

**Compensation Policy and Base Pay Administration Guidelines  
For Administrative/Professional and University Staff Employees**

Auburn University

February 2007

# Contents

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Auburn’s Total Compensation Philosophy	1
• Mission Focus	1
• Employment Value Proposition	1
• Fairness and Equity	1
• Recognizing Performance	1
• Competitive Compensation Levels	2
• Legal Compliance	2
• Annual Review	2
• Advancement Compensation	2
• Roles and Responsibilities	3
• Classification	4
• Job Evaluation	4
• Job Evaluation Committee	4
Base Pay Administration Guidelines	5
• Base Pay Overview	5
• New Hire Starting Salaries	7
• Determining Job Value	7
• Merit Increases	7
• Other Potential Salary Adjustments	8
Appendix	
• Job Description Template	I
• Glossary of Terms	IV

# **Auburn University Total Compensation Philosophy**

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Auburn University seeks to provide every employee a competitive level of compensation that reflects his or her individual contribution to the University's mission of instruction, research, and outreach. Regardless of position, Auburn is committed to sound stewardship over available compensation funding for every employee. This compensation philosophy presents the key objectives and principles that guide the way Auburn employees are paid for taking part in the University's mission.

## **Mission Focus**

The foundation of Auburn's compensation philosophy is Auburn's mission. As a public land grant University, the first priorities are instruction, research, and outreach. Funding for compensation is therefore allocated in a way that maximizes these activities. All Auburn employees understand that the mission comes first.

## **Employment Value Proposition**

Auburn offers an opportunity to contribute to its mission of instruction, research and outreach, and to grow and learn in the process of new challenges. In return for employees' daily best efforts, Auburn seeks to provide every employee:

- a secure and respectful environment;
- meaningful and rewarding work;
- a competitive total compensation package including base pay and benefits;
- a clear understanding of what's expected of each employee in his/her respective role;
- open information regarding advancement opportunity;
- honest feedback about performance; and
- recognition for excellent work.

## **Fairness and Equity**

Despite multiple schools, outreach initiatives, and departments, Auburn is a single employer. Despite multiple funding sources, including state funding, tuition, contracts, grants and gifts, Auburn is a single employer. Despite a highly diverse workforce with widely ranging areas of focus, wide ranging skill levels, ethnic diversity, and geographic dispersion throughout the state, Auburn is a single employer. As a single employer, Auburn recognizes not only a legal obligation to equitably compensate employees, but an ethical and social obligation as well. Auburn is therefore committed to compensating people for "what they do, and how well they do it."

## **Recognizing Performance**

When funding for compensation increases is available, Auburn will allocate increase dollars on the basis of several factors, including individual performance, in order to provide meaningful recognition for those who demonstrate outstanding performance in their work. The University will establish appropriate methods and processes for administering salaries in a way that recognizes academic

excellence and achievement in instruction, research and/or outreach. Likewise, University administration and staff employees shall be paid through a merit process when funding is available.

### **Competitive Compensation Levels**

Auburn shall seek, through its various funding sources, to provide compensation levels that are competitive in comparison to pay levels of other employers within Auburn's various labor markets. Auburn competes for talent and skill in a number of distinct labor markets:

- For Faculty positions, Auburn competes with other public universities, particularly in the South.
- For Administrative Professional positions, Auburn competes with other universities, particularly in the South, and with other public or private corporations that need similar skills and knowledge, such as those located in Atlanta or other major employment centers in the South or beyond.
- For University Staff positions, Auburn generally competes with employers in the Lee County areas, and the greater Montgomery area.

### **Legal Compliance**

Auburn University will comply with all applicable state and federal laws governing compensation, including The Equal Pay Act (amended to the Fair Labor Standards Act), the Fair Labor Standards Act (FLSA), as amended, and all other applicable laws and regulations. Postings concerning minimum wage, child labor, and other legal provisions will be made visible throughout the University.

