Compensation Philosophy and Administration Guidelines for Non-teaching Positions*

*The Compensation Philosophy and Administration Guidelines in this document apply to benefit -eligible, non -teaching positions, but does not apply to any employees within the Division of Industry and Defense Programs (IDP).

Compensation Philosophy

The University is committed to providing a fair and competitive compensation program that will attract, retain, motivate, develop, and engage staff to achieve its vision to be internationally recognized as the model for applied learning and research. The University's goal is to provide a competitive Total Compensation package tied to the application of knowledge and skills and the achievement of organizational goals. In addition, the compensation program will comply with all applicable laws and be communicated clearly to staff.

The compensation philosophy is based on a commitment to hire and retain qualified, motivated Employees s Tc 0 Tw 2.06 0 T-3.1

Developing Job Architecture and Establishing Pay Ranges For Jobs

The foundation of the University's market-based compensation ("MBC") program is a solid and strong Job Architecture, which includes uniform and consistent Job Descriptions that are developed utilizing a Job Leveling Framework. The following components are fundamental to development of Job Architecture and establishment and assignment of Pay Ranges for Jobs and are functions that are performed by the HR Compensation Team ("Compensation Team.")

Job Descriptions

The Job Description is most important for making compensation decisions, but is also utilized for recruiting, performance management, and legal compliance. Job Descriptions are developed by the Compensation Team with input from the respective Leader, as appropriate.

A Job Description groups Positions together that perform similar functions and responsibilities, and also allows for placement of Jobs into the appropriate Job Family. Job Descriptions should:
- Identify the essential functions performed by individuals in the Job,
- Outline the major duties of the Job, and
- Describe the qualifications and skills required for the Job.

Job Leveling Framework

A Job Leveling Framework is utilized to develop Job Descriptions utilizing consistent criteria to establish the appropriate Job Levels within the University. The Job Leveling Framework can be found in Appendix B: Job Leveling Framework.

Job Titles

All Job Descriptions will include a standardized title which will apply to all Employees in the Job. The Job Leveling Framework assists with establishing consistent titles and titling construct. There may be a business need for a "Working Title." The use of a Working Title must be in accordance with the guidelines found in Appendix C: Working Title Guidelines.

Job Family

The University has ten (10) major Job Families that serve as the foundation of the MBC program. When a Job Description is created, the Compensation Team will group the Job into the appropriate Job Family to allow Employees and prospective employees to see where a Job is aligned within the University as well as how they can move (both vertical and horizontal) within the University.

Although the Jobs are grouped by Job Family, each Job will be assigned a Pay Range. Many of the Job Families also have sub Job Families. A listing of Job Families and sub Job Families can be found in Appendix D: Job Families.

Job Evaluation for Newly Created Jobs

When a new Job Description has been created, a Job Evaluation is conducted by the Compensation Team. The purpose of Job Evaluation is to assign a Pay Range to the Job. The methodology used to make Pay Range assignments to a Job is a Market Pricing approach that focuses on the following components:

- External Review. The Compensation Team reviews and analyzes independent, third-party, Salary Survey data, taking into consideration the strength of job match, University size, industry, geographic location, and University type, as appropriate.
- Internal Review. The Compensation Team reviews and analyzes the information provided to determine the Job's scope, complexity, and potential impact to the University as well as specific factors such as knowledge, skills and responsibilities required to successfully perform the Job.

Jal /. (b)6risal /36 0 Td [(:l13.36 Tm(t)10 (h o)s6 (uc)8 ((p)6)-1 (r)10 (ni)1 6 (o)12 (n TEMC /F

*These criteria may be considered when establishing an individual Employee's Base Pay Rate, not a Job's Pay Range

Pay Ranges and Salary Structure

Base Pay Rate Increases to Support Compensation Philosophy

The goal of the University is to maintain Pay Ranges that are competitive for all Jobs, Job Families and Job Levels within the University. The University's Pay Ranges are evaluated annually by the Compensation Team using Salary Survey data. The University has an annual cycle which is aligned with the budgeting process to allow the University to prioritize funding for Base Pay Rate increases that align and support our Compensation Philosophy. Recommendations for annual Base Pay Rate increases are made by HR, with final determination being made by Divisional Officers, based on University compensation goals

The University may, in certain circumstances and when funds are available, provide Base Pay Rate increases to defined populations of Employees who are in Jobs that have been identified by Human Resources as needing Base Pay Rate increases to meet the goals of our Compensation Philosophy.

Externally Funded Departments

Department leaders whose programs generate most of their revenue from external sources (i.e., non-tuition or General Use funds) can decide, in conjunction with divisional officer approval, to accelerate or delay progress of their department's compensation utilizing the current University methodology at a different ratio or pace while maintaining consistent application among their workforce during the annual pay analysis process, as it relates to the University goal of being at the market median (50th percentile), in aggregate. The Compensation Team, in conjunction with the divisional officers, maintains a record of departments included in this paragraph.

