

**HR partner’s Handbook**

**for**

**Staff HR Compensation Planning**

As of September 2023

**Human Resources, HR Compensation**

620 Lexington Street

Baltimore, Maryland 21201

(410)706-6338

[HRComp@umaryland.edu](mailto:HRComp@umaryland.edu)

# **HR partner’s Handbook for Staff HR Compensation Planning**

This handbook provides guidance to HR Partners in decision-making for HR Compensation planning and administration. It includes a “How to…” section, relevant employment laws, a glossary, and other information that will help to guide you through HR Compensation decisions.

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# **Introduction**

This Manager’s Handbook for Staff HR Compensation Planning has been developed to help managers with actions they need to take to hire and retain their workforce. The “How to…” section is addressing the action, related documents required to complete the action, employee class eligibility, and related polices to the action. This handbook contains actions that are applicable to the following staff employment classes:

* Regular Exempt and Nonexempt Staff,
* Contingent Category II Exempt and Nonexempt Staff, and
* Contingent Category I Exempt and Nonexempt Staff

Each section provides information on making HR Compensation changes.

The University of Maryland, Baltimore (UMB) HR Compensation program has been created to align with the University’s Strategic Plan. Revisions to this program may be made periodically in accordance with Chancellor’s fiscal year HR Compensation guidelines and in response to changes federal and state laws and regulations or Board of Regents policies.

The Chancellor’s fiscal year guidelines are issued each year following the end of the Maryland legislative session in mid-April. These guidelines acknowledge the State Assembly budget allocation for HR Compensation adjustments and provide guidance on the ability of the University to provide salary adjustments to employees, such as merit, cost of living increases, and equity, retention, and performance bonuses. From these guidelines, official UMB HR Compensation guidelines are created that specifically indicates how the Chancellor’s guidelines will be implemented on the campus.

In addition to the information provided below, certain staff employees may be considered exempt from notice (see Policy on Separation for Regular Exempt Employees VII-1.22) and/or required to have State Ethics Law training and file an annual financial disclosure as required by the State Ethics Law. In such cases, this will be included on the employee’s job description and on the job posting.

# Job Descriptions – Analysis & Evaluation

Job descriptions provide an organization with documentation of each jobs major responsibilities and duties; job summary; minimum qualifications; and knowledge, skills, and abilities (KSAs). Without a job description it is impossible to hold an employee accountable for the functions being performed. A written job description is prepared in advance of advertising or interviewing applicants for a job and based on the business needs of the unit.

In the design and administration of HR Compensation plans, job descriptions are used to:

* Ensure that employees are assigned to appropriate jobs.
  + Identify essential functions and unit organization.
  + Enable employees to better understand where their role fits into the University and unit.
* Assist in recruiting efforts.
  + Establish the foundation for recruitment, selection, and hiring.
  + Provide core functions from which interview questions can be created.
  + Determine if applicant qualifies to perform the essential functions and meets the minimum qualifications.
  + Identify reasonable accommodations to enable a disabled person to perform the essential functions.
* Establish performance standards.
  + Enable employee development plans created based on performance assessment.
  + Develop employee training and development plans.
* Facilitate University strategic design.
* Assist in establishing job families for promotional opportunities through subfamilies.
* Facilitate job-content evaluations.
* Facilitate salary-survey exchanges.
* Explain and defend certain HR Compensation plan decisions to employees and, when necessary, outsiders, such as Office of Federal Contract Compliance Programs (OFCCP) or Equal Employment Office of Compliance (EEOC).
* In addition, the written job description provides a comparison of duties and qualifications for HRS-HR Compensation to analyze and ensure internal and external market competitive salaries.

# **Career Pathways**

Career pathways are incorporated into UMB exempt job descriptions and are assigned and organized into four main components: job family, subfamily, career point, and job role level. This allows employees and managers to have line of sight of jobs for advancement. Career pathways consist of a series of jobs that help an employee progress towards their goals and objectives. Through a career path, a lattice structure exists that can provide the framework for career growth that may involve direct upward momentum but in other cases allows opportunities with parallel paths for career growth and change.

|  |  |  |
| --- | --- | --- |
| **Component** | **Description** | |
| **Job Family** | Broad groupings of occupations that perform similar nature of work. | |
| **Sub Family** | Subsets of the job family that are closely related based on specialization of work. | |
| **Career Point** | Describes the type and level of work performed, as opposed to occupation or subject matter. There are two career paths for exempt jobs. | |
| **Professional** | **Senior Professional** |
| **Job Role Level** | Subsets of a career point. Described incremental changes in job scope, responsibility, and qualifications. There are four job role levels for each career Point. | |
| **Professional Level IV** | **Senior Professional Level IV** |
| **Professional Level III** | **Senior Professional Level III** |
| **Professional Level II** | **Senior Professional Level II** |
| **Professional Level I** | **Senior Professional Level I** |

Career paths traditionally imply vertical growth or advancement to higher-level positions, but they can also include lateral (sideways) movement within or across job or subfamilies. ﻿Changing jobs is expected, and sometimes those changes will involve different types of positions in differing areas of focus.

Employees and managers are able to explore the job descriptions across campus to identify the job families that are appropriate or of interest in order to set career goals and define expectations. Narrowing the goal even further into a subfamily, helps the employee identify the qualifications needed to perform these more specific jobs. Identifying where the employee falls in their current job, they are able to review the career point and job role levels to identify the next step on their path.

Each career point and job role level include primary duties and minimum qualifications, including the scope of work, knowledge, skills, and abilities. Please review detailed definitions of the career points and job role levels. Each exempt job is assigned a technical role which is a concatenation of the job family, sub family, career point, and job role level.

**Example: Paralegal**

Job Family: Legal Services

Subfamily: Paralegal

Career Point: Professional

Job Role Level: Level 2

## Job Summary

Each job will have a summary that is comprised of the job family summary and subfamily summary. These summaries should provide a basic understanding of the nature of the work being performed by these jobs. Using these summaries in job postings can assist in providing the applicant the type of work that is expected to be performed.

## Scope of Work

Each job will have a scope of work that includes the general characteristics of the career point and job role level. This provides the employee a further understanding of the characteristics or expectations of the job being performed.

## Career Point Summary

Career points describe the type and level of work performed, as opposed to occupation or specialization. The exempt job description structure is centered on two career points – Professional and Senior Professional. These statements provide further characteristics of the expectations including the level of independent decision making, latitude to make decisions without approval, and other levels of creativity and analytical skills that are required for competence in this role.

### Career Point Characteristics

|  |  |
| --- | --- |
| **Career Point** | **General Characteristics Definitions** |
| **Professional** | * Accomplishes responsibilities by applying specialized and theoretical knowledge, principles, and concepts of a professional discipline normally acquired through advanced education or specialized training. Resolves issues and significant matters on behalf of management by utilizing independent judgment, discretion, creativity, and analytical thinking. Contributes to development and evaluation of goals and objectives. Creates solutions to ensure legal and policy compliance. * *May supervise, mentor, or coordinate work of others (jobs that supervise are responsible for service delivery, quality assurance, and employee performance). May independently manage or administer programs, processes, projects, or resources.* * *Most jobs require a bachelor’s degree.* |
| **Senior Professional** | * Accomplishes responsibilities by primarily (>50%) performing significant managerial functions within area of responsibility. Possesses subject matter expertise in a professional discipline. Achieves objectives through coordinated efforts of others, typically by managing recruitment, engagement, performance, and development of employees. Develops, implements, and manages goals and objectives. Participates in strategic planning. Determines and manages processes, practices, and/or policies. Manages operations, workflow, projects, and/or systems that have strategic impact. Accountable for operational and/or financial resources. Accountable for legal and policy compliance. * Per Documents duties that oversee, manage, direct, and strategize. * *Jobs require a bachelor’s degree.* * *Most jobs require supervisory/management experience.* |

## Job Role Level Summary

Further definition of the job expectations and characteristics are included in the scope of work with the job role level characteristics. The scope of work allows employees a clear line of progression of jobs and the expectations at each level.

#### Exempt Professional Job Role Level General Characteristics

Professionals typically include individual contributor staff with learned knowledge where discretion and independent judgment are critical job functions. An example of a Professional is a Laboratory Research Specialist, Financial Analyst, Research Project Coordinator, or IT Systems Administrator.

|  |  |
| --- | --- |
| **Job Role Level** | **General Characteristics Definitions** |
| **I** | Applies entry level knowledge, concepts, principles, and skills. Decision making occurs within defined parameters. Supervisor defines assignments, expectations, and deadlines. Supervisor may review work for quality. Demonstrates initiative and discretion to resolve routine and non-routine matters. Most jobs typically require minimal related experience (0 – 2 years). |
| **II** | Applies intermediate level knowledge, concepts, principles, and skills. Decision making occurs within general guidelines and requires significant interpretation. Supervisor defines work guided by goals and objectives. Supervisor assists with unusual situations. Solutions require considerable analysis and evaluation of various alternatives. Independently anticipates needs and requirements to resolve non-routine matters. Most jobs typically require several years of related experience (2 – 4 years). |
| **III** | Applies in-depth, senior level knowledge, concepts, principles, and skills. Wide latitude in decision making to interpret unclear or inadequate guidelines. Supervisor and employee collaborate to develop goals and objectives. Confers with supervisor only on controversial or far-reaching matters. Proactively resolves broad and unique matters requiring sophisticated analysis and interpretation. Acts as resource to others. Most jobs typically require considerable years of related experience (4 – 6 years). |
| **IV** | Applies advanced, expert level knowledge, concepts, principles, and skills. Substantial latitude in decision making. Sets goals and objectives to align with defined strategy. Informs supervisor of progress. Works on ambiguous matters without precedent or structure. Makes departures from traditional approaches to develop novel solutions. Influences strategy, program, policy development, and best practices. Acts as expert resource to others. Most jobs typically require extensive years of related experience (6+ years). |

### 

#### Exempt Senior Professional Job Role Level General Characteristics

Senior Professionals include individuals with strategic level responsibilities and are primarily (>50%) performing significant managerial functions within an area of responsibility. Each career point level has a predefined definition. An example of a Senior Professional is a Clinical Research Manager, Assistant Director of Research Operations, Finance Director, Laboratory Research Manager, or Director of Admissions.

|  |  |
| --- | --- |
| **Job Role Level** | **General Characteristics Definitions** |
| **I** | Manages the daily operations, typically, of a work unit1 or function2. Develops and achieves broadly stated goals and objectives in alignment with defined strategy. Primarily responsible for overall execution of results for a unit. Wide latitude to make managerial decisions within area of responsibility. Recommends financial, personnel, and significant strategic decisions for upper senior professional approval. *Common titles: Manager* |
| **II** | Primarily supports upper-level senior professionals in the overall strategic direction (rather than daily operations) of, typically, a functional area3. Develops and executes strategic goals and objectives. Responsible for planning, development, and implementation of strategies. Substantial latitude to make managerial decisions within area of responsibility. Upper senior professionals rely on expertise and advice to make financial, personnel, and significant strategic decisions. Significant authority to act on behalf of upper-level senior professionals as needed. *Common titles: Assistant or Associate Director* |
| **III** | Oversees overall strategic direction of a functional area3 as the designated leader. May lead through subordinate senior professionals. Oversees and executes strategic goals and objectives that align with overall School/University strategy. Broad authority to make managerial decisions within area of responsibility, informing leadership of significant financial, personnel, and strategic decisions. Decisions and quality of execution have significant impact on other functional areas. *Common titles: Director* |
| **IV** | Oversees overall strategic direction of multiple functional areas3 that have significant University impact as the designated senior leader. Leads through subordinate senior professionals. Oversees and executes strategic goals and objectives that directly align with university strategy. Full authority to make managerial decisions within areas of responsibility, informing leadership of results. Provides transformational advice and support to leadership on university long term strategic vision. Decisions and quality of execution have significant impact to the University. *Common titles: Executive Director or Administrator* |

1. *Work unit* = group(s) or team(s) of staff who perform similar type work
2. *Function* = division(s), program(s), or specialized unit(s) within a department
3. *Functional area* = department OR major function within a school or campus wide office

### 

### Keep In Mind the Progression of Job Role Levels with the Career Points

|  |  |  |
| --- | --- | --- |
|  |  | **Senior** **Professional 4**  - 8-year experience |
|  |  |  |
|  |  | **Senior Professional 3**  - 7-year experience |
|  |  |  |
|  |  | **Senior Professional 2** - 6-year experience |
|  |  |  |
| **Professional 4**  - 5-year experience |  | **Senior Professional 1**  - 5-year experience |
|  |  |
| **Professional 3**  - 4-year experience |  |
| |  | | --- | |  | |  |
|  | **Professional 2** - 2-year experience |
|  |  |  |
|  | **Professional 1** - 1-year experience |  |
|  |  |  |
|  | **Nonexempt** |  |

Note: Each subfamily is not required to have jobs in both career point (Professional or Senior Professional) and/or all four job role levels completed in each career point. A subfamily may only have a manager and a director, where another may have Professional 1 through Professional 3 but no Professional 4 or Senior Professionals.