### **Job Classifications**

To help ensure Auburn's compensation practices are legally compliant, all employees shall be categorized into a job classification. There shall be a current, written job description for all job classifications. Job descriptions shall document the essential functions, and the knowledge and skill requirements for all jobs. In addition, information concerning any special physical, lifting or visual requirements shall be maintained in job descriptions, to help ensure compliance with the Americans with Disabilities Act (ADA).

### **Annual Review**

Managers of Auburn employees have a special responsibility to ensure their employees receive feedback about how they are performing their jobs and are compensated according to Auburn's compensation philosophy. Managers are therefore responsible for annually reviewing each of their employees' performance and compensation.

### **Advancement and Compensation**

With over 3,000 positions on main campus and hundreds of positions throughout the state, there are many opportunities to "move around" within Auburn University, learn new skills, and, in most instances, increase compensation. But no organization can promise to fulfill every employee's career aspirations. What Auburn does promise is to ensure that compensation decisions are made fairly and consistently when someone changes jobs.

Not all job changes should be considered advancement. Jobs change in a variety of ways.

### **Job Evolution**

Jobs can evolve over time. Changes in tools or technology, University organization or departmental policies can affect the way employees perform their jobs. These types of changes affect everyone and will normally not result in a change in compensation.

### **Job Growth Within Current Position**

Job growth can occur when a supervisor asks an employee to take on additional tasks or increase his/her scope of responsibility. Such change and/or growth may occur—to an extent—without a change to the job classification. All positions at Auburn are classified into general job classifications which determine pay grade. Pay grades have wide salary ranges and are designed to accommodate appropriate differences in compensation levels for people in the same job classification, based on employee performance or other work-related factors.

### **Job Family Advancement**

Some changes may be made as a result of the assignment of higher level duties, responsibilities and accountability to individuals serving in job families affording promotional opportunity after completion of any required training and meeting specific criteria for a specified time in the next lower level job. These changes will be made by reclassifications from one job to a next higher level job within a job family in approved programs. Promotions within a job family will generally be made in time to be included in the annual budget process and made effective with the new operating budget.

### **Job Reclassification**

If a position's duties have grown to the point where a different job classification seems to more accurately describe the position, the manager should contact Human Resources to request an evaluation of the position to see if a different job classification is appropriate. Depending on the nature of the changes, a new job classification may be assigned, which may be in the same grade or a different grade. Positions will not be reclassified for the purpose of rewarding employees for performance or to correct perceived salary inequities.

## **Roles and Responsibilities**

### **The Employee's Role**

Each employee takes primary responsibility for his or her job performance, professional development and growth. While the University provides an environment for growth, the University cannot guarantee advancement for every person.

### **The Manager's Role**

With hundreds of managers throughout the University, Auburn is committed to providing managers the tools, training, and information they need to make sound compensation decisions. There is no substitute for a manager's good judgment concerning compensation. No policy, structure or process is intended to prevent managers from using their good judgment; instead policies and procedures are designed to ensure equity and to provide a framework for making consistent decisions throughout the university. Therefore, Auburn's compensation philosophy rests mainly on managers who must make compensation decisions and effectively communicate them with their people.

## **Classification**

Auburn maintains a set of job classifications covering all functional areas and levels of work. Many jobs are part of a multi-level job family, providing the opportunity for advancement “in job” as the incumbent gains skill, knowledge and experience, as recognized by his or her supervisor. The Compensation and Classification department is charged with maintaining a library of job classifications, ensuring each job (or job family) is maintained to reflect the work as it is performed at Auburn, and to ensure each job is properly placed within the overall grade level hierarchy.

## **Job Evaluation**

To ensure the assignment of jobs to salary grades is equitable and competitive, the University utilizes a job evaluation system which focuses on job content. Job evaluation is a process by which trained evaluators (both in Human Resources and outside Human Resources) assess the degree of knowledge, impact, problem solving, communication, and other generic factors in a given job. These assessments are quantified and provide an objective basis for job evaluation, or determining the value of the job to the University.