Utilizing the Job Catalog

If a Leader identifies the need for a new Job Description, the Leader should first initiate a search of the Job Catalog which can be found in the Job Description Manager in the myWSU portal, Faculty/Staff tab, Human Resources Links channel. There are various filters that allow for a search using keywords and phrases.

Job Description Manager in the myWSU portal,

New or Changing Position

If a new Position is needed or an existing Position is changing, the following process is utilized:

- The Leader responsible for the new Position will review the Job Catalog to determine if an appropriate Job Description is available.
- If the Leader identifies an appropriate Job Description in the Job Catalog, they will begin the process by completing the Position Action Request form
- If the Leader is not able to identify an appropriate Job Description in the Job Catalog, they will p

<u>Base Pay Rates for New Hire Offer (External Candidates)</u>

When establishing the Base Pay Rate offer for an external candidate, consideration should be given to the following:
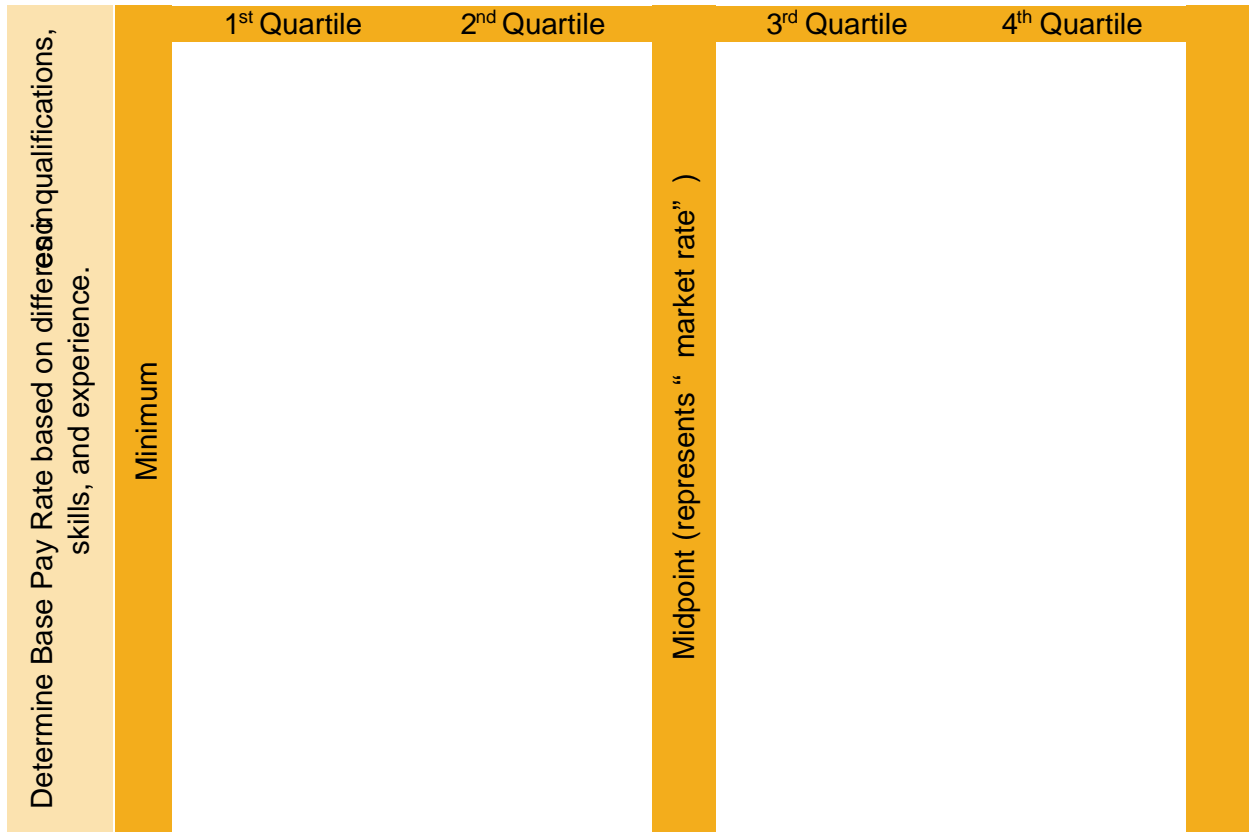
- Competitive recruiting conditions for this field, specialty, skills, etc.
- External market factors influencing the Base Pay Rate and the University's immediate hiring needs.
- The candidate's experience and qualifications.
- Years of work experience will be determined based on comparison to the Job Description and should be directly related to the duties being performed in the Job.
- The years of experience that are required as the minimum qualification of the job should not be considered. For example, if the job requires 2 years of experience and the candidate has 5 years of related experience, only the 3 years that aren't required for the job are considered
- Education that exceeds the Job's minimum requirement should not be used as an equivalent for work experience unless specifically stated in the Job Description.
- The position of the proposed Base Pay Rate in the Pay Range and its relation to the Base Pay Rates of other similarly qualified and/or experienced Employees in the same Job and department.