**Additionally, you cannot have two jobs in the same career point, subfamily, or job role level.**

# **Components of the Job Description**

It is important that the components of the job description are consistent within the document. Choosing the action verbs that coincide with the job role level is important. For a Professional 1, usage of management or administers creates functions that are higher functioning. Whereas coordinate, execute, or maintain better depicts an entry-level role.

A job may be occupied by more than one person, but there may be differences between the ways in which the incumbents perform the work in the job. Each job has a separate description that provides details regarding each task that is performed in the unit. Incorporating specific skill sets to each job description allows the manager to differentiate the work. Each job description follows the same job description template. The components of a job description are:

* Job Summary
  + Job Family Summary
  + Subfamily Summary
* Scope of Work – predefined by Career Pathways
* Primary Duties/ Essential Functions
* Minimum Qualifications and Preferences
  + Education
  + Experience
  + Supervisory Experience
  + Certifications or Licensures
  + Other requirements or preferences
* Knowledge, Skills, and Abilities

## UMB Job Class Specifications or Descriptions

* Job descriptions are written for UMB nonexempt and exempt staff jobs. Every staff employee should have a nonexempt job class specification or exempt job/job description on file with Human Resource Services (HRS).
* University System of Maryland (USM) administers nonexempt job class specifications. All USM institutes share these specifications and must agree on their content. Exempt job descriptions are administered by UMB HRS-HR Compensation. HRS-HR Compensation assists management in creating comprehensive descriptions that ensure consistency and compliance across the University. This guide provides management the reference tools to create a description.
* It is important to assess the duties of each employee on regular cycles, such as performance assessments. Jobs continuously evolve through time either because of the business needs or opportunities of the unit changes or because the incumbent’s ability to significant or substantial responsibilities allows the unit to redirect duties.

|  |  |  |
| --- | --- | --- |
|  | **Exempt** | **Nonexempt** |
| **Salary Basis** | Must be paid at least $35,568/year or $684/week regardless of FTE/hours worked. These figures are subject to change as directed by the Department of Labor Wage and Hour Division. | Must be paid at least Federal $7.25 and Maryland $15.00 minimum wage. |
| **Overtime** | Not eligible for overtime; expected to complete job duties regardless of time required. | Paid overtime for hours worked over forty in a week. Paid at 1.5 times the hourly rate. |
| **Primary Job Duties** | Create, interpret, and apply policy, decide what the organization will do.  Exercises discretion that involves the comparison and evaluation of possible courses of conduct, and acting or making a decision after the various possibilities have been considered.  This is more than the use of skill in applying well-established techniques, procedures, or specific standards described in manuals or other sources.  Ingenuity, creativity, and originality are required. | Can function independently but day to day tasks involve following and explaining predefined guidelines/rules/procedures.  Typically requires varying degrees of analytical skills. |
| **Supervision** | Expected to make independent choices, free from immediate direction or supervision that significantly impacts business. | May perform day-to-day tasks independently, but requires supervision or direction. |
| **Types of Exemptions** | Administrative, Executive, Professional, Creative, Computer | N/A. |
| **Education** | Typically, but not always, requires a bachelor’s degree | No education requirement. |
| **Created by** | UMB HR Compensation | USM Classification and Compensation Committee |
| **Examples** | Division Manager, Research Administrator, Training Specialist, Financial Analyst | Administrative Assistant, Program Management Specialist, Accounting Clerk, Data Collection and Entry, Lab Technician |

## UMB Exempt Job Descriptions

A job description describes a job as it exists *today,* not what it is expected be in the future. It should be written for the business need of the University, not for a specific unit, individual, or incumbent.

***Ask what do you need to get the job done?***

The written job description provides job information for HR Compensation to analyze and ensure internal and external market competitive salaries are competitive. Planning and administering job descriptions require consideration of many variables. These variables include the job analysis to determine what functions are being performed across the campus and what qualifications are required for an employee to immediately assume the role. Once the job description is created then a review of the internal and external alignment is conducted. This ensures that each UMB job can be recruited and/or filled at a competitive salary.

## UMB Job Description verses Unit Position Description

A position description is a specific account of job primary duties that are unique to an individual unit. The **job** description states general duties and may be shared by many employees across UMB, whereas the **position description** is very specific to the needs of the unit and may only be shared by one or two employees in that unit.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Assigned to | Scope | Number of Employees |
| **Job Description** | UMB | General | Many |
| **Position Description (customized job description for unit)** | Unit | Specific | Few |

# **Position Description for Recruitment**

A position description is a customized job description that meets the unit’s business needs. All position descriptions are tied to a UMB job description which shared the same duties and qualifications.

For a posting of a competitive recruitment, the position summary statement should be customized to the unit’s general mission, job role level, and purpose of the department and job and should accurately reflect the work that an employee will perform in the unit.

## Posting a Position For Competitive Recruitment

For a position posting for a competitive recruitment, the position summary statement should be customized to the unit’s general mission and purpose. The summary should accurately reflect the high-level oversight of the work that an employee will perform. It is usually easier to write the position summary after the other sections are customized.

Any unique details such as specialized training should be cited in the summary. Also, include unusual aspects of the job such as travel, non-traditional work schedules, full- or part-time status, and if the job is regular or is contractual and funded by grants.

The job family (Appendix I) summaries from the job description can help in creating the posting summary. Subfamily summaries can further identify specializations.

## Customizing Job Description to Unit Position Description

Selecting a job description may be challenging especially with jobs in the same job family but separate subfamilies that will have similar qualifications and primary duties.

### Job Family and Subfamily

it is advised to read the job and subfamily summaries to help identify which family fulfills the needs of the unit. For example: General Business and Finance, Accounting, and Budget families are similar, but if the desire is to have someone provide oversight of finance, human resources, procurement, or just oversight of financials. Looking at the job family, it appears that the General Business family may have jobs that better fit the business need of the unit.

* General Business positions plan, direct, or coordinate the operations of a unit by formulating policies, managing daily operations, and planning the use of materials, and other broad areas of administration.
* Finance, Accounting, and Budget positions provide oversight of the funds for business activities.

Reviewing the subfamily summary will further identify jobs that will meet the unit’s needs. Finally, a review of the primary duties and qualifications narrows the choice.

### Position Primary Duties

Consider the position’s scope after the primary duties have been customized. Follow the general principles of writing complete sentences using action verbs to expand on the duties, examples can be found in Appendix III. These questions help to describe the degree of responsibility the position has the three important realms: financial and budget, student and faculty interaction, and supervision. It is important to ensure that KSAs and qualifications reflect specific details that support the scope areas are provided.

| **Responsibility** | **Lowest Level** |  |  | **Highest Level** |
| --- | --- | --- | --- | --- |
| **Impact** | Employee level | Unit level | Department level | University level |
| **Independent Judgment** | Follows prescribed guidelines | Independent regarding routine daily unit activities and follows defined guidelines | Independent regarding complex activities regarding department or school and follows defined guidelines | Independent regarding University and follows prescribed guidelines |
| **Latitude of Decision Making** | Minimal latitude | Occasional latitude | Some latitude | Complete latitude |
| **Policy Process, & Procedure** | Adhere | Adhere and proposes | Executes and proposes defined | Develops and executes |

### 

### Position Career Point and Job Role Levels

A grouping of position role levels from professional, management, to senior management allows UMB to identify core functions common for each role level and identify the next role level of knowledge, skills, and abilities for the next. Each hierarchical level shares similar responsibilities to strategic planning and organizational responsibilities as others at this role level.

### Position Knowledge, Skills, and Abilities

Current position descriptions on the website have a generic position knowledge, skills, and abilities (KSAs) template, but managers may provide additional KSA statements if desired.

KSAs define specific knowledge, competencies, specialized skills, or abilities. UMB Core Values of Respect and Integrity, Well-being and Sustainability, Equity and Justice, and Innovation and Discovery are symbolic emblematic are the heart of UMB’s mission, better position the institution’s academic programs and its operating philosophy. Incorporating the Core Values into KSAs allows the employee to embrace the spirit, philosophy, and daily business and education practices of the University in their position.

Skills and abilities are activities the employee can perform based on what has been learned, or from qualifications obtained. KSAs are the traits or attributes that is expected the employee to display in the position and should be tied to the UMB Core Values. Behavioral characteristics are also important to include to ensure that individuals have interpersonal and communication skills and abilities to do the position. Describe KSA attributes needed to fulfill the position's responsibilities. These should include those that are mandatory/required, as well as preferred.

* Knowledge – Areas of specialty or expertise, for example, nursing, finance, employment law, or stem cell laboratory. Pursuit of knowledge through curiosity, creative and unique solutions, and initiative and positive outcomes. Sharing knowledge to improve the services and operations of the unit.
* Skills – Skills needed to execute position duties, such as software and computer proficiency, collaboration and interpersonal skills, accounting/ budgeting skills, or specific laboratory techniques.
* Ability – Demonstration of capabilities related to performing the duties, such as quality/compliance, customer focus, communication, collegiality, initiative, efficiency, coach-ability, or people management.
* Behavior – Characteristics an employee must display in the, such as: accountability, initiative, civility, resourcefulness, leadership, collaborative, or professionalism.

Each Career Point and job role level has a summary that can assist in further defining the position’s knowledge, skills, and abilities (KSAs) and focus on these areas of behaviors.

* University Impact & Scope of Planning – Positions may have system, University, or functional unit impact based upon the position role level. Within this impact the scope of involvement with long- or short-term goals and the impact these goals have on the University or functional units.
* Leadership Role – The scope of functional unit, work team, or strategic programs will determine the level of leadership. Determinations may be made on size and magnitude of the unit’s impact to the University.
* Independent Judgment – The latitude given to individuals while performing their position duties may determine the level of position title selected. Allowing individuals, the ability to initiate and complete assignments or projects with/without direction and involvement of others.

The levels of general KSAs acquired on the position should be stated and interpreted as minimums and should be realistic in view of and supported by the essential functions. If these requirements are deflated or inflated, recruiting efforts will become more difficult and rates of pay may be too low or too high for the market. This creates recruitment and retention issues in the future. Furthermore, inflated requirements often have adverse impact on women and minorities and thus expose the University to charges of unfair discrimination and violation of Title VII and Civil Rights Act of 1964.

### Minimum Qualifications

Minimum qualifications indicate the level of education and experience that would be required to perform the position. Position incumbents and applicants must meet both requirements to be considered as “qualified” for the position. All positions must have the same minimum qualifications in the general degree and year(s) of experience required, whereas each position identifies the specific area of study or type of experience that can be required or preferred. For example, the position may require a bachelor’s degree in business, but the position would expand and require international business bachelor’s degree, or a position requirement may be a bachelor’s degree in life science, but the position requires the degree in neuroscience.

#### Education

Identify the type and very minimum level of education required and specify the area of study that would be required and acceptable. Advanced knowledge (education) is directly related and relevant to the functions and work being performed and must be customarily acquired by a prolonged course of specialized intellectual instructions.