## **Job Evaluation Committee**

The job evaluation process is governed by a broad committee of University leaders called the Job Evaluation Committee. The Job Evaluation Committee consists of members recommended by Human Resources and approved by the Executive Vice President. The committee is charged with ensuring the fair and consistent application of the job evaluation process, and ultimately the resulting job hierarchy. The role of Human Resources is to 1) provide effective job evaluation tools and expertise, and 2) support the Job Evaluation Committee by screening job evaluation requests, conducting initial evaluations, administering Committee meetings and communicating/implementing results on their behalf.

The Job Evaluation Committee has the sole power to sanction additional University committees with respect to the job evaluation process for all University employees except faculty and certain senior level positions governed specifically by higher bodies of authority. The Job Evaluation Committee has the authority to establish an appeals process which is authorized and governed by the Committee. The appeals process will include the criteria for an appeal, procedures for requesting an appeal, and a mechanism for external review by a non-University, third party expert in job evaluation, where warranted.

# Base Pay Administration Guidelines

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## Base Pay Overview

The base pay program at Auburn is designed to ensure jobs are competitively valued relative to comparable jobs in the marketplace. Jobs of similar value are grouped together into grades. Going forward, each individual will have the opportunity to receive a base salary that is commensurate with his/her education, experience, skills, and contribution and is in line with the market.

To accomplish this, Auburn will use the following approach to manage the base pay program:

- Competitive market pay data is developed from a representative sample of selected Auburn jobs that are commonly found in the market. These are referred to as “benchmarks.” For non-benchmark jobs, internal equity will be considered using a quantitative job evaluation program.
- All jobs (benchmark and non benchmark) are evaluated using a “point factor” system and are then assigned to a grade based on their point values and comparisons with other jobs to determine an overall relative ranking of jobs.
- A Salary Structure is used as the framework for managing pay. Salary grades are developed based on the market data collected for the benchmark jobs.
- Determining base pay increases involves the following:
  - At the University’s discretion, a budget for merit increase adjustments is established.
  - All personnel are considered for merit increases based on individual performance and their pay position in relation to the salary range.
  - Adjustments to base pay to get individuals to comparable pay levels may be available for individuals who are below the minimum of their assigned grade.
  - Promotional increases will be awarded based on the established guidelines. There are two categories of promotions; job family and competitively bid jobs.

## **Job Descriptions**

To provide a basis for job evaluation, written job descriptions, along with supporting documents and records, are prepared and maintained for all jobs. Job descriptions are prepared by the Department of Human Resources based on input from employees, supervisors, on-site analyses, and generally accepted human resource management principles and practices. The job descriptions are maintained on-line.

## **Job Titling**

Each job is assigned a job title that is reflective of the duties and responsibilities of the job. The new job titling process enables Auburn to create consistency across the employee population. The Human Resources Department, in conjunction with senior management, is responsible for assigning new job titles.

## **Job Families**

A job family includes a series of job levels involving work of the same nature, but requiring different skill and responsibility levels. For example, Information Technology Specialist is a job family; Information Technology Specialist II is a job level within that family.

## **Salary Structure**

A “broad grade” pay structure is used for all jobs throughout Auburn. A job grade is one of the classes, levels, or clusters into which jobs of the same or similar value are grouped for compensation purposes. Each broad grade will have a minimum, midpoint and maximum.

Normally, experienced or seasoned employees who are solid performers should be paid in the middle portion of the range, which represents the market range of pay. Those employees who are new to a job, who are learning, or those who are not yet performing at an acceptable level will generally be paid in the lower portion of the range. Conversely, those who are consistently outstanding performers or who are very experienced in their role should normally be paid in the upper portion of the pay range. These descriptions provide a **general guideline** and indicate a concept of where people should be paid over time. However, other factors (e.g., the pay levels of others in the same job, unique or special skills, etc.) should also be considered.

In most cases, employees should not be paid below the range minimum of their broad grade. Normally, employees who are paid below the minimum will be adjusted to at least the range minimum during the next merit increase cycle. If the merit increase does not move an employee’s pay level above the range minimum, then a separate adjustment may be made to at least the range minimum.

Employees normally should not be paid above the range maximum for their job grade. Salaries above the range maximum may be approved by the Provost or Vice President.