To assist Leaders, each of the Pay Ranges have been divided into quartiles. Descriptions detailing typical expectations within each quartile are provided below. These descriptions should be used to evaluate both individual (candidate's knowledge, skills and abilities and

Quartile 4: Senior-Level Job Expertise

- Meets both minimum and preferred qualifications established for the Position Considered a subject matter expert in the Position
- Exhibits extensive breadth and depth of knowledge that brings significant value to the University (typically 15 + years)
- Serves as an expert resource, role model or mentor to others either in the department, college or University.

Managing the Base Pay Rate within the Pay Range

	1st Quartile	2nd Quartile		3rd Quartile	4th Quartile

Determine Base Pay Rate based on differences in qualifications, skills, and experience.

Minimum

Midpoint (represents "market rate")

- The new Base Pay Rate should not be lower than the previous Base Pay Rate, if being hired into the same Job.
- The new Base Pay Rate would typically not be a significant increase from the previous Base Pay Rate, if being hired into the same Job.
- The length of time until the rehire may impact the above considerations.

Base Pay Rate Changes for Promotion (Internal Employees)

Upon Promotion:
- Employees may receive a Base Pay Rate increase to at least the new Pay Range minimum.
- The Managing Pay within the Range chart in the New Hire Offer section should be consulted to ensure consistency.

Note: Situations in which a Job Evaluation has been conducted for an existing Job which resulted in the reassignment of a single Job and all Employees in that Job to a higher Pay Range are not considered a Promotion.

Base Pay Rate Adjustments for Demotion (Internal Employees)

Upon Demotion:
- The Employee may receive a Base Pay Rate decrease that should be within the Pay Range of the new Job.
- In limited circumstances, Employees may be "Red Circled" (have Base Pay Rate remain above a Pay Range maximum). Exceptions above Pay Range maximum will require approval of the Divisional Officer.
- Performance issues and/or department/unit needs may be considered when determining whether a Base Pay Rate decrease should occur.
- Methods to determine a Base Pay Rate decrease include:
  - A decrease equal to the increase amount given when the Employee moved into the existing Job, if it can be easily determined.
  - The Managing Pay within the Range chart in the New Hire Offer section may also be consulted, if other options are not appropriate.
  - Under no circumstances may an Employee receive a Base Pay Rate increase for a Demotion.

Note: Situations in which Job Evaluation has been conducted for an existing Job which resulted in the reassignment of a single Job and all Employees in that Job to a lower Pay Range are not considered a Demotion.

Base Pay Rate Adjustment for Transfers (Internal Employees)

Transfers will typically not result in a Base Pay Rate adjustment. If a pay adjustment is necessary, please see the In-Range Adjustment process.

In-Range Base Pay Rate Adjustment (Internal Employees)

An In-Range Adjustment may be appropriate in certain situations with the following considerations:

- Should only be given for a significant increase to scope or responsibilities are that a

Appendix A: Glossary of Terms

- Base Pay Rate:

- Job Evaluation: A review of a Job, both externally and internally, to determine the appropriate Pay Range assignment within the Salary Structure.
- Job Family: A group of Jobs that are similar in the nature of work that they perform.
- Job Levels: Levels within a particular Job or Job Family which are differentiated based on established criteria. Examples of Job Levels include, but may not be limited to, "assistant," "coordinator," "lead/supervisor," and "manager." Job Levels are referenced in Appendix B: Job Leveling Framework.
- Leader: Individuals at the University who have Employees reporting to them, or Department Chairs/Director.
- Lump Sum Payment: A payment made to Employees in lieu of an increase to the Employee's Base Pay Rate. Lump Sum Payments are generally made to a 503 0 Td [(')-11 (s)]TJ -0.0

e

with safe harbor guidelines in order to avoid antitrust violations that may be viewed as price fixing.

- Total Compensation: The complete pay package awarded to an Employee on an annual basis, including all forms of cash compensation, benefits, and in-kind payments.
- Transfer: Movement to a job at the University in a similar pay range or a pay range with a similar midpoint.
- Working Title: A title used to describe the function of the Position in even greater detail or more easily recognized terms in both internal and external communication

Appendix B: Job Leveling Framework

A Job Leveling Framework is utilized in the establishment of Job Architecture to create consistent criteria for entry and movement through Job Levels of the University. The criteria in the Job Level Framework are those that typically be reflected in each Job Level. Other criteria may be considered, such as Leadership, Hiring/Staffing, Performance and Corrective Action, Number of Employees Supervised, Education, Experience and Certifications.

