



# Staff Pay Administration Guidelines

November 2022

# Table of Contents

<b>INTRODUCTION .....</b>	<b>1</b>
<b>COMPENSATION PHILOSOPHY .....</b>	<b>2</b>
<b>STAFF SALARY STRUCTURE .....</b>	<b>4</b>
Setting Starting Salaries .....	5
Managing Salaries within a Band .....	6
<b>STAFF JOB-BASED CHANGES .....</b>	<b>7</b>
Reclassification of a Job .....	7
<b>STAFF INCUMBENT-BASED CHANGES.....</b>	<b>9</b>
Movement to a Job in the Same Band.....	9
Movement to a Job in a Higher Band .....	9
Transfer to a Job in a Lower Salary Band.....	11
<i>Involuntary Transfer to a Job in a Lower Salary Band .....</i>	<i>11</i>
<i>Voluntary Transfer to a Job in a Lower Salary Band .....</i>	<i>11</i>
Temporary Assignments/Interim Appointments.....	12
<i>Temporary Short-Term Assignments .....</i>	<i>12</i>
<i>Temporary Long-Term Assignments .....</i>	<i>12</i>
<i>Interim Appointments.....</i>	<i>12</i>
Salaries Above Band Maximum .....	13
<b>BASE PAY ADJUSTMENTS.....</b>	<b>14</b>
Annual Salary Increases .....	14
<b>ADDITIONAL PAY PRACTICES .....</b>	<b>16</b>
<b>PROGRAM MAINTENANCE.....</b>	<b>18</b>
Staff Job Descriptions .....	18
Maintaining the Salary Ranges .....	18
<b>STAFF MARKET PRICING GUIDELINES.....</b>	<b>19</b>
Step 1: Identifying Benchmark Jobs.....	19
Step 2: Identify Appropriate Survey(s) .....	19
Step 3: Match FSU Jobs to Comparable Jobs in Surveys.....	20
Step 4: Select Appropriate Survey Scope/Cut .....	21
Step 5: Make Necessary Adjustments .....	21
<i>Scope Adjustment Guidelines .....</i>	<i>21</i>
Step 6: Update the Data to a Common Point in Time .....	22
Step 7: Develop the Consensus .....	22
<i>Example of Market Pricing Analysis (Data in \$ Thousands).....</i>	<i>22</i>
<b>APPENDIX A: 2021-2022 STAFF SALARY STRUCTURE .....</b>	<b>23</b>
<b>APPENDIX B: HIGHER EDUCATION COMPARISON MARKET INSTITUTIONS LIST.....</b>	<b>24</b>
National Group .....	24
Regional Group .....	25
Athletics Group.....	26

# Introduction

These Pay Administration Guidelines serve as the standard for managing salaries under the University's compensation program for staff. The term "salaries" within this document refers to annualized salary for exempt and non-exempt staff.

The program has been designed to provide competitive, fair, and equitable compensation to attract, retain, and engage qualified and diverse employees required to deliver on FSU's mission and strategy. To this end, we will:

- Provide salary opportunities that:
  - are based on job responsibilities,
  - are competitive within the markets in which Florida State University competes for talent,
  - promote internal equity with jobs that have similar duties,
  - represent the University's strategic priorities, 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 administration of salaries consistent with the program. 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) to keep it current. The Florida State University – Compensation Matrix is a supplemental document to these pay guidelines that outlines more detailed roles and responsibilities as well as approvals and process steps.

While we intend to lend stability in our policies and practices, Florida State University 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 and 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 salary benchmarking and administration at FSU. The strategy addresses the overall vision for the program, which is consistent with FSU's core mission, the balance between external competitiveness and internal equity, comparison markets for evaluating salaries and managing pay, and how the program will be administered and communicated.

<b>Overview and Purpose</b>	<ul style="list-style-type: none"><li>• Florida State University maintains a total compensation program with a classification and compensation program that enables it to attract, develop, and retain the qualified and diverse workforce required to deliver on its mission and strategy.</li><li>• At the core of the compensation program is a focus on both fairness and flexibility for managers and leaders to define job scope and compensation as institutional needs evolve. Through use of this program, the University will ensure that it compensates each employee fairly based upon meritorious performance level, work performed, and individual and team contribution. The program also encourages career growth and development at the University.</li><li>• The University is committed to openness and transparency about how the market is defined and the University's position in the market as well as how salary ranges are developed, how jobs are assigned to the structure, and how salary decisions are made.</li></ul>
<b>Compensation Program and Comparison Markets</b>	<ul style="list-style-type: none"><li>• The compensation structure is driven by the following considerations:<ul style="list-style-type: none"><li>– Pay ranges that are appropriate to the external market value of a job and internal value of a job to the University</li><li>– The University's strategic priorities</li><li>– Legislative funding</li><li>– Standing budget parameters</li></ul></li><li>• To determine the pay ranges appropriate to the external labor market, the University uses reputable, higher education and general industry salary surveys as appropriate based upon the type of job.<ul style="list-style-type: none"><li>– A custom peer group of institutions that are of similar size and type to FSU, for which data is available, was developed to define the higher education market for pay comparison.</li><li>– General industry data cuts (national, regional, local) will vary based upon the type of job and the market from which the University recruits.</li></ul></li><li>• The University aims to maintain a competitive position in the aggregate within the defined talent market(s).</li></ul>
<b>Pay Delivery and Administration</b>	<ul style="list-style-type: none"><li>• Base pay, the primary method of direct compensation at FSU, reflects the value of the job in the external market, the value of the job to the University, and the knowledge, skills, and abilities of the individual. The University also provides increases for meritorious performance and market-related adjustments when appropriate. The compensation program empowers the University to focus on competitiveness of base pay separately from the merit process.</li><li>• Base salary competitiveness is maintained through identification of key benchmark jobs that are used to monitor and align University jobs to the market. Comprehensive, current, and accurate job descriptions further support this process. The compensation budget and any changes in compensation levels are based on available funding, which may include state funding and, from time to time, additional funding that the University makes available.</li></ul>