If a combination of education and experience is acceptable for exempt positions, education substitution for experience is understood for all exempt jobs.

| **Highest Level of Education** | **Full-Time Years of Education Considered for Substitution** |
| --- | --- |
| **Associate's** | 2 |
| **Bachelor's** | 4 |
| **Master's** | 6 |
| **Doctor of Philosophy** | 7 |
| **Juris Doctorate** | 7 |
| **Medical Doctorate** | 8 |

#### Experience

Specify the type of experience needed and years of experience required achieving this level. The experience substitution for education is only allowed by UMB for professional job role levels. Experience substitution must be stated in the qualification to be applicable. Keep in mind the experience should be the minimum required to perform the position. Include any unique or scarce experience that would be pertinent to the position. The chart below shows relevant consideration for years of experience in comparison to related education for consideration of substitution of education.

|  |  |
| --- | --- |
| **Full-Time Years of Experience** | **Related Education Considered for Substitution of Experience Years** |
| 2 | **Associate's** |
| 4 | **Bachelor's** |
| 6 | **Master's** |
| 7 | **Doctor of Philosophy** |
| 7 | **Juris Doctorate** |
| 8 | **Medical Doctorate** |

#### Supervision

Supervision requirements apply to positions that have supervisory or lead worker responsibilities, the extent of the position’s authority to hire, discipline, and recommend termination of employment of subordinates, and to assign work, train, and evaluate the performance of subordinates. All exempt jobs have the ability to supervise others. The level of supervision is dependent on the career point and/or job role level.

* Level of Supervision - Supervision may be direct or indirect for heads of operations, function heads, and management. The level of subordinates and direct intervention in their work will determine the level of supervision. The level of supervision that is required by a position not only determines if the position is supervisory, but also is a contributing factor in the exempt position role level or nonexempt positions.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Supervision Levels** | **Lowest Level** |  |  | **Highest Level** |
| Provides no supervision to others | Occasionally provides some direction or work coordination | Provides direction and coordination of daily work or may co-evaluate | Supervises others and hires, fires, evaluates, and disciplines |

#### Certifications/Licensures/ Registration

Specify industry certifications and practitioners' licenses that are relevant and applicable. Certain positions may have strict requirements that are the result of licensing agencies.

For healthcare clinicians who have access to patients, they must have a State of Maryland license within their profession. Licensed clinicians should be in positions where their “licensed title” is displayed and included in their position/position title, for example, a registered nurse who is providing any direct patient care should be in a Registered Nurse position title, not in a position Clinical Research Specialist.

Trades staff must also be licensed appropriate as deemed by the University.

#### Other Qualifications:

##### Financial disclosure reporting requirement

Certain positions that have authority and influence require that the employee complete an annual financial disclosure statement, as required by the State Ethics Commissions. HR Compensation identifies the position when the requisition is received and updates the State Ethics Commission with information about the incumbent, once hired. Position postings and descriptions should include this requirement for reporting.

##### Excluded from notice exemption

Some positions serve at the pleasure of the institution, meaning the position could end at any time. Positions that are typically excluded from notice are positions at the Assistant/Associate Vice President or Assistant/Associate Dean level and above. Position postings and descriptions should include this requirement for reporting.

**Related Policies**

* + 1. VII 1.22 [USM Policy on Separation](http://www.usmd.edu/regents/bylaws/SectionVII/VII101.html) for Regular Exempt Employees (Section I.B)

##### Campus Security Authority

A campus security authority (CSA) includes University of Maryland, Baltimore Police Department (UMBPD) police officers and security officers, as well as any UMB official with a significant responsibility for student and campus activities. The Clery Coordinator identifies and notifies UMB officials who are CSAs and provides them with CSA training. By law, CSAs are required to report Clery crimes that are disclosed to them using the [Clery Incident Report Form](https://www.umaryland.edu/police/clery-report/clery-incident-report-form/).\* However, the victim or witness can remain anonymous in these reports. Reporting a Clery crime ensures accurate crime statistics, crime awareness, and campus safety. This data is used to increase public safety, not to identify the victim if they wish to remain anonymous.

*\*Certain individuals, specifically pastoral and professional counselors, are exempted from the requirement to report certain crimes. However, the counselor must be acting in their official role when the offense is disclosed in order for it to be exempted.*

## Other Types of Position Postings

### Unit specific postings

Unit Specific postings are only permitted when there is at least one other employee within the unit that meets the minimum qualifications and would logically compete for the new position. Unit Specific postings are only available for nonexempt, and staff exempt positions up through pay level H. Exempt positions must be posted a minimum of five business days; nonexempt positions are posted for a period that is agreed upon between HR and the hiring manager. Management positions pay level I and above may not be unit specific and must be posted externally for at least one week. In any case, all qualified candidates who may apply should be interviewed. This is to ensure that fair opportunities are available to all who are qualified.

Reevaluations of nonexempt and exempt staff up through pay level H are only allowed when there are NO other employees in the unit who meet the minimum qualifications and would logically compete for the new position.

**Related Policies**

* + VII 1.01 [USM Policy on Recruitment and Selection](http://www.usmd.edu/regents/bylaws/SectionVII/VII101.html)
  + VII 1.01(A) [UMB Policy on the Recruitment and Selection of Staff Employees](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=393)
  + VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282) - *This policy is in the process of being updated.*

### Create and waive recruitment requests

Exempt scientific research positions in special circumstances may be created and recruitment may be waived to place an outside researcher into a position. Recruitment may be waived in situations whereby a new Primary Investigator (PI) at UMB requests to bring several employees who have been working on the PI’s research at their former institution. These are unique situations and treated accordingly. Create and waive recruitment requests may be used in other rare circumstances, such as placing an employee who has been laid off.

The create and waive option may also be used if a former employee is returning to the same department and position title within six months of leaving UMB. Employees hired through create & waive recruitments will serve a probation period.

### Appointment to administrative leadership positions

Appointments to an administrative assistant/associate vice president/dean position require approval of the President. Assistant/associate vice president or dean appointments serve “at the pleasure of” and may be terminated without notice and required to complete annual financial disclosure statements.

An administrative dean’s primary responsibility is the maintenance and supervision of an institutional unit that is separate from faculty or academics, i.e.: Development, Information Systems, or Communications/Marketing. Employee appointed to these roles are assigned to exempt staff employee classes and not assigned to the faculty tenure structure.

All initial appointments to administrative assistant/associate vice president/dean require the University president’s approval. A request from the dean or vice president to the president describing the attributes and accomplishments that warrant the new role. All vacated administrative dean or assistant/associate vice president/dean require posting.

## HR Compensation Finalizes the Exempt Position description

Prior to posting a position, a position description needs to be customized from an existing job description and reviewed by HR Compensation. Position descriptions are an important part of human resources management and compliance. The descriptions are resources for recruitment and placement, analysis of market data, orientation of the new employee to position, performance assessments, career planning, and dispute resolution.

Once the department has submitted the customized position in the requisition, HR Compensation will review and assign a hiring target that meets the budgetary needs of the unit. The requisition is then forwarded to HR Staffing to review and add any additional language before posting.

# **Methodology Of Creating a Job Value and Individual Pay**

Budgets should not influence the employee’s salary placement into a position. Managers should select positions and employee actions that are fiduciarily responsible before recruitment and/or recommendation for an employee change.

UMB looks externally at the market and internally to create each job’s value. This includes defining the external market and internal job value. UMB’s goal is to pay each employee a competitive and fair rate for the work they perform for a specific position. HR Compensation reviews the impact the position has on the University’s mission and goals to define the market value and assign the pay range assignment for each position.

Internal position value is reached by reviewing the market value and internal position worth. This includes looking at a current employee assigned to that specific job. A target range is created for each job and defines the lowest and highest salary that an employee should be placed into the job. This range takes into consideration the equity threshold (90% of the 50th percentile of the market).

Placement within the target equity threshold range is determined based on what the employee entering the job brings with them, such as education, experience, specialized skills. Placement into the position should follow the Individual Pay methodology. Employees should be slotted to a position based on their qualifications and the new position’s value, market placement, and similar situated employees in the position.

## Market Position Value

UMB looks at several markets to develop a position value using various survey sources. A survey match is considered appropriate if approximately 70% of the position content and requirements align. The most common salary surveys used in creating a position composite are CompAnalyst – Baltimore, CompData – University and Colleges, and College and University Professional Association for Human Resources – Higher Education to create a job composite. Selection of survey matches are based on the content of the position, not the title. In each of these surveys, there are additional cuts such as regional, Carnegie classification, revenue, amount of research income, and several others that may be applied as appropriate. Utilizing these surveys, an aggregate position market composite is created.

UMB obtains the base salary data from the selected survey sources at the 25th, 50th and 75th percentile. Due to the timing of survey publication, an aging factor may be applied to create the most current expected salary composite. Annually, HR Compensation reviews the market composites to ensure data reflects the current position specifications and staff regular and C2 employees market placement to the equity threshold is done by HR Compensation. If an employee is below the equity threshold, a recommendation to adjust the employee in the upcoming fiscal year is provided to the department.

UMB strives to ensure the market position value is competitive to applicants and employees. UMB’s market placement goals transcend all industries, not just higher education industry. This allows UMB to attract and retain without the restrictions of a finite group. An aggregated market data composite is created for each position primarily using the Baltimore region and includes several salary survey’s data. When UMB does use higher education survey data, a review of Carnegie classification, highly research, or peer institutions (these can be found on the Institutional Effectiveness website) to develop a market composite.

Note: Some exempt positions have additional value due to the size, scope, and complexity of the role as defined by the position description’s career point and position role level.

## Internal Position Value

Assignment of positions to pay ranges will reflect the generalized value of the position within UMB. All employees must meet the minimum qualifications of their position description. Minimum qualifications for all positions are based on industry standards and University practice. Position descriptions define education, experience, and supervisory requirements, and indicate if substitution of experience for education is allowed. Unless otherwise indicated, education can be substituted for experience, for example a master’s degree in a relevant field to the position may be substituted for two years of experience.

Positions may have internal value differences base on the impact they have to the University’s mission and goals. Some positions are created specifically for department use only, others for school, and some have University impact. Positions that scope of work require more complexity, such as working with international grants versus a RO1 NIH grant, may define the position internal value differently even when the routine duties for both are similar. Positions that have university-wide responsibilities in their area of expertise includes the seven schools and various administrative units may have a higher value that a position that is department based.

An Internal Position value within the pay range and defined by the market value, equity threshold, and internal salaries of employees in that position.

**Note:** Due to the spread of USM Exempt Pay Ranges that is broader than a traditional structure, the practice of market median alignment to midpoint of range do not always apply. In addition, UMB adoption of hierarchical position descriptions has muted the midpoint due to the multiple levels, for example the benchmark position matches to the midpoint but the positions within the subfamily that are above or below with premiums and discounts may not align to the pay grades above and below.

## Individual Pay

Individual Pay will be paid according to each UMB’s external market and internal position value and the employee’s individual contribution to UMB’s mission. When an employee is slotted to a position, there is a review of the current employee’s qualifications in comparison to the employee entering the position. If a current employee has more qualifications than the employee entering the position, the new position’s salary may be lower for the entering employee and if reversed the salary could be higher. Salary approval for pay actions are made by establishing that pay differences for employees are equitable.

Differences of similar situated employees may be explained by:

* + - differences in knowledge, skills, abilities, experience, and education,
    - differences in responsibilities, scope, and complexity of work,
    - differences in requirements for increasingly responsible experience in the position family or subfamily,
    - differences in amount of time in the position,
    - differences in amount of time employed at UMB,
    - and/or other lawful criteria.

Other considerations for differences in salaries between positions could be:

* + - differences based on subordinate-supervisor,
    - differences in performance and/or past performance evaluations,
    - and/or unique responsibilities related to unit, school, or University service (See Appendix E).

# **Employee Hiring Procedures**

# Hiring a Regular and C2 Staff Employee

The University of Maryland, Baltimore is an Affirmative Action/Equal Opportunity institution. All pay decisions are made without regard to race, color, creed, national origin, religion, sex, sexual orientation, age, disability, or Vietnam-era veteran status. Equal access to employment opportunities is extended to all current and prospective employees. Pay equity is an important consideration for all pay decisions. Regular staff employees must work a minimum of 40 hours per pay period.

**Step 1 - Department will complete the Online Position Requisition in the Online Recruitment System and attach proposed organizational chart. The online form will be routed for departmental approval**.

The Online Requisition is needed by HR Compensation to begin the position analysis process. If the position is a refill of a recently filled position and the position description will not change, the prior Online Requisition can be duplicated, and the process can begin.

All nonexempt positions are limited to the existing nonexempt position descriptions that have been approved by the University System of Maryland. HR Compensation is available to help managers choose the appropriate nonexempt position description based on the duties and minimum qualifications. A proposed organizational chart must be provided so that HR Compensation can review how the requested position fits into the Departments business structure.

