

Staff Compensation Review Request Procedure

Introduction

According to UND's Salary Administration policy, salary adjustments may be made throughout the year under certain circumstances with appropriate review and approval as defined in these procedures. The salary adjustments covered by these procedures are market¹, merit², equity³, and responsibility⁴.

Salary adjustment consideration will be based on several factors including the employee's relevant experience, skill sets, competencies & education, productivity and performance, position description changes, internal equity realities, and as informed by the market.

An individual's actual salary within a job family range may vary by credentials, performance of staff occupying similar positions, and other variables. Supervisors should also balance this with the need to attend to pay equity issues within their functional areas (this does not mean identical pay for people performing similar work, particularly if there are distinctions in performance and productivity).

Purpose

To establish a consistent procedure for requesting and approving salary adjustments for market, merit, equity and responsibility. Departments/Divisions should endeavor to complete salary adjustments across a like group of employees, rather than based on a single position.

The request for a review does not guarantee a review or approval for a salary adjustment. An approved increase in salary by Human Resources (HR) does not guarantee that the salary increase will be approved by the Vice President of your division, therefore, a possible salary increase should not be discussed with the employee until the approval of the Vice President is obtained.

Procedure

Request for a Compensation Review Form and Salary Adjustment Request Worksheet

1. A request for review is initiated by the manager or supervisor. Before submitting a request to review, the manager or supervisor must first complete a budget analysis with the department/division head or dean to determine what funds are available to cover an increase in salary.
2. Without exception, the request for review must include:
 - a. Approval from the supervisor, the department/division head or dean, and the Vice President.

¹ Market rates are established by benchmarking positions against similar position rates available in local, regional and national salary surveys approved by the North Dakota University System Human Resource Council. Deviations from market rates may be based on years of directly related experience, performance and longevity.

² Merit adjustments are based on performance evaluation with all performance meeting standards or above.

³ Factors considered when making an internal equity adjustment are the University's market rate for the position in question, salaries of other UND employees with similar job duties, directly related experience, education, job performance, and level of responsibility.

⁴ Rationale for a responsibility adjustment includes changes in the level of responsibility as documented by a position description, and changes in band and/or job family.

- b. A current performance evaluation on record (one completed within the previous 12 months) to support recommendations for salary adjustments. An employee must not have a below 3 ranking for any job duties/responsibility on the evaluation form, and
- c. A copy of the current position description and if applicable, the proposed position description with highlighted changes.
- d. An affirmative statement that the requesting division, department, or college is able to cover the requested increase with their existing budget and will not add to its subvention or support unit budget.

Compensation Review

If the request to review is approved by the Vice President, the request form will be forwarded to HR.

A compensation review will be completed with the following considerations:

1. HR searches approved salary survey descriptions for an appropriate match of tasks and duties. Approved salary surveys will consider, for example:
 - ii. Job Service North Dakota
 - iii. Minnesota Workforce
 - iv. College and University Professional Association - Human Resources (CUPA-HR) Professional Compensation
 - v. College and University Professional Association - Human Resources (CUPA-HR) Administrative Compensation
 - vi. Fargo-Moorhead Human Resources Association
 - vii. Higher Education Information Technology Services (HEITS)
 - viii. North Dakota HRMS Classification System
 - ix. Educause
2. HR determines how the position description compares in term of complexities, authority, skills, education, and knowledge required to perform the tasks and responsibilities.
 - i. UND realizes that from the outset the University has jobs that are unique and it may be challenging to find exact matches for all jobs.
 - ii. UND considers jobs that closely fit the principal aspects of a particular job and considers salary data for more than one type of job. Supervisors are encouraged to provide as much information as possible to aid HR in considering the position description.
3. HR considers the market figures for the position description. Market figures are provided for full-performance or journey-level positions. Consideration will be given to those positions that are more difficult and complex than mid-level as well as those assigned lower-level or entry-level duties. HR prepares an annual market data worksheet which includes market mean, median, minimum and maximum, and quartiles. Since employees have different levels of experience, education, and years of service, HR will utilize quartiles to determine where an employee should be placed within the market.
 - i. **First Quartile:** The first quartile of the range is usually intended for employees who are new to the job, are in a learning situation, and/or do not have substantial experience in the new position.
 - ii. **Second Quartile:** The second quartile of the range is intended for employees who have gained experience and skill and are becoming more proficient in the position for which they were hired.

- iii. **Midpoint:** The midpoint represents the market rate for this position, and represents fully experienced employee at that level.
 - iv. **Third Quartile:** The third quartile is typically reserved for experienced employees who perform all tasks independently and consistently exceeds expectations in exhibiting the core competencies of the position
 - v. **Fourth Quartile:** The fourth quartile of the range is normally reserved for individuals who are considered the subject matter expert in their position with a depth of knowledge that extends beyond their primary responsibilities.
4. Other possible considerations:
- i. **Job value:** Each job is assigned to a job code, based on the job description and the analysis of industry pay rates for similar jobs. Additional consideration may be given for jobs with hard to find skills and/or the job's overall value to achieving the goals of the department.
 - ii. **Individual value:** The value that the individual applicant brings to the job based on their relevant skills and experience. Less skilled and experienced applicants should be paid lower in the range, while more skilled and experienced applicants would be paid higher in the range, though not always above the mid-point or at the max.
 - iii. **Internal equity:** A review of salaries of current employees in similar positions will be completed to ensure internal equity.
 - iv. **Additional job duties** (more work) at the same or similar level do not normally equate to warranting a pay adjustment. Similarly, substantially higher level duties temporarily assigned to an individual may not warrant a review for appropriate compensation.

HR will complete the Salary Adjustment Request Worksheet with the results of the review and develop a recommended salary adjustment (if any). The Salary Adjustment Request Worksheet and all supporting documentation will be provided to the Vice President or designee. If approved by HR and the Vice President, the paperwork will be sent back to the requesting supervisor and they will be responsible for submitting the pay increase request on a Job Data Change Form and Salary Adjustment Worksheet through their departmental chain of approvals.