## Pay for Performance

- The University aspires to a culture that recognizes and rewards high performance, aligning clearly with the University's strategic objectives. As such, increases for merit are differentiated based on individual performance.
- To properly evaluate and recognize contributions of individuals at the University, FSU maintains:
  - Current and accurate job descriptions for all positions maintained by HR, in consultation with departments.
  - A transparent and consistent performance management process, including setting expectations and reviewing performance annually.

## Governance – Roles and Responsibilities

### **FSU Executive Leadership**

- Communicates strategic priorities and initiatives.
- Defines resources available to maintain the program.
- Endorses program design and implementation processes.
- Reviews and approves pay guidelines and any exceptions.
- Reviews and approves comparison market groups.
- Plays a key role in communication of institutional compensation philosophy and goals to the University community.

### **HR**

- Designs, develops, and maintains the total compensation program.
- Supports and monitors the program and completes periodic reviews to ensure both alignment with the external market and internal equity.
- Collaborates with managers and administrators in hiring decisions providing decision-making tools, information on market data and hiring ranges, and guidance on appropriate federal and state policies.
- Provides strategic and operational advice to leadership on salary issues and market trends.
- Communicates the compensation and classification program, ensuring understanding within the university community.
- Ensures compliance with federal and state policies.

### **Deans/Directors/Department Heads**

- Collaborates with HR on compensation program decisions and provides unique perspective for school/program/department.
- Ensures school/program/department compliance with HR compensation program policies and practices.
- Plays a key role in communication of compensation philosophy and goals of the school/program/department.

### **Hiring Managers**

- Maintains open communication.
- Stays informed and explains the compensation program.
- Discusses individual impact.
- Uses compensation policies and works with HR on key compensation decisions.

# Staff Salary Structure

FSU 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 relatively broad, differentiated salary ranges. Such a structure:

- Is relatively simple with less frequent maintenance and reevaluation of job code salary ranges 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

Periodically, the University will conduct a comprehensive market assessment to evaluate the structure's competitiveness and alignment with FSU's mission and objectives. Any revisions will be established and implemented as approved by the FSU Leadership, given the financial resources of the institution.

FSU's staff salary structure consists of 14 salary bands that represent a continuum of salaries based on the market for a range of positions. The chart in Appendix A provides the 2021 - 2022 staff salary structure including the salary band minimum, midpoint, and maximum shown both annually and hourly.

Benchmark jobs are assigned to salary bands primarily based on their market value. These jobs are typically assigned to the band with the closest band midpoint to the median (i.e., 50<sup>th</sup> percentile) market data for jobs within that band. The majority of jobs at FSU 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 the University, jobs that are a blend of multiple functions, and jobs for which viable survey data is not available. Non-benchmark jobs are assigned to salary bands 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.

HR Compensation, in consultation with the appropriate department, reviews the internal equity of all job assignments before final approval.

## Setting Starting Salaries

The salary program's bands are wide enough to accommodate a variety of experience, qualifications, and performance levels, and generally, all staff can expect to be paid within the salary guidelines associated with their job's band.

Setting a starting salary involves a review by HR 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 band. Final starting salaries must be reviewed and approved by HR and the appropriate level of management before they are implemented.

**Step 1: Review the job and determine its band assignment (HR):** If the job currently exists at the University, proceed with Step 2.

If the job is new to FSU, HR 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 band (i.e., the band with the mid-point closest to the survey median).

Non-benchmark jobs include jobs that are created to meet a unique need at FSU, 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, HR and the manager will evaluate the job relative to its most similar job at the University based on:

- Knowledge and Skills
- Impact
- Scope of Responsibility

**Step 2: Review skills and experience of the individual:** Once the band for the job has been determined, the individual salary will be set within the guidelines for the band collaboratively by HR, the Hiring Manager, Department Representative, the Division Budget Manager and the appropriate Vice President, if required. Individual salaries are based on the incumbent's individual skills and qualifications as defined in "Managing Salaries within a Band." Together, HR and the Department will evaluate the new employee based on their skills, knowledge, and relevant experience. This evaluation will result in a recommended salary range between the minimum and the midpoint for most jobs; however, individual circumstances including competitive hires or individuals with significant skills and experience may require a starting salary outside of that range.

**Step 3: Review internal equity:** Before a salary recommendation is provided to the department, HR 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 FSU, HR will determine the appropriate band and salary for the incumbent.