**Step 2 - Dean/VP’s Office will review and approve the Online Position Requisition**

The Dean/VP’s Office will have the opportunity to review the position description and approve it and the form is routed to HR Compensation.

**Step 3 - HR Compensation receives Online Position Requisition**

HR Compensation will analyze the Online Position Requisition to determine what functions are being performed and what unique qualifications are required for an employee to assume that role. HR Compensation will format consistently with Position Style Guide. HR Compensation will determine whether the position is exempt or nonexempt.

HR Compensation will finalize the Position Description that will be used for the position posting. HR Compensation may need to request additional information from the department to gain further clarity on the expectations of the requested position. If no existing position description matches the duties, HR Compensation will create a new position description to capture the requested position duties and requirements.

**Step 4 - HR Compensation will review internal and external equity, and provide a hiring salary range**

Before HR Compensation approves the Position Requisition, a review of the internal and external alignment is conducted. This ensures that each UMB position can be recruited and/or filled at a competitive salary, and that the position is paid equitably.

HR Compensation will propose a hiring salary range based on minimum of the pay range, market data for the position, and internal equity. The equity review for the position will vary based on the position. For a position title with many incumbents throughout UMB, a campus average will be determined for the position, in addition to a school or department average. If there are others in the department in the same or closely related positions, the hiring salary of the new employee will be based on the equity within that unit but consideration for campus salaries and market are also given. If the new hire has greater experience and education than these employees, a higher salary may be approved. Market data will provide the reasonable limit for the hiring salary. Following the assignment of a hiring range, HR Compensation will notify the unit to review the final Online Position Requisition and hiring range in the system. HR Compensation will approve the Online Position Requisition and the form will be routed to HR Staffing.

**Step 5 - HR Staffing will post the position and assist with hiring process**

Upon receipt of the approved Position Requisition and position posting, HR Staffing will update its Online Recruitment System with the approved position information and secure any advertising. The position is posted on the UMB website and any other identified position boards for a set period of time. HR Staffing will assign the time period based on the position and will advise the department. During that period, HR Staffing will receive, and review resumes of potential candidates. Candidates meeting the minimum qualifications are forwarded to the hiring managers. The hiring managers arrange for and conduct interviews with at least three of the candidates. A final candidate selection is made, and the department advises HR Staffing of the selection through the applicant tracking system and dispositions each candidate.

All employees must be paid within the parameters defined by their position. Under the Fair Labors Standard Act (FLSA), there is a federal minimum wage of $7.25 per hour, but USM and UMB adopted a minimum of $15.00 per hour for all employees (staff and students in 2022). The Maryland minimum wage increases to $15.00 on January 1, 2024.

Further, all positions must be paid within the defined salary of either the nonexempt salary structure or the exempt pay ranges. It is the intent of the university to pay competitive salaries based upon internal equity and market. Consideration of a candidate’s education, background, and demographics will be considered when determining starting salary.

**Step 6 - Selected employee attends Onboarding**

HR Staffing approves the selected candidate, and a background and reference check is completed. If the background check is clean, the department sends the candidate the offer letter. Upon receipt of the signed offer letter, the candidate is scheduled for an upcoming Onboarding session.

**Related Documents**

Online Position Requisition

**Related Policies**

* VII 1.01 [USM Policy on Recruitment and Selection](http://www.usmd.edu/regents/bylaws/SectionVII/VII101.html)
* VII 1.01(A) [UMB Policy on the Recruitment and Selection of Staff Employees](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=393)
* VII 9.11(B) [UMB Policy on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282) VII 9.11(B) UMB Procedures on Pay Administration for Exempt Positions

## Hiring a C1 Staff Employee

The University of Maryland, Baltimore is an Affirmative Action/Equal Opportunity institution. All Contingent Category I employee pay decisions are made without regard to race, color, creed, national origin, religion, sex, sexual orientation, age, disability, or Vietnam-era veteran status. Equal access to employment opportunities is extended to all current and prospective employees. Pay equity is an important consideration for all pay decisions.

The hiring of a staff Contingent Category I employee does not require recruitment for **temporary assignments**. Contingent Category I employees who will work 20 hours per week or more are limited to one six-month contract with one six-month extension.

Contingent Category I employees working less than 20 hours per week may have a six-month contract that can be renewed indefinitely. If there is a long term, continuous need for a position at more than 20 hours per week, the position should be posted and recruited for as a Contingent Category II or Regular employee.

Contingent Category I employees who work 30 or more hours per week for at least 90 days must be offered the opportunity to participate in the State of Maryland’s medical and prescription drug plan, as required by the Affordable Care Act. Departments may not offer benefit assistance to Contingent Category I employees.

### No Applicant Identified

If no applicant is identified, the unit would follow the same process as the Hiring a Regular and C2 Staff Employee defined above.

### Applicant Identified

The following procedures are done if an applicant has already been identified by the hiring unit.

**Step 1 - Contingent Category I employee selected, and application completed.**

When a Contingent Category I employee is required, departments can request the position be posted or advertised, or find a suitable candidate through other means.

All Contingent Category I nonexempt positions are limited to the existing nonexempt position descriptions that have been approved by the University System of Maryland or may be hired into a General Assistant title if appropriate (see General Assistant position description). HR Compensation is available to help managers choose the appropriate nonexempt position description based on the duties and minimum qualifications.

Contingent Category I exempt positions are often classified as General Associates (see nonexempt General Associate position description) but matched to a valid exempt position title. This is done to avoid violation of the Fair Labor Standards Act salary test. HR Compensation will assist in determining an appropriate position title. On rare occasion, an exempt Contingent Category I employee will be placed in an exempt full-time role, usually since the assignment is short-term.

The selected employee must complete and submit an online application. Background checks are typically not required.

**Step 2 - Department prepares Contingent Category I contract and forwards to HR Compensation for review.**

The department must prepare a Contingent Category I contract and forward it to HR Compensation so that it may be reviewed for completeness and compliance with the related laws, regulations, and policies. HR Compensation will discuss with the requesting department, if necessary, and provide any suggested changes. HR Compensation will also review the suggested salary and may recommend changes due to equity or other compliance **reasons.**

**Step 3 - HR Compensation reviews contract and makes final determination of position title and HR Compensation.**

The final contract is prepared by the department and sent to HR Compensation for final review.

**Step 4 - Department prepares and sends the contract and offer letter to Contingent Category I new hire.**

The department will prepare and send an offer letter to the employee with instructions on what they need to do before beginning work.

**Step 5 - Selected employee signs contract, reports to designated departmental office to complete new hire documentation, and is directed to a website containing new hire information. Employee may start working as scheduled. Employees eligible for healthcare under the Affordable Care Act must enroll within their first 60 days of employment.**

**Employee may start working as scheduled. Employees eligible for healthcare under the Affordable Care Act must enroll within their first 60 days of employment.**

The selected employee signs the contract, comes to the Office to complete new hire documentation, and directed to a website with new hire information. The Contingent Category I may start working as scheduled. Employees eligible for healthcare under the Affordable Care Act must enroll within their first 60 days of employment.

**Related Documents**

* + Contingent Category I Exempt Staff
  + Contingent Category I Nonexempt Staff
  + Contingent Category I Nonexempt Staff (Minor Only)
  + Contingent Category I Student

**Related Policies**

* VII 1.40 [USM](http://www.usmd.edu/regents/bylaws/SectionVII/VII140.html) Policy on Contingent Status Employment for Nonexempt and Exempt Staff
* VII 1.40(A) [UMB](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=223) Policy on Contingent Status Employment for Nonexempt and Exempt Employees

# **Employee HR Compensation Action Procedures**

## Processing Other Compensation Actions

The University of Maryland, Baltimore is an Affirmative Action/Equal Opportunity institution. All HR Compensation decisions must be made without regard to race, color, creed, national origin, religion, sex, sexual orientation, age, disability, or Vietnam-era veteran status. Equal access to employment opportunities is extended to all persons, and the university promotes equal opportunity through a positive and continuing affirmative action program. Below are the steps to follow when requesting a HR Compensation action:

**Step 1 - Determine the reason for the HR Compensation action from the following list of actions; complete the appropriate form with attached documentation.**

Consider "why" the HR Compensation action will be taken for the individual or group. Each time a HR Compensation action is taken, it identifies valued behaviors, actions, and abilities. As a result of a HR Compensation action, desired behaviors can be reinforced, success can be rewarded or recognized, and staff can be successfully motivated. Pay affects workers’ attitudes, performance, and commitment level.

Internal and external equity are important factors to consider when determining why a HR Compensation action should be taken.

* Internal equity refers to the pay relationships among positions or skill levels within an organization. It focuses on acceptance of those relationships, involves the establishment of equal pay for positions of equal worth and acceptable pay differences for positions of unequal worth. HR Compensation decisions during on-going employment are typically event driven. By having a documented, communicated plan of action and/or funds allocated in advance, managers and employees can be proactive regarding HR Compensation issues.
* External equity

**Step 2 - Obtain the appropriate required approvals and submit the pay action to the HR Compensation.**

Step 1 above outlined how to process HR Compensation action requests. Once the request has been reviewed and approved,  [HR Compensation](mailto:HRComp@umaryland.edu) will advise the requesting department in writing.

If the request has been approved, the department should complete the appropriate salary action to reflect the approved change to an employee’s pay. Once complete, this request will be forwarded for the various department/school/unit approvals.

**Step 3 - Enter the approved action into HRMS via an Electronic Personnel Action Form (EPAF).**

The EPAF will have several approvals along based on the action and will be executed by HR Service Center (or Payroll for Supplemental Pay actions) and create a new position record for the employee.

**Step 4 - Notify the employee.**

Employees should be notified of any HR Compensation action before it appears on their paycheck. HR Compensation suggests that a written memo be prepared by the department manager that includes the new position description, a description of the compensation action, the amount of the increase, and the effective date.

Please note that this guide does not address compensation issues that originate from a collective bargaining agreement. The applicable MOU guidance will prevail.

## **Types of Other Compensation Actions**

### Acting Capacity

An Acting Capacity action occurs when an existing staff employee is appointed in an interim capacity to fill a current vacancy due to another employee’s prolonged absence, i.e., resignation, death, FML, or unavailability for an extended time for any reason. The existing staff employee must meet the minimum requirements of the interim position, and approval will be limited to a maximum of one year in an acting position with two six-month assignments. In rare cases, a very complex existing staff position may be split into two acting positions based on the needs of the department. A competitive recruitment must occur to fill a position that has an acting employee assigned. Roles temporarily filled by acting assignments cannot be filled on an ongoing basis via reevaluation and must be filled at an ongoing basis via competitive recruitment.

Nonexempt staff employees who are placed into acting capacity either to another nonexempt position or exempt position will receive a 6% increase (per MOU) or minimum of new pay grade. Placing nonexempt employees into exempt roles is strongly discouraged and must have approval from Employee Labor Relations before HRS Compensation can approve.

Exempt staff employees who are placed into an acting capacity will be placed at a competitive rate that would be applicable if the employee were placed into the position on a regular basis. The expectation is that the acting capacity salary should be equivalent to market when assignment begins. Adjustment may be provided to an employee who is serving in acting capacity and is the selected candidate to fill the position on a regular basis dependent on market at the time of the change. If an employee resigns while on Acting Capacity, they will return to their original position prior to the separation date and salary will include all COLA or merits awarded during the assignment to their original position’s salary. All salary increase decisions will be made using the *HR Compensation Decision Making Methodology* to determine an appropriate increase.

Send the request to [HR Compensation](mailto:HrComp@umaryland.edu) along with the related documentation.

**Related Documents**

* [Staff Action Request](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx)
* Resume
* Organizational Chart
* Justification stating substantial and significant evolution of duties
* Additional Position Duties that are being currently performed
* Statement of Business Need from department head
* Current Position Description
* New Position Description, if known

**Eligibility for Action:**

* Exempt Contingent II Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Nonexempt Regular Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)
* VII 9.20 USM Pay Administration Policy for Nonexempt Positions
* VII 9.50 USM [Policy on Temporary Assignments and Acting Appointments](http://www.usmd.edu/regents/bylaws/SectionVII/VII950.html)

### Bonuses

**UMB restricts the use of bonuses to those situations approved in advance by the Chancellor.**

Non-cumulative cash bonuses, paid as a lump-sum, and consistent with BOR policies, may be awarded for an employee sign-on plan, referral bonus plan, retention bonus, and performance bonus. A pre-approved request is required. HR Staffing must establish sign-on and referral bonus plan before any employee is eligible. Retention bonus falls under the Retention section of this document. Performance bonus must be pre-established with criteria approved by the Associate Vice President of Human Resources, Senior Vice President of Administration and Finance, and the President and submitted to the Chancellor.