JOB GROUP: Business/Administrative Support Jobs			
Provide administrative and business support			
Job Level Criteria	**Assistant**	**Coordinator**	**Lead/Supervisor**	**Manager**
Complexity	• Performs standardized, on going duties and task with little choice regarding policies, procedures, materials or equipment. • Work and tasks are most often routine, structured and transactional in nature, often requiring physical labor; work requires minimal variance from guidelines and procedures.	• Completes moderately complex assignments that require an ability to recognize the need to occasionally deviate from accepted practices. • Performs a variety of technical service support duties that require specialized knowledge.	• Works on problems of diverse scope and complexity ranging from moderate to substantial. • Assists senior staff in determining new methods and procedures. • Coordinates and provides input into work schedules; monitors schedule adherence and reports absences. • Leads moderately complex projects/ activities on semi-regular basis.	• Provides day-to-day leadership to functional support team(s). • Leads the resolution of the most complex and escalated technical issues; contributes to the development of work group improvements. • Works on complex, non-standardized and widely varied tasks or projects that require significant

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
	• Requires practical operating knowledge to perform job.		• Top expert and functional mentor; possesses the most advanced administrative support knowledge of the job function/ family and department.	planning, evaluation and negotiation. • Ensures regulatory compliance. • Serves as a functional mentor.
Decision Making	• Requires minimal independent judgment. • Makes routine decisions regarding own work within defined parameters, often limited and confined to ongoing matters. • Errors may cause simple rework or correction to single task.	• Makes routine and		

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
		department, division or organization. • Errors have small or possibly incremental impact on department, division or organization.	• Decisions have moderate impact on operations within a department, division or organization.	outcomes on matters of significance. • Decisions have significant impact within the department, division or organization.

JOB GROUP Business/Administrative Support Jobs

Provide administrative and business support

JOB GROUP: Business/Administrative Support Jobs

Provide administrative and business support

Job Level Criteria	

JOB GROUP:

JOB GROUP: Technicians/Skilled Trades/Paraprofessionals

JOB GROUP: <u>Technicians/Skilled Trades/Paraprofessionals</u>

Accomplish work through a specialized knowledge or skills gained through a combination of vocational education, training, apprenticeship, and experience

Job Level Criteria	Assistant/Associate	Technician	Lead/Supervisor	Manager
		collaboration between departments.		

JOB GROUP: Business Professional					
Jobs of a professional nature, typically in an office environment which generally require a professional education					
Job Level Criteria	Analyst	SeniorAnalyst	Specialist	Lead/Supervisor	Manager
ecnments are Complexity	• Work assignments are often straightforward and of moderate complexity. ████████				

Job Level Criteria	Analyst	Senior Analyst	Specialist	Lead/Supervisor	Manager
		significance within defined procedures to determine appropriate actions or approaches.	significance including making recommendations to Leaders.		significant planning, evaluation and negotiation. • Devises new methods and procedures using strong analytic and inductive thinking.

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	SeniorAnalyst	Specialist	

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	Senior Analyst	Specialist

JOB GROUP: Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	SeniorAnalyst	Specialist	Lead/Supervisor	Manager
	• May provide technical guidance and direction to support staff, contractors and/or vendors.	accuracy and adequacy.			

<u>Leadership Levels</u>

Level	Scope	Organizational Impact
Director	Manages a department or unit of a department which may include teams lead by Managers and/ Supervisors	• Recommends operational plans and strategies that will directly impact the achievement of overall department or unit results. • Directs the execution of strategies established by senior Leaders. • Establishes operational plans for area with short to mid-term impact on results. • Work requires a high degree of responsibility for resources, and frequently influences business decisions made by senior Leaders.
Executive Director	Manages multiple departments or a department which includes multiple teams led by Directors and/or Managers	• Owns and develops the most critical strategic a operational goals for the department(s). • Directs activities that have substantial impact on the achievement of results for the area. • Develops strategies to achieve results for the area and has major impact on the results of the area. • S tr.4 (d)-6[(d)-6[(((tr.4 (()1405 Tc40 7(g)c)0 7(g)c)0 7(gi()14

Appendix C: Working Title Guidelines

The University's market-based compensation (MBC) program provides Job Catalog titles that are descriptive of the work performed. However, there are a few instances when a different

ae(e)3 (s)6 (e)3 (e)13 tlcmnt acd ( )]Tthren.001- 51.22 Td [(are)-prvidesatlerlae(0 (t (sg((e)3 (ue)13 tl)4

- Using "inflated" Working Titles may blur lines of responsibility and lead staff to take on

Appendix D: Job Families