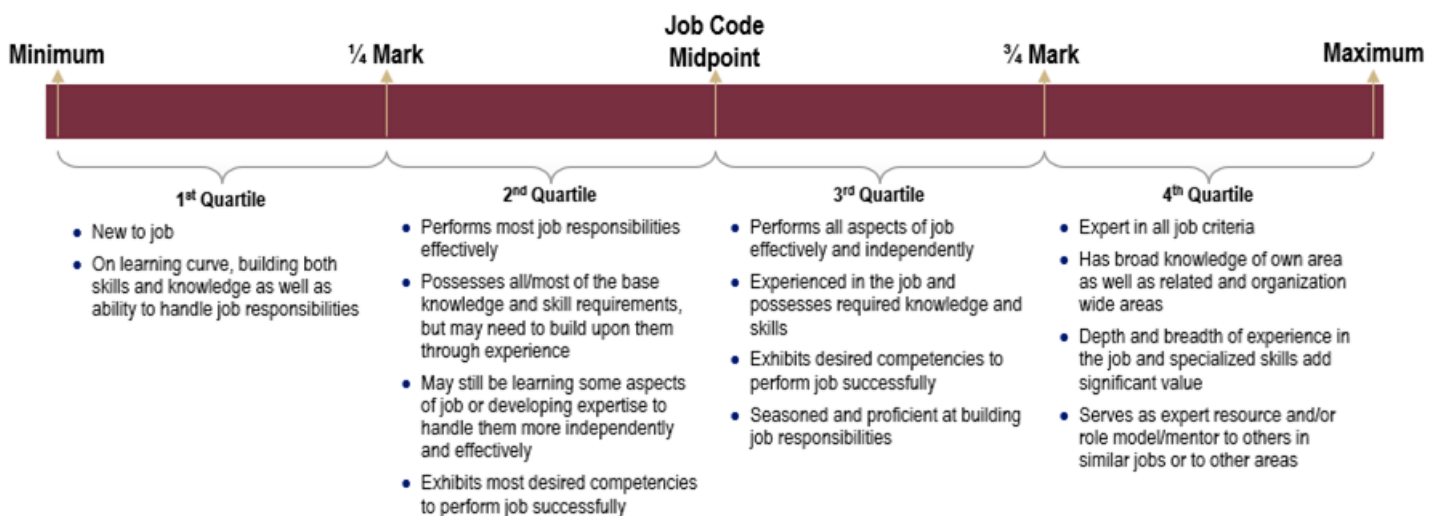
As a general guideline, if an individual has no prior relevant work experience, their pay will be set at the minimum of the range for their job. Additionally, pay rates for new employees will not exceed the maximum for their job.

**Step 4: Final approval of salary level:** Final salary recommendations that fall between the band minimum and up to start of the second quartile of the salary range do not require approval at the Division level. Final salary recommendations at the second quartile and above require approval of a division’s higher-level manager. Requests to hire outside of HR’s recommended salary range requires approval from the Vice President or designee and the Chief Human Resources Officer.

As a general guideline, any prospective new employee should not be offered a starting rate higher than the midpoint of the salary range.

### Managing Salaries within a Job Code

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



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



# Staff 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 external market benchmarking and internal equity analyses. If an increase is warranted, HR will collaborate with the department to determine the appropriate parameters for the increase. Pay adjustments may be limited during times of budget constraints.

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 band</li> <li>• Pay for additional duties assigned permanently should be calibrated to the magnitude of change and should be equitable and consistent with past pay practices</li> <li>• Salary change can vary</li> </ul>	<ul style="list-style-type: none"> <li>• Additional task added to the job function (e.g., performing a periodic analysis)</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 vary based on the band into which the job is placed</li> </ul>	<ul style="list-style-type: none"> <li>• Addition of supervisory oversight and budgetary authority for a functional unit (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.

To enact a change of increased responsibilities, the department submits an ePAF+ transaction with updates to position description content items and pay change. The staff member should not be informed of the proposed change(s) until the transaction has been successfully routed through all levels in the electronic approval chain.

## Reclassification of a Job

During the normal course of operations, changes in primary/essential responsibilities may make it necessary to rewrite or significantly alter the job description. If there are substantial changes to the job’s essential responsibilities, the department submits an ePAF+ transaction to reclassify the position to a different job classification with updated position description content items. In conjunction with HR, the department manager should also review changes to ensure equitable distribution of departmental workloads and appropriate assignment of tasks. When both the department and HR staff member agree with the revised job description, the position will be evaluated for band assignment by HR.

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

- Department reorganization and job restructuring
- 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 FSU 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 to review positions 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 supervisor. If the supervisor agrees, a formal request for an evaluation of the position duties can be made to HR. In the case of a re-organization, HR can initiate the re-evaluation process.

Any salary increases resulting from increased job responsibilities or reclassification require a salary review by HR. The Vice President and President must also approve any increases 10% or more of current base salary. Any employee receiving a second individual increase in the same fiscal year period also requires the approval of the President. During times of budget constraints, promotional increases may be approved as less than recommended or requested.

## Staff Incumbent-Based Changes

### **Movement to a Job in the Same Salary Band (“Lateral”)**

Not all career advancement opportunities are upward promotions. An individual can also advance in their career by taking a different job at the same classification level or in the same salary band. This enables the employee to become broadly skilled, which enhances their ability to contribute to the University, and may eventually lead to promotion to a job in a higher band. This is typically referred to as a “lateral” move.