The permission to grant bonuses for unique situations is included annually in the Chancellor’s Guidelines and require notification to the Chancellor. UMB restricts the use of bonuses to those situations listed in the exempt and nonexempt policies on bonuses listed below.

Any bonus paid to an exempt or nonexempt staff employee requires recommendation and approval from the President. The bonus may not be added to the employee’s base salary and is distinct from any merit increase provided. All bonuses are reported to the Chancellor. The amount of bonus paid is limited by either the recognition program, the applicable policy, or by the *HR Compensation Decision Making Methodology.*

**Related Documents**

* Criteria for bonus plan
* Request for approval of bonus plan

**Eligibility for Action:**

* Exempt Contingent II Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Nonexempt Regular Employees

**Related Policies**

* [VII- 9.20.(A) UMB Policy on Bonuses for Exempt Staff, and](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=284)
* [VII- 9.20.(B) UMB Policy on Bonuses for Nonexempt Staff](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=285)

### C1 and C2 Contract Renewal and C2 Conversion to Regular Status

All HR Compensation changes to Contingent Category I and II employees are done through contract renewals. Each contract is a legally binding agreement between UMB and the employee and requires employee and UMB representative signatures. Changes in position title and salary should have prior HR Compensation review to ensure inequities are not created.

Full-time equivalent (FTE) must indicate the average number of hours an employee has worked. A discrepancy in contract FTE and actual hours worked will be reviewed by HR Compensation and determine future renewal eligibility.

#### Contingent Category II

##### Contract Renewals

* Staff only; contracts are 6 months to 1 year in length – most are 1 year in length.
* Do not serve probation nor receive probation increases.
* Contingent Category II contracts can be renewed but are limited to 3 years in total unless:
  + Employee converts to regular.
  + Employee is grant funded.
  + Employee requests not to be converted.
* All **contract renewals** occur when the initial contract ends – i.e. The initial contract was for 9 months and began on January 1 and ended on September 30. The renewal would occur on October 1.

##### Contract Amendment

* If an additional action occurs within an existing contract period, it is a **contract amendment**. It does not act as a renewal.
* If an annual contract began on June 15, there is no way to change the contract period to begin on July 1.

#### Contingent Category I

##### Contract Renewals

* Up to 6 months in length
* Do not serve probation nor receive probation increases
* Renewable one time for additional 6 months
* All **contract renewals** occur on the anniversary date of the initial contract date
* Unlimited 6-month renewals allowed for C1 contracts that are less than 50% FTE
* Standardized Patients may renew contracts up to 15-months on October 1

##### Contract Amendment

* If an additional action occurs within an existing contract period, it is a **contract amendment**. It does not act as a renewal.

#### Rehire Retirees

Retirees are former employees who are collecting retirement payments from one of the State of Maryland plans. Retirees who are in the pension plan may be subject to earnings limitations. That would be the retiree’s responsibility to determine and manage with their department. There are no earnings limitations for ORP retirees.

##### Employment Classifications Considerations for Rehire of Retirees

It is up to the department to choose how to bring the retiree back after 45 days. The fringe rate is a consideration for which employment status a department selects.

* A **Contingent Category I** (C1) that is a former retiree has no restrictions on contract length. They can be a Contingent Category I indefinitely, even if they are over 50% FTE. This has the least financial impact on the hiring department because the fringe rate for Contingent Category I employees is lower than the fringe rate for Contingent Category II employees and regular employees. However, a department would not want to bring a retiree back as a Contingent Category I on a full-time or near full-time basis for multiple years; the individual would be losing the opportunity of increasing their retirement benefits during the time they are a Contingent Category I.
* A **Contingent Category II** (C2) would work out the same as a Contingent Category I. Aside from leave, there is little benefit to the individual to be a Contingent Category II vs. a Contingent Category I. The retiree potentially has retiree healthcare already. For the department, a Contingent Category II would cost more as they have a higher fringe rate than a Contingent Category I.
* A retiree can be brought back as **Regular** also. They can even get back into the ORP if they were in it before retirement. They would also be eligible for the regular leave packages. However, there could be an impact on the person’s retirement benefits and limitations on earnings.

**Related Documents**

* [C1](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx) Contract Renewal
* C2 Contract
* C2 Conversion

**Eligibility for Action:**

* Exempt Contingent I Employees
* Exempt Contingent II Employees
* Nonexempt Contingent I Employees
* Nonexempt Contingent II Employees

**Related Policies:**

* VII 1.40 [USM](http://www.usmd.edu/regents/bylaws/SectionVII/VII140.html) Policy on Contingent Status Employment for Nonexempt and Exempt Staff
* VII 1.40.(A) [UMB](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=223) Policy on Contingent Status Employment for Nonexempt and Exempt Employees
* VII 9.11 USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)
* VII 9.20 USM Pay Administration Policy for Nonexempt Positions
* VII 9.51 USM Policy on Reassignment of Exempt Employees

### Cost of Living (COLA)

Cost of Living Adjustments (COLAs) are determined by the General Assembly and are included in the Chancellor’s Salary Directives. The State of Maryland set the COLA effective date and percentage of increase. COLAs are automatically added to salary for most regular employees via the payroll system.

All regular staff employees receive COLA as allocated by the State. Employees should receive the COLA increase even if their salary is at or above the maximum of salary range. COLA for a Contingent II employee is granted at the discretion of the Department and is indicated on the contract form at the time of hire. COLA increases are not applicable to Contingent Category I employees.

**Eligibility for Action:**

* Nonexempt Regular Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Exempt Contingent II Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)

### Equity Adjustments

HR Compensation supports an equitable HR Compensation program by authorizing equity adjustments. An inequity exists when there are pay differences between similar positions that cannot be explained by differences in amount of time in the position, differences in position content responsibilities, differences based on subordinate-supervisor relationship, differences in skills, abilities, and education, differences in requirements for increasingly responsible experience in the position family, differences in external labor market pressures, or other lawful criteria and/or unique circumstances related to University service.

UMB defines equity in consideration of internal or external data. Internal factors are reviewed by position in comparison to campus, same position title, and same unit. External factors are reviewed based on external market data. It is the intent of the review to identify several sources to define the market. HR Compensation can revise how equity is determined for any School or Administration unit if continuation of its current practices does not support an equitable HR Compensation program. All salary increase decisions will be made using the *HR Compensation Decision Making Methodology* to determine an appropriate increase.

Equity reviews are done for an entire position title and sometimes position or sub-family to ensure all incumbents are equitably paid. These reviews will be done within the designated annual review cycle.

**Related Documents**

* [Staff Action Request](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx)
* Resume

**Eligibility for Action:**

* Exempt Contingent II Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Nonexempt Regular Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) UMB Procedures on Pay Administration for Exempt Positions -
* VII 20 USM Pay Administration Policy for Nonexempt Positions

### Merit Increases

Merit increases, including effective date and merit pool percentage are determined by the Maryland General Assembly, and are included in the annual Chancellor’s Salary Directives along with guidance on how merit increases should be applied. UMB President’s Guidelines are issued that specify how the merit pool will be administered at UMB. Decisions regarding the distribution of merit adjustments are based on performance and budget. Managers are responsible for complying with any budgetary or other guidelines established in their individual school or administrative divisions.

If an employee's salary is at or above the maximum of salary range, the employee may be eligible for a lump sum merit payment not attached to base pay.

**Related Documents**

* Employee Performance Development Plan (PDP)

**Eligibility for Action:**

* Nonexempt Regular Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Exempt Contingent II Employees

**Related Policies:**

* VII 9.50 USM Pay Administration Policy for Nonexempt Positions
* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282) -

### Prevailing Wage

The Immigration and Nationality Act (INA) requires that the hiring of a foreign worker not adversely affect the wages and working conditions of U.S. workers comparably employed. To comply with the statute, the regulations require that the wages offered to a foreign worker must be at least at the prevailing wage rate for the occupational classification in employment.

The prevailing wage rate is defined as the average wage paid to similarly employed workers in a specific occupation in intended employment. Effective January 4, 2010, employers began to obtain this wage rate by submitting a request to the National Prevailing Wage Center (NPWC), or by accessing other legitimate sources of information, such as the Online Wage Library available at <http://www.flcdatacenter.com/>.

Foreign worker employees must be adjusted to prevailing wage. If this causes an inequity with others in the unit, an equity adjustment may be required for the other workers. In some cases, units may need to terminate the foreign worker if their budgets cannot support the increase to the prevailing wage and equity adjustments, if applicable.

**Related Documents**

* All-in-One [Staff Action Request](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx)
* Online [Position Requisition](http://www.umaryland.edu/media/umb/hrs/compensation/Position_Requisition_FY15.docx)
* VISA
* Position Description

**Eligibility for Action:**

* Exempt Regular Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)

### Probation Increases

Nonexempt employees who are in the collective bargaining unit will receive a 2.5% base pay increase upon successful completion of probation. The HRMS will automatically update the probation increase to the employee’s record effective the beginning of the pay period following successful completion of probation. The department must submit a notice of probation completion for the employee’s file.

Exempt employees are not eligible for probation increases.

**Related Documents**

* **N/A**

**Eligibility for Action:**

* Nonexempt Regular Employees

**Related Policies:**

* VII 9.20 USM Pay Administration Policy for Nonexempt Positions

### Reassignment

A reassignment occurs when an Exempt or Nonexempt Regular or Contingent Category 2 employee is assigned to a new department, supervisor, or building location. This is typically done due to an adjustment of funding sources or unit change. Reassignments do not include a change to pay. On rare incidents, position title may be changed in conjunction to other changes.

To initiate a Reassignment, the department manager should complete a Staff Action Request, and send it to  [HR Compensation](mailto:HRComp@umaryland.edu) with written justification. HR Compensation will review all the documents to determine if the reassignment can be supported and notify the department of the final determination. If the reassignment creates an inequitable situation, that request must be corrected, or the reassignment cannot be approved. Template copies of letters to employee will be provided to the department by HR Compensation. Specific instructions for each field on the reassignment form are included in the form. Send the request to [HR Compensation](mailto:HrComp@umaryland.edu) along with the following documentation:

**Related Documents**

* [Staff Action Request](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx)
* Resume
* Organizational Chart
* Justification stating substantial and significant evolution of duties
* Statement of business need from department head
* Current Position Description for Position Reassignment
* New Position Description for Position Reassignment

**Eligibility for Action:**

* Exempt Contingent II Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Nonexempt Regular Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282) *.*
* VII 9.20 USM Pay Administration Policy for Nonexempt Positions
* VII 9.51 USM Policy on Reassignment of Exempt Employees

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### Reevaluation

Reevaluation occurs when the position of an Exempt or Nonexempt Regular or C2 employee evolves to a higher-level position and the employee has assumed **significant, substantial, and permanent** responsibilities of the higher-level position change from current duties and continues to perform the duties of the prior position. If an employee has not yet assumed the higher-level duties a reevaluation cannot take place but an alternative is to proceed using a competitive recruitment.

In most cases, a full competitive recruitment will be necessary if:

* there is not a current position description available
* The desired employee has not yet assumed the responsibilities of the proposed job

To begin the Reevaluation request, the department manager must complete a Staff Action Request and submit it along with all supporting documentation to HRS Compensation. Specific instructions for each field on the request are included in the form.

HR Compensation will review all documents and determine if the evolution of duties is substantial and significant and will notify department of final determination. All salary increase decisions will be made using the *HR Compensation Decision Making Methodology* and following criteria of competitive recruitment to determine an appropriate increase.