## **New Hire Starting Salaries**

Starting base salaries are determined similarly for each job across all departments by considering experience, skills and related criteria.

## **Determining Job Value**

Auburn uses a combination of generally accepted methods of market pricing and point factor job evaluation to determine job worth. Market pricing is a process that involves measuring the value of a job in the labor market. Benchmark jobs are identified and a market value is determined. Market data is developed based on specific labor market definitions for various levels of job categories to reflect the appropriate geographic and industry recruiting markets. Generally, this is done to assure that market pay rates are appropriate when considering the questions of “where might I get people from and/or where might I lose them to” for a given job category. For example, nonexempt employees are often recruited locally, while senior management jobs may involve a national recruiting market and often require related industry experience.

Point factor job evaluation is a procedure to establish a quantitative value using points in order to determine the “size” of a job for comparative and ranking purposes. For each factor, a number of levels are defined and a point value is assigned. Each job is then matched with the level that best describes the job in terms of that factor. Each job is then scored for every factor, the points are determined and summed up for each job. The total point values are then converted and a job grade is established.

## **Merit Increases**

Employees are eligible to receive an annual salary adjustment based on their individual performance and the annual salary budget guidelines. When earned, and when funds are available, merit increases will take place during the first pay period in October and will be based on budget guidelines approved by the Board of Trustees.

## **Other Potential Salary Adjustments**

### **Promotions – Job Family**

A promotion occurs when an employee moves from one level to the next within a defined job family upon recommendation by the manager. Normally, an employee who receives a job family promotion will receive a pay adjustment of up to 5% of salary per grade.

### **Promotions – Competitively Bid Jobs**

A promotion also occurs when an employee moves from a job in one grade to a job in a higher grade level. With the exception of job family promotions, jobs are competitively bid and employees must apply for any job opening and meet the minimum stated qualifications in order to be considered. Normally, an employee who is promoted will receive a pay adjustment of up to 8% of salary per salary grade. Other factors may also be considered such as:

- The employee’s current range penetration before the promotion.
- The magnitude of the change in job responsibility.
- The pay level of employees in similar or comparable jobs.

- The external hiring rate/market rate.
- The employee's skills, performance and ability to contribute in the new job assignment.

### **Shift Differentials**

Employees in some jobs may be required to work "off shift" on a time schedule other than a typical day shift. In those cases, a shift differential of 10% of base pay is normally paid.

### **Demotions**

At times, an employee may move from a job at a higher broad grade to a job with a lower broad grade. This situation is referred to as a demotion. In the case of a demotion, the manager(s), along with Human Resources, should consider whether or not a salary reduction is appropriate.

### **Acting/Interim Administrative Appointments**

**General** – In order to promptly cover vacancies in a unit's senior supervisory positions and pending recruitment and selection efforts, it is occasionally necessary to give subordinate employees "acting" or "interim" appointments. Acting/interim appointments may be for a specific term or on a month-by-month basis. Employees who are given an appointment to a higher grade may receive a temporary increase in compensation for the newly assigned responsibilities. When the acting/interim period is completed, the salary adjustment will be removed. These administrative appointments will be approved by the respective Vice President/Provost. Any salary adjustment greater than 10% of current salary for acting/interim appointments will require the approval of the President, unless more than a 10% adjustment is required to take the employee to the minimum at the salary grade.

**Special Guidance** – If there is more than one subordinate employee qualified for an acting/interim appointment, special care should be taken to ensure compliance with the University's Affirmation Action/EEO Program. Typically, acting/interim appointments will not extend beyond six months.

# Appendix

# Job Description Template

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## Auburn University Job Description

Job Title:	<b>Accountant, Central</b>	Level I	Grade 31 \$30,700 - \$51,100
		Level II	Grade 32 \$34,300 - \$57,300
Job Code:	<b>KA07</b>	Level III	Grade 33 \$38,500 - \$64,200
FLSA status:	Exempt		

### Job Summary

Responsible for journal entries, reporting, analysis and audit/reconciliation of accounts within the central business office of the University, such as Contracts and Grants, Budget Services, Treasury Services, Procurement, etc.