The impact of a lateral move on an incumbent’s pay will be reviewed by HR and the department based on the incumbent’s skills, knowledge, experience, and current position within the band. If the new job does not require an increased level of responsibilities as documented in the position description or the candidate does not possess unique or critical knowledge, skills, and abilities relevant to the position, the hire will result in a lateral and there should be no expectation of additional pay. Final decisions regarding changes to salary must be reviewed by HR and the appropriate Division Budget Manager.

### **Movement to a Job in a Higher Salary Band (“Promotion”)**





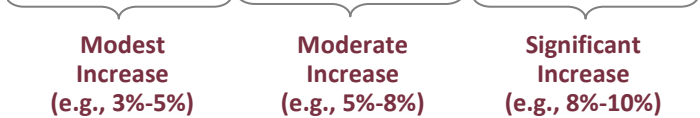
What is typically referred to as a “promotion,” this involves taking on a job that is assigned to a higher band/level. Such a move generally warrants an increase in salary to recognize these additional responsibilities and to ensure that the salary for the new job is consistent with market and internal equity. An exception may occur if the incumbent’s current salary is very high in the band for his or her current job.

HR, Division Budget Managers, and hiring managers will collaborate to determine an appropriate salary within the band, based on the individual’s skill, knowledge, experience, and performance. The hiring manager will propose a salary, which HR will review and approve, with the appropriate Vice President, if appropriate. Salary recommendations that fall between the band minimum and up to start of the second quartile of the salary range do not require additional approvals. Salary recommendations at the second quartile and above require approval of a division’s higher-level manager. Requests to hire outside of HR’s recommended salary range requires approval from the Vice President or designee and the Chief Human Resources Officer. During times of budget constraints, promotional increases may be approved as less than recommended or requested.

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 band, and then increasing their salary to the appropriate place in the range over a few years. Additionally, increases equal to or above 10% require VP and President approval.

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 below.

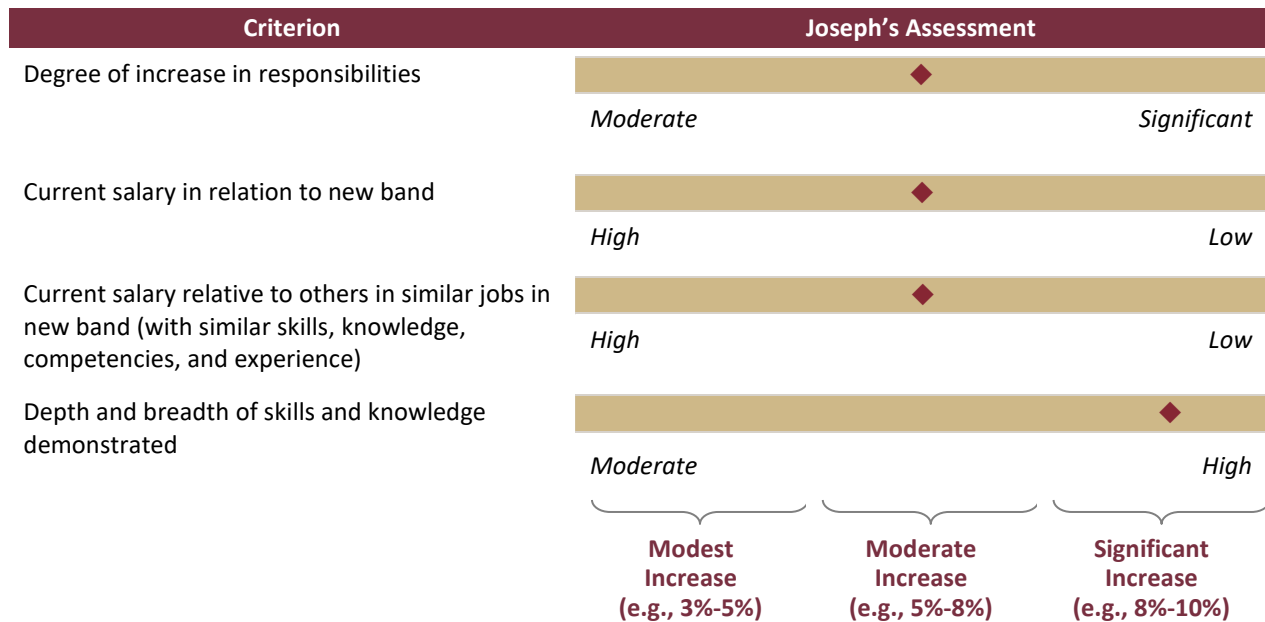
Use this chart to determine an appropriate increase for a promotion. Consider how each statement applies to the incumbent and plot the assessment on the corresponding line. After plotting each item, a pattern is likely to be evident. This pattern will help develop an appropriate increase recommendation.