**Related Documents**

* [Staff Action Request](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx)
* Resume
* Organizational Chart
* Justification stating substantial and significant evolution of duties
* Additional Position Duties that are being currently performed
* Statement of business need from department head
* Current Position Description
* New Position Description, if known
* C2 Contract -Amended or Renewal

**Eligibility for Action:**

* Exempt Contingent II Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Nonexempt Regular Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)
* VII 9.20 USM Pay Administration Policy for Nonexempt Positions
* VII 9.51 USM Policy on Reassignment of Exempt Employees
* [VII 9.70 Policy for Requesting a Position Reclassification Review for Nonexempt Staff Positions](http://www.usmd.edu/regents/bylaws/SectionVII/VII970.html)

#### Demotions

A demotion occurs when an employee is placed in a position that is in a lower pay range. Demotions may be voluntary, with mutual agreement between the manager and employee and can be done through competitive recruitment, reevaluation, or reassignment. Salary actions related to demotions are determined on a case-by-case basis. Reassignment or reevaluation of employee should have HR Employee Relations review before any demotion action is taken. In many instances, there is no change to salary.

**Related Documents**

* [Staff Action Request](http://www.umaryland.edu/media/umb/hrs/compensation/Staff_Classification_FY15.docx)
* Resume
* Organizational Chart
* Justification stating substantial and significant evolution of duties
* Statement of business need from department head
* Current Position Description
* New Position Description
* Online [Position Requisition](http://www.umaryland.edu/media/umb/hrs/compensation/Position_Requisition_FY15.docx)
* Position Description customized to Position Posting

**Eligibility for Action:**

* Nonexempt Regular Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Exempt Contingent II Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11.(b) UMB Pay Administration Policy for Exempt Positions
* VII 9.20 USM Pay Administration Policy for Nonexempt Positions
* VII 9.51 USM Policy on Reassignment of Exempt Employees

#### Promotion

A promotion, lateral move, or demotion may occur through a competitive recruitment. An existing employee is selected as the successful candidate for a position in a higher pay range. As such a move indicates that the employee will be taking on duties at a higher level than in his/her previous assignment, an increase in pay normally accompanies a promotion. Promotional increases are dependent upon the factors outlined in the *HR Compensation Decision-Making Methodology* section of this guide. Larger increases may be warranted in rare cases and will require approval at the Dean/VP unit level and the Human Resources.

**Related Documents**

* Online [Position Requisition](http://www.umaryland.edu/media/umb/hrs/compensation/Position_Requisition_FY15.docx)
* Position Description customized to Position Posting

**Eligibility for Action:**

* Exempt Contingent II Employees
* Exempt Regular Employees
* Nonexempt Contingent II Employees
* Nonexempt Regular Employees

**Related Policies:**

* VII 1.01 USM Policy on Recruitment and Selection
* VII 1.01.(A) UMB Policy on the Recruitment and Selection of Staff Employees
* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)
* VII 9.50 USM Pay Administration Policy for Nonexempt Positions
* VII 9.61 USM Reemployment or Reinstatement Nonexempt or Exempt Employees

### Retention

A retention increase may be requested for an ***operationally critical* *staff*** ***member*** who is being actively recruited by other employers whose loss would be seriously detrimental to the University. All staff retention increases must be reported to the Chancellor. Retention increases will be approved on a very limited basis.

To request a staff retention increase, the department manager must complete a Staff Operationally Critical Retention Form, and send to [HR Compensation](mailto:HRComp@umaryland.edu) the related documentation.

HR Compensation will review all documents and forward for approval by President. After the review of the President’s office, the department will notify department of final determination.

**Related Documents**

* + [Staff Operationally Critical Retention Form, Guidelines, Procedures](http://www.umaryland.edu/media/umb/hrs/compensation/FY15_Staff_Operationally_Critical_Retention_Form.docx)
  + USM Chancellor HR Compensation Guidelines
  + Operationally Critical Staff Retention form
  + Statement of operationally critical business need to retain employee from the department head
  + Documentation of a written offer letter

**Eligibility for Action:**

* Exempt Regular Employees

**Related Policies:**

* VII 9.11. USM Pay Administration Policy for Exempt Positions
* VII 9.11(B) [UMB Procedures on Pay Administration for Exempt Positions](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)
* VII 9.20.(a) UMB Policy on Bonuses for Exempt Staff

### Supplemental Pay for Exempt Staff

Supplemental HR Compensation may be paid only for performance of increased responsibilities that are not within a 100% full-time employee (FTE) employee's position duties and responsibilities. An exempt staff employee is eligible to receive supplemental HR Compensation from UMB under very limited circumstances.

The requested supplemental HR Compensation assignment must be for a department, administrative unit, or academic unit different from the employee's regular unit and ***outside*** the employee’s normal working hours. Supplemental HR Compensation is not a means to pay a bonus or incentive for performance of the duties and responsibilities of an exempt employee's current position. Supplemental pay is limited to a maximum of one year. To initiate a supplemental pay for a staff employee, the department requesting the pay must complete a Supplemental HR Compensation and Increased Responsibility Request for Exempt Staff. A justification must be attached that lists the duties and responsibilities to be performed, start and end dates, and the amount to be paid and submit to [HR Compensation](mailto:HRComp@umaryland.edu). HR Compensation will review all documents and forward to the appropriate VP for final approvals. A copy of the approved document will be sent to the department and to Payroll. The payment(s) indicated on the request will be set up to be paid at the indicated intervals.

**Related Documents**

* [Supplemental HR Compensation & Increased Responsibility Request for Exempt Staff](http://www.umaryland.edu/media/umb/hrs/compensation/Supplemental_Pay_Exempt_Staff_FY15.docx)

**Eligibility for Action:**

* Exempt Regular Employees

**Related Policies**

* [Policy VII 9.11.(a) UMB Policy on Increased Responsibilities and Supplemental HR Compensation for Exempt Staff](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=380)

# **APPENDIX A: UMB HR Compensation Philosophy, Principles, & Vision**

## HR Compensation Philosophy

* To attract, develop, and retain an outstanding, committed, and diverse workforce that aligns with the mission of the University.
* To maintain a HR Compensation program that recognizes the multiple markets in which we compete for talent, compensate employees at levels that are equitable and competitive within those relevant talent markets and within the financial resources of the university, and ensure compliance with applicable federal, state, and local laws, regulations, and University System of Maryland and University of Maryland, Baltimore policies.
* Maintain a HR Compensation vision that facilitates the development of talent and collaborative teamwork required to achieve the strategic goals of the UMB. This vision supports the effective use and deployment of human resources.

## HR Compensation Guiding Principles

The guiding principles will be the CORE of our HR Compensation program:

* **C**ompetitive, compliant HR Compensation within the financial resources of the University that considers the multiple markets in which we compete for talent and positions the University within the competitive external market.
* **O**pportunity for employees to develop professionally to support the mission of the University.
* **R**ewards the growth of employees through position enrichment and opportunities to move through career ladders and lattices with professional development opportunities.
* **E**quity maintained within the position and sub-families, considering education, experience, competency, and market parity.

## HR Compensation Vision

* To support the development of a highly competent workforce with engaging growth opportunities through career ladders that encourage developmental and cross functional moves.
* To balance competitive market, pay with internal pay equity.
* To provide greater flexibility and less complexity in delivering rewards.
* To help build a diversified and well-qualified workforce.
* To promote a collaborative, team environment
* To provide appropriate rewards for performance.

# **APPENDIX B: UMB HR Compensation Decision Practices for Staff**

The following sections describe the decision-making procedures HR Compensation applies in its review of a position or salary action.

## Minimum Qualifications for Staff

### Counting nonexempt experience toward exempt level positions

As of November 1, 2021, a nonexempt position in a related field of the considered exempt position will be considered toward required experience in an exempt position. For example, years worked as a Laboratory Helper and/or Laboratory Assistant would be considered for Laboratory Research Assistant. (*The pay level of consideration was reduced from pay level 7 to pay level 5 in March 2018 and removed November 2021.)*

Part-time work will be prorated on average hours worked per week. For example, if worked 20 hours for six months would be considered three months of experience.

### Counting other nontraditional experience

Many recent newcomers to the workforce may have gained experience through a paid internship, a work-study assignment, or volunteer organization. If the experience is directly related to the position, it may be counted. However, such experience is typically part-time, so it will be prorated accordingly. Unpaid internships that are directly related to educational requirements or credits will not be counted towards additional experience. Experience will be prorated based on number of hours worked.

### Positions that require a college degree

In general, all UMB exempt level positions pay ranges F and above require at least a bachelor’s degree. The only exceptions to this practice are management level positions in the skilled trades, certain computer positions, and in situations where the employee is within one semester of completing their bachelor’s degree. This practice is in line with the practices of all the other USM schools. Experience in lieu of education may be considered for most positions below pay range F and identified in the position description if applicable.

Posting education requirements

When justified, position postings may include a degree that is one level higher than the degree requirements of the generic position description.

### Positions that require supervisory experience

Direct management or leadership position functions include interviewing, selecting, and training of employees (staff or faculty); setting and adjusting their rates of pay and hours of work; directing the work of employees; maintaining time records; appraising employee’s performance for the purpose of recommending promotions and change in status; handing employee complaints and grievances; disciplining employees; planning the work; and apportioning the work among the employees. In addition, the FLSA defines a management as an employee who:

” *Customarily and regularly directs the work of at least two or more other full-time employees or equivalent. The supervisor must have the authority to hire and fire other employees, or the employee’s suggestions and recommendations as to hiring, firing, advancement, promotion, or other change of status of other employees must be given particular weight.”*

UMB may define the entry level supervisory experience as the demonstration of work coordination, training, or daily oversight of other employees, volunteers, or students as permissible experience if the description.

Depending on the supervisory statement used in the position description will determine the type of supervisory experience that will be accepted when considering employees or applicants for new positions.

## Wage & Salary Considerations Staff

### Starting salary considerations

Pay equity is always the first consideration in determining the starting salary for a position. A salary for a new employee should not cause any pay equity issues with existing employees.

Hiring at the minimum of the pay range is not recommended as the employee will find that they have a greater value elsewhere and be more likely to leave UMB. There is a cost to turnover – the cost of the time invested in the recruitment process, advertising and background check costs, and the cost of covering the open position, training the new employee.

### FLSA salary minimum requirement

Fair Labor Standards Act (FLSA) salary issues do occur from time to time because of an exempt employee working part-time hours, or with international post-doctoral fellows being funded partially from their home country. No matter if an exempt employee is full-time or part-time, they must be paid at least the FLSA minimum salary (currently $35,568 per year ($684/week). Faculty are considered exempt employees under FLSA but may have an exemption from the salary requirement if they are practicing medicine, practicing law, or teaching.

### Prevailing wage requirement

The Immigration and Nationality Act (INA) requires that the hiring of a foreign worker not adversely affect the wages and working conditions of U.S. workers comparably employed. To comply with the statute, the regulations require that the wages offered to a foreign worker must be at least at the prevailing wage rate for the occupational classification in employment. The prevailing wage rate is defined as the *average wage* *paid to similarly employed workers in a specific occupation in intended employment*.

* Foreign worker employees must be adjusted to prevailing wage.
* Inequities with other workers can be addressed under equity adjustment.
* External factors are reviewed based on external market data. It is the intent of the review to identify multiple sources (typically at least three) to define the market.

### Required pay increases for nonexempt employees

The AFSCME MOU requires that nonexempt union employees must receive at least a 6% increase upon promotion to a higher-level nonexempt position. Upon successful completion of probation, nonexempt employees receive an additional 2.5% increase. The manager must initiate the form to indicate successful completion of probation, as well as processing the increase amount.

Acting capacity shall be paid on an hour for hour basis. The amount of acting capacity pay will be 6% higher than the employee’s current salary per the collective bargaining agreement.

The Fraternal Order of Police MOU defines wage and overtime for University Police Officers I, II, and III. This includes a step increase system that is adjusted annually on July 1st based on State of Maryland, University System of Maryland, and UMB awarded cost-of-living and merit increases.

### Acting capacity salary determination for Staff

The salary for an acting capacity employee is typically determined via a market equity study. Generally, should the employee serving as acting successfully compete for the position, the salary will become set as the permanent salary, but a market equity review will be conducted at that time. The employee’s salary should not exceed the market 50th percentile.

Nonexempt employees must follow the MOU that states “the amount of acting capacity pay shall be 6% higher than the employee’s current salary” or minimum of pay grade. This is true if position is nonexempt or exempt position. Nonexempt staff may be assigned to either nonexempt position or exempt position but must have Employee Relations approval before an assignment to an exempt position (this is strongly discouraged).

