



POLICY

Title:	Compensation
Effective Date:	Reviewed December 1, 2019
Approved By:	President's Council
Responsible Party:	Vice-President for Human Resources
History:	7/1/13; 12/12/17
Related Documents: Pay Practices Policy; Performance Management Policy; Employment Categories Policy; Procurement of Personnel Policy;	

I. PURPOSE

Salus University strives to offer a competitive and internally equitable total compensation program consisting of two core elements, cash compensation and benefits, in order to recruit and retain a high quality talent base. All Employees shall be compensated fairly regardless of race, color, religion, sex, sexual orientation, national origin, age, disability, veteran or marital status or any other protected classification.

Note. This policy is not applicable to Collective Bargaining Unit Positions.

II. DEFINITIONS

Cash Compensation: Base salary, wages, incentives and/or commission paid in exchange for services.

Benefits: Health, welfare, retirement and other perquisites provided to Employees.

Total Compensation: Cash Compensation together with Benefits.

Downgrade: Any change in assignment that results in movement to a position that is classified in a lower pay grade than that of the original position.

Promotion: Any change in assignment that results in movement to a position that is classified in a higher pay grade than that of the original position.

Transfer: A lateral change in an employee's assignment from one position to another without a change in pay grade.

III. POLICY

The Office of Human Resources is responsible for policy guidance and administration of a uniform compensation program by providing counsel to departments. Achieving the goals of equitable, fair and market competitive compensation is a responsibility shared by Salus University leadership and Human Resources.

Positions will be grouped across campus by functional duties and will be compensated within comparable market reference ranges based on data from the external market [similarly situated institutions taking budget, student enrollment, location, and other relevant factors into consideration].

IV. PROCEDURE

Job Classification

The process of classifying jobs involves several considerations including job information, job evaluation and market data.

- **Job Description:** Position descriptions on file with the Office of Human Resources, along with job information collected from area supervisors provide the basic information on each job, including job duties, scope of responsibility, knowledge and skills.
- **External Equity:** Comparative salaries paid in the marketplace where Salus University competes to hire and retain similar types of employees. In general, the relevant competitive market places are:
 - Department head level positions and above: national markets;
 - Professional and administrative positions below department head level: regional markets;
 - Support staff and entry level exempt positions: local markets.
- **Internal Equity:** Comparison of salaries paid to employees working in the same grade, or level, within the University (both within the department and University-wide).

Reclassification of Position

A reclassification occurs if/when the duties/responsibilities of an employee's existing job description change. A reclassification must be based on a significant change in job content, not a temporary increase/decrease in work volume and pace or the addition/deletion of minor duties. A reclassification may result in upwards salary adjustments; downwards salary adjustments and/or a change in job title. Written job descriptions must be updated accordingly.

Job Changes

Downgrade - A downgrade occurs when an employee moves from a position in one job classification to another position which is classified by a lower market reference range. The movement to a position in a lower classification may be voluntary or involuntary, as a result of departmental reorganization, performance factors or disciplinary action. When a downgrade occurs, the employee's salary will be adjusted to a salary commensurate to others in the same job category taking previous relevant experience, degrees and rank (if applicable) into consideration.

Promotion – A promotion occurs when an employee moves from a position in one job classification to a new or existing position which has increased responsibilities, increased challenges and is classified in a higher market reference range. Staff receiving promotions will have their salary/pay adjusted based on market conditions, staffing needs and previous relevant experience to the new job.

Transfer – A transfer occurs when an individual moves from one position to another within or between departments. Transfers normally occur following a competitive recruitment effort. An employee selected for a position through the internal placement process may be retained in his/her former position until a replacement is obtained or satisfactory arrangements are made with his/her present department. The releasing manager and hiring manager must negotiate the transfer date.

Job changes may occur within an employee's existing department or between Colleges/ departments.

Performance Increases

Generally, performance increases to Cash Compensation may be awarded annually, effective July 1st, following the University's budgeting process.

If a performance increase is budgeted, the following procedures apply:

- Supervisors are required to complete a written annual performance appraisal.
- Employees who meet position performance standards are eligible for a performance increase.
- All Administrative & Professional employees who have been employed with the University for at least six (6) months (as of July 1) are eligible for performance increases.
- Adjunct Faculty and intermittent employees are not eligible for a performance increase but may receive a salary adjustment.
- Performance increases for employees on a leave of absence on July 1 will have their increase delayed until they return to active status. Such increases, if any, will not be retroactive.

Interim Assignment

A temporary pay increase may be given to a faculty member or and administrative/professional employee who is asked to assume the responsibilities of a higher level position for a limited time period until the position can be filled on a permanent basis.

Interim Assignments must be a minimum of one month and should not exceed one year.

This supplement does not affect the employee's base pay and therefore is not included in the calculation of the performance increase.

Bonuses

Bonuses are used to recognize and reward employees for extraordinary efforts, to retain critical talent and to recruit staff.

Bonuses are one-time awards that do not affect an individual's base salary. The dollar amount should relate to the impact, complexity, magnitude, and time commitment of the performance or project.