Criterion	Assessment of Staff Member		
Degree of increase in responsibilities	 <i>Moderate</i> <span style="float: right;"><i>Significant</i></span>		
Current salary in relation to new band	 <i>High</i> <span style="float: right;"><i>Low</i></span>		
Current salary relative to others in similar jobs in new band (with similar skills, knowledge, competencies, and experience)	 <i>High</i> <span style="float: right;"><i>Low</i></span>		
Depth and breadth of skills and knowledge demonstrated	 <i>Moderate</i> <span style="float: right;"><i>High</i></span>		
	 <div style="display: flex; justify-content: space-around; text-align: center;"> <div data-bbox="792 842 943 930"> <b>Modest Increase</b>            (e.g., 3%-5%)         </div> <div data-bbox="1019 842 1170 930"> <b>Moderate Increase</b>            (e.g., 5%-8%)         </div> <div data-bbox="1247 842 1398 930"> <b>Significant Increase</b>            (e.g., 8%-10%)         </div> </div>		

The following page provides an example of how to use this chart. In all cases, promotional increases are dependent upon available financial resources and internal equity considerations. Resulting new salaries should be cross-checked with the position in the new band.

## Example

Assume Joseph is moving to a job one band higher than his current job. The depth and breadth of his skills are at a high level. His salary is similar compared to colleagues in the new band. When this information is plotted on the chart, the pattern appears as follows:



Since the points are skewed towards the upper middle range of the increase options, a moderate increase is appropriate for Joseph.

## Transfer to a Job in a Lower Salary Band (“Demotion”)

At times, an individual may be reassigned or voluntarily choose to move to a position in a lower salary band. This most likely will occur as a result of a more appropriate fit between the individual’s capabilities and the skills and expectations of a different job. This is referred to as a “demotion.”

### Involuntary Transfer (Demotion) to a Job in a Lower Salary Band

When an employee is reassigned to a job in a lower salary band on an involuntary basis due to disciplinary or other performance issues, the incumbent’s salary may be adjusted to reflect the responsibilities of the new job. Employee & Labor Relations must be consulted in all such cases.

In cases where a position is reassigned to a new salary band due to a reorganization or restructuring, HR, the department, and if appropriate, the Division Budget Manager will evaluate these situations on a case-by-case basis to determine if any salary adjustments are necessary and appropriate. If an employee’s salary changes, it must be equitable and consistent with past pay practices.

### Voluntary Transfer (Demotion) to a Job in a Lower Salary Band

If an employee elects to take a job in a lower salary band, 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 department, and if appropriate, the appropriate Vice President will evaluate these situations on a case-by-case basis to determine if any salary adjustments are necessary and appropriate. If an employee's salary changes, it must be equitable and consistent with past pay practices.

## **Temporary Assignments/Interim Appointments**

From time to time, it may be necessary for employees at FSU to take on additional or different responsibilities temporarily. Depending on the nature of these assignments, corresponding changes to salary may be warranted and are awarded as a lump sum payment on a schedule based on predefined criteria as approved by the department and HR, up to one year. The nature of these assignments will be assessed by HR and the department on a case-by-case basis.

### **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 his or her regular rate.

### **Temporary Long-Term Assignments**

When an employee is temporarily assigned additional responsibilities for an extended period of time (30+ calendar days but less than one year, excluding vacations and other short-term situations), the employee may be awarded a lump sum payment on a schedule based on predefined criteria as approved by the department and HR. Automatic increases to base salary are not given. Upon completion of the temporary assignment, additional lump sum payments cease. Initial requests should be no more than four months, but may be extended up to one year based on department justification.

### **Interim Appointments**

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

Base salary for the individual will not change, although they may be eligible for a lump sum payment on a schedule based on predefined criteria as approved by the department and HR, 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 lump sum payment is necessary and appropriate.

## Salaries Above Band Maximum

Employees whose salaries are above the maximum of their salary band 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 salary bands are adjusted for inflation and/or market pressure, employee salaries that were previously above the band's maximum may again fall within the structure.

### Example

#### Increases at the Maximum of the Range

Employee	Band	Current Salary	Salary Range Maximum	Annual Increase	Potential New Salary	Base Salary Increase	Lump Sum Payment	New Base Salary
Employee 1	5	\$87,538	\$87,538	2%	\$88,275	\$0	\$1,750	\$87,538
Employee 2	8	\$137,100	\$137,460	2%	\$139,441	\$360	\$1,981	\$137,460
Employee 3	12	\$250,356	\$274,407	2%	\$255,363	\$5,007	\$0	\$255,363

## Base Pay Adjustments

HR will review survey data and internal salaries regularly. From time to time, it may be necessary and appropriate for HR to adjust salaries to establish/maintain internal equity or to recognize significant market changes.

- **Equity Adjustment:** an adjustment that is made to ensure that an individual's salary appropriately reflects their skills, knowledge, experience, and performance. Equity adjustments address compression issues within the University. 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 any annual increase.
- **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.
- **Counter Offer:** Applied in the form of an increase to base salary. Increase may be given up to the external offer but should not exceed the maximum of the job classification pay range. External offer letter required with salary adjustment request. Must be employed by the University for a minimum of one continuous year in a staff position prior to execution of a counter offer. Requests to counter an external offer prior to this timeframe will require review and pre-approval by the CHRO.
- **Development Pay:** Awarded in the form of an increase to base salary as approved by the Department and HR Compensation. This increase to base salary rewards employees for achieving meaningful growth milestones, competency development, or advanced training or degrees related to their job responsibilities. In times of budget constraints, may be awarded as a lump sum payment according to Additional Pay guidelines.
- **Merit Pay:** Awarded in the form of an increase to base salary as approved by the department and Compensation/Classification. The increase in salary must be equitable and consistent with past pay practices. Employees receiving this pay should have an above performance standards (USPS) or above satisfactory (A&P) rating or better on their previous year's performance appraisal and have completed any required probationary period. Justification must accompany salary increase request. Approval requirements and salary determination may vary by Division. During times of budget constraints, pay changes and/or additives may be approved as less than recommended or requested.