### Salary adjustments for exempt Promotions and Reevaluations

There is no pay adjustment required for an exempt promotion except that the employee must be paid at the minimum of the pay range for the new position. All salary changes, however, are made in consideration of both internal and external market equity data and budget. Effective dates coincide with the beginning of pay period preceding HR Compensation’s receipt of complete request packet and typically are not retroactive.

### Retitling an employee’s position title for Staff

Upon the completion of a position analysis, it may be determined that the employee is not in the appropriate position title. When the appropriate title is within the same pay range, the department may retitle the employee’s position. The retitling should be discussed in advance with the employee. If an equity situation evolves due to the retitling, HR Compensation will do an analysis to determine if a pay increase for the retitled employee would be suitable. Exempt employees may not be retitled into higher-level positions; those cases will be processed as reevaluations. Retitling paperwork is processed as a reassignment.

### UMB’s definition of equity for Staff

UMB determines salary equity based on campus average (internal), external market, and similar situated employees. An equity adjustment aims to bring an employee’s salary within UMB position value with external competitive wages and takes into consideration similar situated employees within same position.

HR Compensation uses various factors in the review of each employee’s current pay. These factors are called equity factors and may consider demographic information and length of UMB years of service to determine which employees are similarly situated. Other factors, such as performance, additional education, or workload, are not factors for granting equity.

The UMB position value for each position should fall within the 80% to 120% of the external compa-ratio. For each position that falls below the equity threshold, HR Compensation will perform a thorough review and provide recommendations based on the following guidelines. All market equity adjustments are determined by HR Compensation in accordance with the Chancellor’s guidelines for the year and other guidance. The analysis starts from largest scope, i.e., campus, to smallest scope, i.e., division to determine final recommendation.

All market equity adjustments are determined by HR Compensation in accordance with the Chancellor’s guidelines for the year and other guidance.

### Peer institutions comparisons

UMB from may look at similar positions at peer institutions from time to time to ensure we are competitive with our peers.

## Wage & Salary Considerations Regular and Contingent Category I Staff

### Contingent Category I contractual pay

Exempt contingent category I employees can be a bi-weekly salary, by a daily rate, or by a flat amount that gets paid at the completion of certain deliverables.

Nonexempt contingent category I employees are paid an hourly rate for hours worked.

### Special Position Code Usage

In some situations, UMB and USM position titles to do represent the needs of the University, department, or employee. There are two titles that are available to use in specific situations that are generic in nature and provide an avenue for UMB to pay their employee.

Ensuring that similar positions have the same authority across campus and USM, there is a reporting structure based on the direct supervisor for nonexempt administrative positions,

#### General Assistant position Code usage

The General Assistant position title is a Contingent I nonexempt position title for use in situations where the employee will be performing entry level tasks currently not reflected in available nonexempt position titles and no nonexempt position has these functions. General Assistants must be paid the minimum Maryland and/or Federal Wage. Non-work study employees must be paid the minimum of UMB nonexempt salary structure.

#### General Associate position Code usage

The General Associate position title is used when an exempt position will not meet the exempt FLSA salary threshold requirement, even though the employee is performing exempt level work. When an employee is placed into the General Associate position title, the exempt level position title must be provided before its usage can be approved. Use of this position code/title is restricted to positions of less than 100% FTE and Contingent Category 1 employee class. All pay actions that affect the linked position code/title will also be applicable for the General Associate employee, i.e.: bump to minimum of pay ranges. The UMB linked position title can be found on the employee’s position data record UMB tab.

### Nonexempt administrative support positions assignment

Administrative support positions guidelines for placement and duties are identified in the table below.

|  |  |  |
| --- | --- | --- |
| Executive Administrative Assistant Placement Guidelines | | |
| Nonexempt Position Title | Position Code | Reporting Relationship |
| Executive Administrative Assistant III | N12EA3 | President |
| Executive Administrative Assistant II | N11EA2 | Dean, Vice President, University Counsel, & Assistant to the President |
| Executive Administrative Assistant I | N10EA1 | Associate/Assistant Dean, Associate/Assistant Vice President & Department Chair |

## Process for Regular Exempt and Nonexempt Desk Audit

A Desk Audit is conducted to determine if the occupied position of a regular exempt or nonexempt employee has significantly and substantially changed when it is unclear through provided written documentation, such as a position description questionnaire. A desk audit focuses solely on the current occupied position duties and does not address hypothetical or projected duties. The desk audit will evaluate whether there was a significant and substantial change in duties and responsibilities that correspond to the actual work assignments and duties has changed.

# **APPENDIX C: HR Compensation Related Legal Compliance**

Many HR Compensation decisions are driven by federal employment laws. The right of employees to be free from discrimination in their HR Compensation is protected under several federal laws, including the following enforced by the U.S. Equal Employment Opportunity Commission (EEOC), the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and Title I of the Americans with Disabilities Act of 1990.

## Federal Contractor Compliance

Employers that have contracts or subcontracts with federal government agencies have certain additional employment law responsibilities. The Department of Labor’s [Office of Federal Contract Compliance Programs (OFCCP)](http://www.dol.gov/ofccp) administers and enforces several laws that prohibit federal contractors and subcontractors from discrimination in hiring and require them to take affirmative action to ensure equal employment opportunity in their employment processes.

Use the resources on this page to learn more about the employment law responsibilities of federal contractors.

For more information about federal contracting requirements, see:

* [Office of Federal Contract Compliance Programs (OFCCP)](http://www.dol.gov/ofccp)
* [Equal Employment Opportunity Commission (EEOC)](http://www.eeoc.gov/)
* [Veterans' Employment and Training Service (VETS)](http://www.dol.gov/vets)

## Title VII of the Civil Rights Act of 1964

Title VII of the Civil Rights Act of 1964, as amended, protects applicants and employees from discrimination in hiring, promotion, discharge, pay, fringe benefits, position training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex (including pregnancy), or national origin. Religious discrimination includes failing to reasonably accommodate an employee’s religious practices where the accommodation does not impose undue hardship.

## Age Discrimination in Employment Act of 1967

The Age Discrimination in Employment Act of 1967, as amended, protects applicants and employees 40 years of age or older from discrimination based on age in hiring, promotion, discharge, pay, fringe benefits, position training, classification, referral, and other aspects of employment.

## Americans with Disabilities Act (ADA)

[The Americans with Disabilities Act (ADA)](http://www.dol.gov/cgi-bin/leave-dol.asp?exiturl=http://www.ada.gov/&exitTitle=The_Americans_with_Disabilities_Act&fedpage=yes) prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities. The ADA also establishes requirements for telecommunications relay services.

## Equal Pay Act (from www.shrm.org)

The Equal Pay Act (EPA) requires that people be given equal pay for equal work in the same establishment. The positions need not be identical, but they must be substantially equal. It is position content, not position titles, which determines whether positions are substantially equal.

## Fair Labor Standards Act (FLSA)

The FLSA provides general information on the exemption from [minimum wage](http://www.dol.gov/WHD/minimumwage.htm) and [overtime pay](http://www.dol.gov/whd/overtime_pay.htm). The [FLSA](http://www.dol.gov/whd/flsa/index.htm) requires that most employees in the United States be paid at least the [federal minimum wage](http://www.dol.gov/WHD/minimumwage.htm) for all hours worked and [overtime pay](http://www.dol.gov/whd/overtime_pay.htm) at time and one-half the regular rate of pay for all hours paid over 40 hours in a workweek.

However, the FLSA provides an exemption from both [minimum wage](http://www.dol.gov/WHD/minimumwage.htm) and [overtime pay](http://www.dol.gov/whd/overtime_pay.htm) for employees employed as bona fide executive, administrative, professional and certain computer employees.  To qualify for exemption, employees generally must meet certain tests regarding their position duties and be paid on a salary basis at not less than $684 per week/ $35,568 annually. These figures are subject to change as directed by the Department of Labor Wage and Hour Division. Position titles do not determine exempt status. In order for an exemption to apply, an employee’s specific position duties and salary must meet all the requirements of the Department’s regulations.

### Key Points of the FLSA Legislation

* ALL positions are governed to be nonexempt (meaning eligible for overtime) under FLSA unless they meet one of the exemptions described in this material.
* For public employers, the employee can choose overtime or compensatory time calculated at time and one-half (up to a maximum accrual of 240 hours of compensatory time).
* Exemptions from overtime are based on actual duties as opposed to title, classification, or position description. Therefore, FLSA status must be determined position by position.
* If the Department of Labor conducts an investigation, they will evaluate written position documentation and they may interview the employee.
* The following are only basic compilations of exemption information. FLSA regulations provide for a short and a long test to determine exemption eligibility.

### Sources of information to determine if position is exempt:

* Position description
* Person(s) currently working in position
* Supervisor of person(s) currently working in position

### Categories of FLSA Exemptions

Executive - The executive exemption is for persons whose primary duty is management of the business.

* The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than $684 per week.
* The employee’s primary duty must be managing the enterprise or managing a customarily recognized department or subdivision of the enterprise.
* The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
* The employee must have the authority to hire or fire other employees, or the employee’s suggestions and recommendations as to the hiring, firing, advancement, promotion, or any other change of status of other employees must be given particular weight.

Administrative - Administrative employees are "white collar" employees who perform work of **substantial importance** to the management or operation of the enterprise. The exemption is for employees who perform work related to the administrative operations, as opposed to production or sales operations. To qualify for the administrative employee exemption, all the following tests must be met:

* The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than $684 per week.
* The employee’s primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer’s customers; and
* The employee’s primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Learned Professional- Exempt learned professional employees include persons in professions of a recognized status which require the use of professional knowledge acquired through long study (the "learned profession category"), and persons in artistic professions. Persons employed as teachers or program coordinators are also exempt. To qualify for the learned professional employee exemption, all the following tests must be met:

* The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than $684 per week.
* The employee’s primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment.
* The advanced knowledge must be in a field of science or learning; and
* The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

Computer Employee Exemption **-** To qualify for the computer employee exemption, the following tests must be met:

* + The employee must be compensated either on a salary or fee basis at a rate not less than $684 per week or if compensated on an hourly basis, at a rate not less than $27.63 an hour.
  + The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below.
  + The employee’s primary duty must consist of:
    1. The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications.
    2. The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on, and related to user or system design specifications.
    3. The design, documentation, testing, creation, or modification of computer programs related to machine operating systems; or
    4. A combination of the aforementioned duties, the performance of which requires the same level of skills.

## Independent Judgment and Discretion

Exempt employees must exercise discretion and independent judgment to complete their position responsibilities.

In general, the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or decision-making after the various possibilities have been considered. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources.

The exercise of discretion and independent judgment implies that one has authority to make an independent choice, free from immediate direction or supervision. However, discretion and independent judgment can be exercised even if the decision or recommendation is reviewed at a higher level. Thus, the term "discretion and independent judgment" does not require that the decisions being made must be final or free from review. The fact that one's decisions may be subject to review and that upon occasion the decisions are revised or reversed after review does not mean that one is not exercising discretion and independent judgment.

Factors to consider when determining whether an employee exercises discretion and independent judgment with respect to matters of significance include, but are not limited to:

* Whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices.
* Whether the employee conducts major assignments in conducting the operations of the business.
* Whether the employee performs work that affects business operations to a substantial degree, even if the employee's assignments are related to operation of a particular segment of the business.
* Whether the employee has authority to commit the employer in matters that have significant financial impact.
* Whether the employee has authority to waive or deviate from established policies and procedures without prior approval.
* Whether the employee has authority to negotiate and bind the company on significant matters.
* Whether the employee provides consultation or expert advice to management.
* Whether the employee participates in planning long- or short-term business objectives.
* Whether the employee investigates, and resolves matters of significance on behalf of management; and
* Whether the employee represents the company in handling complaints, arbitrating disputes, or resolving grievances.