### Essential Functions

1. Creates and maintains accounts through documentation, compilation, reconciliation and analysis of financial information and preparation of journal entries.
2. Reviews transactions for conformity with procedures or limits, and closes out accounts for expired contracts.
3. Performs financial analysis such as expense summary, forecasting, depreciation or investment performance, and prepares reports for internal use and/or external agencies (e.g. sponsors, government)
4. Communicates with internal departments and/or sponsoring agencies to ensure compliance with policies, contracts, grants, laws, regulations or procedures.
5. Conducts audits to substantiate individual transactions and works with external and internal auditors on annual audits.
6. Collects appropriate data and prepares tax returns which may include but are not limited to federal, state and local returns.
7. Recommends and implements improvements to accounting practices, systems, and procedures.

### Supervisory Responsibility

May supervise employees but supervision is not the main focus of the job.

*The above essential functions are representative of major duties of positions in this job classification. Specific duties and responsibilities may vary based upon departmental needs. Other duties may be assigned similar to the above consistent with the knowledge, skills and abilities required for the job. Not all of the duties may be assigned to a position.*

## Auburn University Job Description

### Job Family Levels

Level	Responsibility	Knowledge	Education and Experience*
I	Under immediate supervision, performs standard tasks using established methods, principles, concepts and procedures related to a specialized field. Judgments are made on routine matters of relatively small impact.	Knows fundamental concepts, practices and procedures of particular field of specialization.	Bachelors degree in discipline appropriate to position with no experience.
II	Under close supervision, performs varied duties and assignments involving some judgment. Resolves routine questions or problems, referring only complex issues to higher level. Some evaluation, originality and ingenuity required.	Knows and applies fundamental concepts, practices, and procedures of particular field of specialization, with awareness of related fields.	Bachelors degree in discipline appropriate to position plus 2 years experience. Experience must include at least 2 years at the preceding level or equivalent.
III	Under minimal supervision, performs complex assignments and fulfills broad responsibilities where required outcomes are defined, but methods and procedures may vary based on professional judgment or precedent. Considerable latitude for unreviewed action. Confers with supervisor on unusual matters. Coordinates the work of others on projects and may assign work to and assist less experienced professionals or support staff. May act in an advisory capacity to managers or faculty.	Possesses and applies a broad knowledge of principles, practices and procedures of a particular field of specialization to the completion of difficult assignments. Also possesses knowledge of related fields and areas of operation which affect, or are affected by, own area.	Bachelors degree in discipline appropriate to position plus 4 years experience. Experience must include at least 2 years at the preceding level or equivalent.

\* See the "Minimum Required Education and Experience" section of the job description for any substitutions that may be allowed for education and experience.

## **Auburn University Job Description**

### **Minimum Required Education and Experience**

- Level I**      Bachelors degree in discipline appropriate to position with no experience.
- Level II**      Bachelors degree in discipline appropriate to position plus 2 years experience. Experience must include at least 2 years at the preceding level or equivalent.
- Level III**      Bachelors degree in discipline appropriate to position plus 4 years experience. Experience must include at least 2 years at the preceding level or equivalent.

#### **Focus of Education**

Degree in Accounting, Finance or related field

#### **Focus of Experience**

Experience in accounting services

#### **Substitutions allowed for**

Indicated education is required; no substitutions allowed.

#### **Substitutions allowed for Experience:**

When a candidate has the required education, but lacks the required experience, they may normally apply additional appropriate education toward the experience requirement, at a rate of one (1) year relevant education per year of required experience.

#### **Certification or Licensure Requirements:**

None Required.

### **Physical Requirements/ADA**

No unusual physical requirements. Requires no heavy lifting, and nearly all work is performed in a comfortable indoor facility.

Frequent—Externally imposed deadlines; set and revised beyond one's control; interruptions influence priorities; difficult to anticipate nature or volume of work with certainty beyond a few days; travel or irregular hours often anticipated; meeting of deadlines and coordination of unrelated activities are key to position; may involve conflict-resolution or similar interactions involving emotional issues or stress on a regular basis.