All ad-hoc individual adjustments will be approved by the appropriate department leadership and HR prior to being implemented.

### Annual Salary Increases

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



**Cost-of-Living/Market:** The Senior Leadership Team and the Board of Trustees will annually determine the availability of staff salary increases by considering market trends, University financial resources, and overall University strategy and goal achievement. Senior Leadership and HR will communicate guidelines for appropriate distribution to departments and managers each year at the appropriate time.

## Additional Pay Practices

Additional pay may be applied to an employee's salary when specific criteria are met for the following:

**Certification/Licensure** is awarded as a lump sum payment that rewards an employee for receiving certification, recertification, licensure, or applicable training, as approved by the department and HR Compensation. Must meet predefined criteria as related to the employee's current job classification. The payment must be equitable and consistent with past pay practices. Consult with HR Compensation regarding approved verification documentation. Justification must be provided. During times of budget constraints, pay additives may be approved as less than recommended or requested.

**Recruitment Bonus, or Sign-on Bonus**, is awarded as a lump sum payment and may be offered to prospective employees who possess skills, experience, and/or qualifications that are in high market demand or are highly specialized. May also be used to recruit for a position that would otherwise be difficult to fill. The amount of the recruitment bonus may not exceed 15% of the employee's base salary. A recruitment bonus request that exceeds the 15% threshold may be awarded only after approval by the President or designee.

**Retention Bonus** is awarded as a lump sum payment to a current employee possessing valuable or unique knowledge, skills, or abilities that are deemed critical to the mission of the University to retain key talent. May be used to acknowledge successful completion of career development, professional training, or certification programs that are beneficial to the University and the employee. The amount of the retention incentive is dependent on the nature and complexity of the role, as well as the availability of funds. The amount of this incentive may not exceed 15% of the employee's base salary. A retention bonus request that exceeds the 15% threshold may be awarded only after approval by the President or designee.

**Work Performance Bonus** is awarded as a lump sum payment to recognize and reward employees for exceptional performance or contribution to a special project over a limited time period based on predefined criteria as approved by the Department and HR Compensation. Justification must accompany the performance bonus request. Amount awarded must be equitable and consistent with past pay practices. Award is typically up to 5% of annual rate, but not to exceed \$5,000 without prior approval by CHRO.

**Shift differential pay** is typically awarded in increments of 5% for the evening shift (6pm to 12am) and in increments of 10% for the night shift (12am to 6am). An employee's position must be eligible to receive shift differential pay.

**On-call pay** is typically awarded as a lump sum payment on a schedule based on predefined criteria as approved by the Department and Compensation/Classification. Employees on call during weekdays (Monday – Friday) will receive payment of \$1.00 for each hour the employee is required to be on-call. An employee who is required to be on-call on a Saturday, Sunday or a University holiday will be compensated by payment equal to one-fourth (1/4) of the employee's base rate of pay for each hour employee is required to be available. An employee's position must be eligible to receive on-call pay for payment to be given.

**Asbestos/Lead abatement pay** is typically awarded as a lump sum payment on a schedule based on predefined criteria as approved by the Department and Compensation/Classification. An employee who performs asbestos/lead abatement duties during weekdays (Monday - Friday) will receive payment of \$3.00 for each hour the duties are performed. An employee who performs asbestos/lead abatement duties on a Saturday, Sunday or a University holiday shall be compensated by payment of \$4.50 for each hour the duties are performed. The employee's position must be eligible to receive asbestos/lead abatement pay for payment to be given.

**Biohazard pay** is typically awarded as a lump sum payment on a schedule based on predefined criteria as approved by the Department and Compensation/Classification. An employee who performs biohazard duties during weekdays (Monday - Friday) will receive payment of \$3.00 for each hour the duties are performed. An employee who performs biohazard duties on a Saturday, Sunday or a University holiday shall be compensated by payment of \$4.50 for each hour the duties are performed. The employee's position must be eligible to receive biohazard pay for payment to be given.

Please refer to the Compensation Practices Matrix and individual job descriptions to determine employee's eligibility for each additional pay additive.

# Program Maintenance

## Staff Job Descriptions

Job descriptions are an essential management tool and can be used for many purposes, including recruitment, organizational planning, salary benchmarking, Fair Labor Standards Act (FLSA) classification, Americans with Disabilities Act (ADA) compliance, and conveying expectations for job duties and performance. Since staff jobs are assigned to salary bands 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, in conjunction with their department's HR team, and submitted for review and HR approval. Job descriptions should not be viewed as an exhaustive list of tasks, but rather as an overview of the duties and responsibilities of the role. HR will provide a job description template to managers for this process. HR 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 reviewed and generally increased each year based on average annual salary range adjustments within 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 pay. Any changes to the ranges are subject to the availability of financial resources and must be approved by the Senior Leadership team.

