• Stephen F Austin State University	• Western Washington University
• Stockton University	• Youngstown State University

# Appendix C – Glossary of Terms

<b>Acting Assignment</b>	Temporarily performing the duties for a filled position that is on leave.
<b>Additional Duties</b>	Performing extra duties in addition to the regular job's ordinarily required duties
<b>Base Pay (Base Salary)</b>	The fixed rate of pay for a specific work period (typically expressed as an hourly rate or as a weekly, monthly, or annual salary,) not including other additional pay or allowances such as benefits, incentives, shift differentials, etc.
<b>Benchmark Job</b>	A job used to make pay comparisons to similar jobs that exist in other organizations. Pay data for these jobs are readily available in valid and reputable published salary surveys.
<b>Comparison Markets/Peer Groups</b>	Defines groups of institutions/organizations and/or geographies for market assessment purposes. Comparison markets are defined based on where the institution competes for talent, and may vary by type of job. Markets may include higher education institutions as well as general industry organizations for jobs that also exist outside of higher education.
<b>Compensation Philosophy</b>	A philosophy adopted by an institution that serves as a foundation for total rewards programs and decision-making.
<b>Compression</b>	Compression, also known as wage compression or salary compression, is a condition where there are negligible differences in pay between individuals with varying skillsets. Examples include when newer hires are paid more than individuals with more seniority or when a direct report is paid more than their supervisor.
<b>Interim Assignment</b>	Temporarily performing the duties of a vacant position.
<b>Internal Equity</b>	Principles that fairly establish levels of pay and subsequently correlate to each job's relative value within an organization.
<b>Job</b>	A generic role within an institution that is independent of any single individual.
<b>Job Classification</b>	A system of jobs usually arranged into various hierarchical classes or pay grades according to some form of job evaluation.
<b>Job Description</b>	A general description of the job, including work performed and skills, effort, level of responsibility, and working conditions of the work performed that is used to help inform and qualify potential candidates. Job descriptions are different from a position description that are personalized for the work an individual is expected to perform in their job.
<b>Job Evaluation</b>	A formal process used to accurately and objectively determine the relative value of a job within an organization. The end result typically consist of an assignment of jobs to a particularly hierarchy or structure.
<b>Job Family</b>	A group of jobs affiliated with one another that involve similar duties and require similar skills, knowledge, training, or expertise.
<b>Market Assessment</b>	The process used by Segal and the FGCU Project Team to analyze salary rates paid in the market for similar jobs. Market data may be local or national, and may include higher education and general industry data depending on the type of job and the defined comparison markets/peers groups.

<b>Market Rate</b>	The rate of pay for a job based on the market data from salary surveys.
<b>Midpoint Differential</b>	The percentage difference between the midpoint for one grade and the midpoint of the next highest grade as a percent of the original midpoint. <i>This is calculated as: (Pay Range B Midpoint – Pay Grade A Midpoint) / Pay Grade A Midpoint</i>
<b>Non-Benchmark Jobs</b>	Jobs for which there is no market data available. Internal equity is used to place these jobs in an appropriate pay range.
<b>Pay Administration Guidelines</b>	A management tool that provides guidance on managing pay for employees (e.g., new hires, promotions). Pay administration guidelines are developed to ensure consistent, fair, and equitable compensation management and identifies governance responsibilities as shared by senior leadership, supervisors, and HR.
<b>Pay Grade Maximum</b>	The highest salary point in the grade.
<b>Pay Grade Midpoint</b>	The "middle" of the grade, which is calculated as half the distance between the pay grade minimum and the pay grade maximum.
<b>Pay Grade Minimum</b>	The lowest salary point in a pay grade.
<b>Range Spread</b>	The breadth of salary range as a percentage of the pay range minimum, i.e. the percentage distance between the bottom and top of the salary range. <i>This is calculated as: (Pay Range Maximum – Pay Range Minimum) / Pay Range Minimum</i>
<b>Salary Structure</b>	A management tool designed to define pay levels that are internally equitable and externally competitive. A salary structure consists of a series of pay grades that group jobs of similar external and/or internal value.
<b>Salary Survey</b>	Salary surveys compile and report salary information for a variety of jobs across many industries. Data from salary surveys are typically used by organizations to determine competitive salary rates for jobs. Each survey contains pay data reported by Human Resources from many employers.