

Starting Salaries for New Employees

An important characteristic of a broad band system is its flexibility. There are several factors to take into account when determining the correct hiring rate:

Market Data: Supervisors/Directors must work with Human Resources to ensure that HR understands the job and skill requirements in order to price the job correctly. If available, HR will collect survey data from reputable survey sources.

Skills, Knowledge and Expertise of Candidates: Evaluate the candidate's skills, knowledge and experience through the recruitment process and compare to the market median. The market median plus or minus 8% represents the appropriate pay for someone who has the knowledge, skills and experience to handle all or most aspects of the job effectively.

80% - 85% of Market Median	85% - 92% of Market Median	Experienced Range 92% - 108% of Market Median	108% of Market Median
Candidates with Little or no prior experience in same/similar job; on steep learning curve for skill and knowledge; may need guidance and oversight to handle job requirements.	Has demonstrated some of the most important skills, knowledge and expertise to handle job, but may still need further development.	Appropriate for pay for someone with demonstrated skills, knowledge and expertise to handle all/most aspects of job effectively and with minimal training/orientation.	Rarely appropriate for initial hiring rate, unless candidate demonstrates skills, knowledge and expertise that far exceed normal expectations.

Other Factors and Situations

- In instances where on-campus housing is provided **and** required by the job it is considered that this represents an indirect compensation value that should be considered when the annual salary is established.
- In instances when on-campus housing is provided as a benefit and is not a job requirement the cost of said housing is considered a taxable benefit to the employee.
- If the successful applicant for a posted position is an internal applicant the action shall generally be considered a promotion or lateral transfer depending on the posted position and the employee's present salary band.

Promotional Increases

Promotional salary adjustments shall consider:

- Market data for the position
- The education and experience of the employee in relation to the position requirements,
- Job performance, and

The relative position of the employee's current salary within the new salary band

Lateral Transfers

When an employee moves from one position into another within the same salary band, a salary adjustment may not be provided.

Transfers to a Lower Banded Position or Demotion

The appropriate department director, the appropriate division head and the Director of Human Resources will work together to establish an appropriate salary rate.

Acting Positions

Employees temporarily assigned to a vacant position at a greater salary band in an acting capacity shall receive additional compensation from the date of assignment if such assignment is continuous and is to be in excess of one month. See Stipend guidelines.