Approximately every three to five years, FSU 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 pay band assignments.

# Staff Market Pricing Guidelines

Approximately every three to five years, FSU will complete a thorough market analysis in which FSU 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 FSU 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 defensible?
  - 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 2022–2023 salary structure.

Publisher	Survey Name	Survey Scope Cut
<b>College and University Professional Association for HR (CUPA-HR)</b>	National Administrator, Professional, and Staff Salary Surveys	<b>Director Level and Above:</b> Higher Education; National  <b>Professional, Exempt, and Non-Exempt Staff:</b> Higher Education; Regional <b>Athletics Staff:</b> Higher Education; Premier Athletics programs
<b>Salary.com</b>	CompAnalyst Professional Database — U.S.	<b>Director Level and Above:</b> General Industry; National  <b>Professional, Exempt, and Non-Exempt Staff:</b> General Industry; Regional
<b>Payfactors.com</b>	Payfactors Professional Database – U.S.	<b>Director Level and Above:</b> General Industry; National  <b>Professional, Exempt, and Non-Exempt Staff:</b> General Industry; Regional

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

- When matching jobs, do not rely on titles — for either the FSU job or for the survey job.
- Review the summary and essential functions of the FSU 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, HR, 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 comparison markets that reflect the University’s compensation philosophy are found on the table above.
- Review data reported for appropriateness.
  - What is the sample size? Is it meaningful?
  - Are the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentile available? (Avoid averages if possible, due to potential skewing effect)
  - Do the numbers make sense?

## Step 5: Make Necessary Adjustments

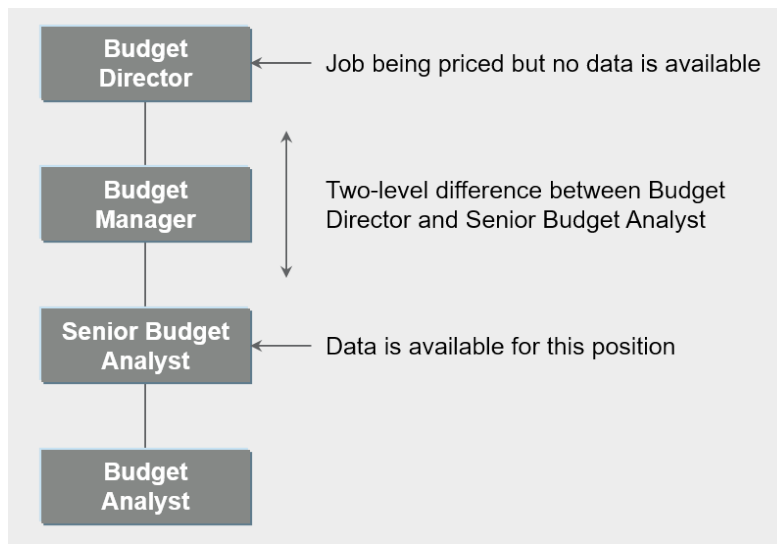
- Adjustments (premiums or discounts) may be applied to survey matches to adjust for differences between the FSU job and the survey job (e.g., differences in experience/skills, job responsibilities, level). This is typically called a Scope Adjustment.
- Adjustments generally range between 5% – 15% of 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 FSU job.</li> </ul>	No adjustments necessary.
±5%	<ul style="list-style-type: none"> <li>• Just noticeable difference between survey job and FSU job.</li> </ul>	FSU 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 FSU job.</li> <li>• Difference between non-supervisory job and first-level supervisor.</li> </ul>	FSU 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 FSU job.</li> <li>• Difference in level <b>within function</b> such as Supervisor versus Manager, or Manager versus Director.</li> </ul>	FSU 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, Towers Watson, WorldatWork, government sources, and survey firms.
- For example, Survey 1’s effective date is September 15, 2019, Survey 2’s effective date is April 1, 2019 and Survey 3’s effective date is January 1, 2019. Data from each survey would be aged to July 1, 2020 using a reliable aging factor.

### Step 7: Develop the Consensus

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

Client Position	Survey	Survey Title	Weight	Adjustment	Survey Base Salary		
					25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Student Financial Aid Specialist	Survey 1	Financial Aid Counselor	1	0.0%	\$34.2	\$37.5	\$42.3
	Survey 2	Financial Aid Specialist	1	0.0%	\$36.2	\$38.4	\$45.6
<b>Market Average</b>					<b>\$35.2</b>	<b>\$38.0</b>	<b>\$44.0</b>
<b>Client Average</b>					<b>\$38.6</b>	<b>\$38.6</b>	<b>\$38.6</b>
<b>Client as % of Market</b>					<b>109.7%</b>	<b>101.7%</b>	<b>87.8%</b>