**APPENDIX C:** Related USM and UMB HR Compensation Policies

* VII P1.00 [POLICY ON ESTABLISHMENT AND ASSIGNMENT OF POSITION GROUPS](http://www.usmd.edu/regents/bylaws/SectionVII/VIIP100.html)
* VII 1.01 [POLICY ON RECRUITMENT AND SELECTION](http://www.usmd.edu/regents/bylaws/SectionVII/VII101.html)
* VII 1.01(A) [UMB POLICY ON THE RECRUITMENT AND SELECTION OF STAFF EMPLOYEES](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=393)
* VII 1.22 POLICY ON SEPARATION FOR REGULAR EXEMPT EMPLOYEES
* VII 1.40 [USM POLICY ON CONTINGENT STATUS EMPLOYMENT FOR NONEXEMPT AND EXEMPT STAFF](http://www.usmd.edu/regents/bylaws/SectionVII/VII140.html)
* VII 1.40(A) [UMB POLICY ON CONTINGENT EMPLOYMENT FOR NONEXEMPT AND EXEMPT EMPLOYEES](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=223)
* VII 4.60 [POLICY ON SHIFT DIFFERENTIAL FOR CLASSIFIED EMPLOYEES](http://www.usmd.edu/regents/bylaws/SectionVII/VII460.html)
* VII 4.60(A) [UMB POLICY ON SHIFT DIFFERENTIAL FOR CLASSIFIED EMPLOYEES](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=235)
* VII 1.21 [UMS POLICY ON PROBATION FOR NONEXEMPT EMPLOYEES](http://www.usmd.edu/regents/bylaws/SectionVII/VII121.html)
* VII 9.11(A) [UMB POLICY ON INCREASED RESPONSIBILITIES AND SUPPLEMENTAL HR COMPENSATION](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=380)
* VII 9.11(B) [PROCEDURES ON PAY ADMINISTRATION FOR EXEMPT POSITIONS](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=282)
* VII 9.20(A) [UMB POLICY ON BONUSES FOR EXEMPT STAFF](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=284)
* VII 9.20(B) [UMB POLICY ON BONUSES FOR NONEXEMPT STAFF](http://cf.umaryland.edu/umpolicies/usmpolicyInfo.cfm?polid=285)
* VII 9.40 [POLICY ON SALARY UPON TRANSFER OR RECLASS](http://www.usmd.edu/regents/bylaws/SectionVII/VII940.html)

# **Appendix D: EXAMPLES OF SALARY DETERMINATIONS**

**Disclaimer: All titles, salary ranges, and market values are for example purposes only and do not reflect actual data. All requests submitted to HRS Compensation will be assessed on a case-by-case basis.**

***Example 1 - Recruitment:*** A department submitted a requisition for a full-time, exempt regular Laboratory Research Assistant position. HR Compensation reviewed the external market data and internal equity for this position and determined that the salary range is $40,000 (minimally qualified candidate) - $50,000 (highly qualified candidate). A competitive recruitment was conducted, and the department selected a candidate. HR Staffing made a salary offer based on internal equity that included similarly situated employees and commensurate with the candidate’s education and experience that falls within the recommended salary range as provided by HR Compensation. The selected candidate has a bachelor’s degree and five (5) years of related experience; thus, HR Staffing consulted with HR Compensation and made a salary offer of $48,000 to ensure and maintain equity amongst internal UMB EEs in the same title.

***Example 2 - Equity:***

* ***Equity Request without Annual Equity Report:*** A department submitted an equity request to HR Compensation for a current employee whose salary is $48,000 as a Laboratory Research Assistant. HR Compensation reviewed the education, experience, and current salary of the proposed employee in comparison toexternal market data and internal equity including similarly situated employee and made a salary determination based on these factors and shared the recommendation with the department. Since the 50th MPR of the market is $50,000 and the salary range for this position is $40,000 - $50,000, HR Compensation made a salary determination based on these factors and shared the recommendation with the department. In this example, HR Compensation did not recommend a salary increase since the employee’s current salary is close to the 50th MPR (market data), falls within the 80-120% equity threshold, and is comparable to similarly situated employees (internal equity).
* ***Equity Request with Annual Equity Report:*** A department submitted an equity request to HR Compensation for a current employee whose salary is $48,000 as Laboratory Research Assistant and one of the highest paid employees on campus in this title. HR Compensation did not recommend a salary increase since the Annual Equity Report (AER) was recently distributed and HR Compensation determined that the employee should not receive a salary increase based the 50th MPR (market data) and comparable to similarly situated employees (internal equity).

***Example 3: Acting Capacity:*** A department submitted an acting capacity request to HR Compensation for a current employee whose salary is $48,000 as a Laboratory Research Assistant to be placed into a vacant Laboratory Research Specialist position. The salary range for a Laboratory Research Assistant is $40,000 – 50,000 and a Laboratory Research Specialist is $50,000 - $60,000. Commensurate with the employee’s education and experience in consideration of market data and internal equity, HR Compensation recommended that the employee be placed into the desired acting capacity position at $55,000. Should the department recruit for this position via a competitive recruitment (usually unit-specific), HR Staffing and HR Compensation would determine that the employee’s salary would remain the same at $55,000 since HR Compensation determined the acting capacity salary as if the employee were to be permanently placed into the desired position.

***Example 4: Promotion:*** A department submitted a requisition for a competitive recruitment for a Laboratory Research Specialist position. The department selected an internal UMB employee whose salary is $48,000 as a Laboratory Research Assistant to fill this position via the competitive recruitment process. The salary range for a Laboratory Research Assistant is $40,000 – 50,000 and a Laboratory Research Specialist is $50,000 - $60,000. HR Staffing made a salary offer based on internal equity that included similarly situated employees and commensurate with the candidate’s education and experience that falls within the recommended salary range as provided by HR Compensation. The selected candidate has a bachelor’s degree and five (5) years of related experience; thus, HR Staffing consulted with HR Compensation and made a salary offer of $55,000 to ensure and maintain equity amongst internal UMB EEs in the same title.

***Example 3: Reevaluation:*** A department submitted a reevaluation request to HR Compensation for a current employee whose salary is $48,000 as Laboratory Research Assistant to be reevaluated to a Laboratory Research Specialist position. The department submitted the required supporting documentation for HR Compensation to review. The salary range for a Laboratory Research Specialist is $50,000 - $60,000. Commensurate with the employee’s education and experience in consideration of market data and internal equity, HR Compensation recommended that the employee be reevaluated into the Laboratory Research Specialist position at $55,000.

***Example 4: Reassignment/Retitling:***

***Reassignment:*** A department submitted a reassignment request to HR Compensation for a current employee whose salary is $48,000 as a Laboratory Research Assistant to change the employee’s department and building code as an adjustment of the funding source. Reassignments do not involve a salary adjustment. [HR Compensation](mailto:HRComp@umaryland.edu) reviewed all documents including a written justification submitted by the department and determined that the reassignment can be supported. Since the reassignment did not create an inequitable situation that would have required a correction to the request or otherwise be denied, HR Compensation determined that the employee may be reassigned to the Laboratory Animal Research Assistant position at the current salary of $48,000, which is within the salary range for the Laboratory Animal Research Assistant position.

***Retitling:***

* ***Retitling Scenario 1:*** A department submitted a retitling request to HR Compensation for a current employee whose salary is $48,000 as a Laboratory Research Assistant to be retitled to a Laboratory Animal Research Assistant. The salary range for a Laboratory Animal Research Assistant is $40,000 - $50,000. Retitling paperwork must be processed as a reassignment and HR Compensation proceeded with the reassignment steps to approve the new title and salary as a Laboratory Animal Specialist for $55,000 since it did not create an inequitable situation. If an equity situation were to evolve due to this retitling request, HR Compensation would have performed an analysis to determine if a pay increase for the retitled employee would be suitable.
* ***Retitling Scenario 2:*** A department submitted a retitling request to HR Compensation for a current employee whose salary is $48,000 as a Laboratory Research Assistant to be retitled to a Laboratory Research Specialist. The salary range for a Laboratory Research Specialist is $50,000 - $60,000. Exempt employees may not be retitled into higher-level positions and instead must be processed as a reevaluation. HR Compensation denied the retitling request and advised the department to proceed with this request as a reevaluation to the higher-level position.

# 

# **Appendix E: Exempt Position Role Level Titles and Summaries**

| **Position Level** | **Exempt Position Level Summary** | **Typical Position Role Level Code** |
| --- | --- | --- |
| **Executive** | Directly involved with long- or short-term goals and the impact these goals have on the University or school. Full independent responsibility of school or administrative unit(s). | **EX** |
| **Executive Director/ Administrator** | Assist head of operations in defining University long-term goals and strategic plans. Develops guidelines, processes, and procedures for university through subordinate management. Responsible for resource allocation, including budget and personnel. Makes strategic decisions based upon goals and objectives. | **SP4** |
| **Director** | Assist leadership in defining University and functional unit is long- and short-term goals and strategic plans. Develops guidelines, processes, and procedures for functional units. Responsible for resource allocation, including budget and personnel. Makes strategic decisions based upon goals and objectives. | **SP3** |
| **Associate Director** | Third-level manager. Objectives for two or more assigned functional unit. Given very-wide latitude to make decisions to achieve defined short-and long-term goals. Manages work efforts of professionals. Responsible for hiring, firing, performance development, and pay reviews. Makes decisions based on functional unit objectives and short- and long-term goals, as well as University policies and procedures | **SP2** |
| **Assistant Director** | Second-level manager. Objectives for assigned functional units. Given wide latitude to make decisions to achieve defined short-term goals. Manages work efforts of management and professionals. Responsible for hiring, firing, performance development, and pay reviews. Makes decisions based on functional unit objectives and short-term goals, as well as University policies and procedures. | **SP2** |
| **Manager** | First-level manager. Objectives for assigned functional units. Given latitude to make decisions to achieve defined short-term goals. Manages work efforts of management and professionals. Responsible for hiring, firing, performance development, and pay reviews. Makes decisions based on functional unit objectives and short-term goals, as well as University policies and procedures. | **SP1** |
| **Lead**  **(Expert)** | Recognized as an expert in functional unit. Knowledgeable of emerging trends and industry practices. Conducts the most complex and vital work critical to the functional unit and organization. May mentor others and provide leadership as needed. Coordinates daily team activities for one work team or functional unit. Generally, works within established guidelines, processes, and procedures. May have limited ability to recommend/implement improvements to achieve team goals. | **P4** |
| **Senior**  **(Advanced)** | Recognized as an advanced contributor in functional unit. Subject matter expert. Conducts highly complex and important work critical to the division and organization. May assist others. | **P3** |
| **Specialist**  **(Intermediate)** | Career-level position within functional field with proficiency in functional unit. Conducts complex work important to organization. Contributes to measurable team or division objectives. Provides solutions to issues and judgment. | **P2** |
| **Analyst**  **(Foundation)** | Career-development position within functional field developing proficiencies. Conducts task and assignments as directed. Contributes to team objectives and outcomes as guided. Limited problem-solving responsibility while working under prescribed guidelines. | **P1** |
| **Professional**  **(Foundation)** | Entry level professional position within functional unit. Conducts routine tasks as directed. Contributes specific objectives and outcomes as directed. Works under clearly defined guidelines. | **P1** |

# **Appendix F: Action Words for Position Description Primary Duties**

The action verbs below are not necessarily tied to the categories in which they have been placed. They are meant to draw out a more accurate, descriptive picture of the actual duties of an employee. They are preferable to terms such as “works with,” “responsible for,” “administers,” and “processes,” which are generic in nature and do not provide enough information regarding what specifically is done or the levels of complexity and responsibilities.

**Caution:** Be careful in the selection of action verbs to avoid an “**Inflationary Effect**” which may occur when describing the extent of responsibilities inherent in a task, for example: collect, compile, analyze, or execute. Each have very specific meaning and the selection of the wrong action verb may misrepresent the level of authority or critical thinking that is required for the function. Here are some examples:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Critical Thinking: Data Analysis** | | | | |
| **Low** |  |  |  | **High** |
| Gather | Compile | Analyze | Recommend | Execute |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Critical Thinking: Procedural Process** | | | | | |
| **Low** | |  |  |  | **High** |
| Compile | Investigate | | Summarize | Develop | Approve |

Here are additional examples of action words:

Administers

Audits

Builds

Collaborates

Conducts

Distributes

Ensures

Facilitates

Fosters

Guides

Implements

Instructs

Leads

Maintains

Manages

Notifies

Obtains

Organizes

Oversees

Prepares

Processes

Promotes

Provides

Proposes

Quantifies

Receives

Records

Researches

Reviews

Revises

Schedules

Screens

Serves

Submits

Supervises

Takes

Trains

Transmits

Understands

Updates

Utilizes

Verifies

Writes

**University of Maryland, Baltimore**

Human Resources – HR Compensation

[HRComp@umaryland.edu](mailto:HRComp@umaryland.edu)