## Appendix A: 2022-2023 Staff Salary Structure

Pay Band	Rate	Minimum	Median	Maximum
001	Annual	\$31,320	\$48,546	\$65,772
	Hourly	\$15.00	\$23.25	\$31.50
002	Annual	\$32,920	\$51,849	\$70,778
	Hourly	\$15.77	\$24.83	\$33.90
003	Annual	\$34,520	\$55,232	\$75,944
	Hourly	\$16.53	\$26.45	\$36.37
004	Annual	\$36,250	\$58,906	\$81,563
	Hourly	\$17.36	\$28.21	\$39.06
005	Annual	\$38,060	\$62,799	\$87,538
	Hourly	\$18.23	\$30.08	\$41.92
006	Annual	\$40,910	\$68,524	\$96,139
	Hourly	\$19.59	\$32.82	\$46.04
007	Annual	\$47,660	\$81,022	\$114,384
	Hourly	\$22.83	\$38.80	\$54.78
008	Annual	\$55,290	\$95,375	\$135,461
	Hourly	\$26.48	\$45.68	\$64.88
009	Annual	\$64,130	\$112,228	\$160,325
	Hourly	\$30.71	\$53.75	\$76.78
010	Annual	\$74,390	\$132,042	\$189,695
	Hourly	\$35.63	\$63.24	\$90.85
011	Annual	\$86,290	\$155,322	\$224,354
	Hourly	\$41.33	\$74.39	\$107.45
012	Annual	\$103,550	\$188,979	\$274,408
	Hourly	\$49.59	\$90.51	\$131.42
013	Annual	\$124,260	\$229,881	\$335,502
	Hourly	\$59.51	\$110.10	\$160.68
014	Annual	\$150,000	Market	Market
	Hourly	\$71.84		

# Appendix B: Higher Education Comparison Market Institutions List

## National Group

Auburn University	The University of Texas at Arlington	University of Massachusetts-Amherst
Clemson University	The University of Texas at San Antonio	University of Mississippi
East Carolina University	University at Buffalo	University of Missouri-Columbia
Florida International University	University of Alabama at Birmingham	University of New Mexico-Main Campus
George Mason University	University of Arizona	University of North Carolina at Charlotte
Georgia Institute of Technology-Main Campus	University of Arkansas	University of North Texas
Georgia State University	University of Central Florida	University of Oklahoma-Norman Campus
Indiana University-Bloomington	University of Cincinnati-Main Campus	University of Oregon
Indiana University-Purdue University-Indianapolis	University of Colorado Boulder	University of Pittsburgh-Pittsburgh Campus
Kansas State University	University of Connecticut	University of South Carolina-Columbia
Mississippi State University	University of Delaware	University of South Florida-Main Campus
Ohio State University-Main Campus	University of Georgia	University of Utah
Ohio University-Main Campus	University of Houston	Utah State University
San Diego State University	University of Illinois at Chicago	Wayne State University
Southern Illinois University-Carbondale	University of Kansas	West Virginia University
Temple University	University of Louisville	
Texas Tech University	University of Maryland-College Park	
The University of Tennessee-Knoxville		

## Regional Group

Appalachian State University  
Auburn University  
Augusta University  
Clemson University  
East Carolina University  
Eastern Kentucky University  
Florida Agricultural and Mechanical University  
Florida International University  
George Mason University  
Georgia Institute of Technology-  
Main Campus  
Georgia Southern University  
Georgia State University  
Kennesaw State University  
Longwood University  
Louisiana State University and  
Agricultural & Mechanical College  
Mississippi State University  
Murray State University  
North Carolina State University at  
Raleigh

Old Dominion University  
Radford University  
Tennessee Technological University  
The University of Alabama  
The University of Tennessee-  
Knoxville  
University of Alabama at  
Birmingham  
University of Alabama in Huntsville  
University of Arkansas  
University of Central Florida  
University of Florida  
University of Georgia  
University of Kentucky  
University of Louisville  
University of Mary Washington  
University of Mississippi  
University of North Carolina at  
Chapel Hill  
University of North Carolina at  
Charlotte

University of North Carolina at  
Greensboro  
University of North Carolina  
Wilmington  
University of North Florida  
University of North Georgia  
University of South Alabama  
University of South Carolina-  
Columbia  
University of South Florida-Main  
Campus  
University of Virginia-Main Campus  
Virginia Commonwealth University  
Virginia Polytechnic Institute and  
State University  
West Virginia University  
Western Carolina University  
Western Kentucky University  
Winthrop University

## Athletics Group

Auburn University	University of Arizona	University of Pittsburgh-Pittsburgh Campus
Baylor University	University of Arkansas	University of South Carolina-Columbia
Clemson University	University of California-Los Angeles	University of Southern California
Duke University	University of Florida	University of Virginia-Main Campus
Indiana University-Bloomington	University of Georgia	University of Washington-Seattle Campus
Louisiana State University and Agricultural & Mechanical College	University of Illinois at Urbana-Champaign	University of Wisconsin-Madison
Michigan State University	University of Iowa	Virginia Polytechnic Institute and State University
Mississippi State University	University of Kansas	West Virginia University
North Carolina State University at Raleigh	University of Kentucky	
Northwestern University	University of Louisville	
Ohio State University-Main Campus	University of Maryland-College Park	
Pennsylvania State University-Main Campus	University of Miami	
Texas A & M University-College Station	University of Michigan-Ann Arbor	
Texas Christian University	University of Nebraska-Lincoln	
The University of Alabama	University of North Carolina at Chapel Hill	
The University of Tennessee-Knoxville	University of Notre Dame	
The University of Texas at Austin	University of Oklahoma-Norman Campus	
	University of Oregon	