Job frequently requires sitting, talking, hearing, handling objects with hands,

Job occasionally requires standing, walking, reaching, and lifting up to 10 pounds.

Vision requirements: Ability to see information in print and/or electronically.

Date:            2/1/2007

# Glossary of Terms

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The following terms are commonly used when discussing compensation terminology.

## A

**Americans with Disabilities Act**—Prohibits employment discrimination against people with physical and mental disabilities. An employer cannot discriminate against a qualified individual because of disability in regard to hiring, discharging, compensating, promoting, and other terms, conditions, and privileges of employment.

## B

**Base Pay**—The rate paid by the hour, week, month, or year to an individual for the job performed. This does not include shift differentials, overtime, incentives, benefits, or any other pay element other than base pay.

**Benchmark Job**—A job commonly found in the marketplace which is used as a reference point for making pay comparisons. Benchmark jobs have well-known and stable contents.

## C

**Compa Ratio**—The ratio between current pay to the salary range midpoint assigned to the job. A compa ratio is used to determine the relationship of an employee's pay to the midpoint or some other control point of the salary range. It is also used to assess how an employee's pay is moving through the assigned salary range.

**Compensable Factor**—Any factor used to assess the value of job content in a job evaluation method. Typical compensable factors are knowledge and skill, problem solving, decision making, accountability, impact, and communication skills.

**Compensation Budget**—A salary plan used to allocate dollars to pay for salaries during a fiscal or calendar year.

**Compensation Philosophy**—A set of principles that guide the design and administration of a compensation system toward supporting the mission and business plan of an organization.

**Compression**—Pay differentials too small to be considered equitable. In some organizations, the term may apply to differences between:

Pay of supervisor and subordinates;  
Pay of experienced and newly hired employees in the same job; or  
Midpoints in successive grades.

**Consumer Price Index**—An economic indicator used to gauge the cost of living published by The Bureau of Labor Statistics and U.S. Department of Labor. It measures price changes for a fixed market basket of goods and services typically purchased.

**E**

**Equal Employment Opportunity Commission (EEOC)**—A commission of the federal government charged with enforcing the provisions of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Equal Pay Act of 1963, and other fair employment practices legislation.

**Equal Pay Act of 1963**—An amendment to the Fair Labor Standards Act of 1938 prohibiting gender-related pay differentials on jobs that are substantially equal in skill, effort, responsibility, and working conditions unless the differences exist due to a seniority, merit- or production-based pay system, or any other job-related factor other than gender.

**Exempt**—Employees exempt from the overtime provisions of the Fair Labor Standards Act. Generally this group includes executives, administrative/professional employees, and outside sales.

**External Equity**—A measure of an organization's pay levels or salary ranges compared to that of its labor market competitors. External equity implies that the employer pays wages that are competitive with prevailing external market pay rates, as determined by market pricing.

**F**

**Fair Labor Standards Act (FLSA)**—A federal law governing minimum wage, overtime pay, child labor, and recordkeeping requirements.

**Family and Medical Leave Act (FMLA)**—The 1993 act that requires employers with 50 or more employees to provide up to 12 weeks of unpaid leave after childbirth or adoption; to care for a seriously ill child, spouse or parent; or for an employee's own serious illness.

**G**

**Geographic Differentials**—Establishing different pay levels for the same job based on differences in cost of living or cost of labor for a specific geographic region.

**I**

**Incentive Compensation**—A reward that compensates an employee for high performance or for achievement above and beyond the defined normal job requirements.

**Internal Equity**—A standard that fairly establishes a pay level that corresponds to each job's relative value to the organization.

**J**

**Job Classification**—A hierarchical structure of jobs, usually arranged into classes or pay grades according to some form of job evaluation.

**Job Description** —A document that outlines the most important features of the job including the general nature of the work performed, key responsibilities, and employee characteristics (e.g., skills, experience, education, etc.) required to perform the job.

**Job Evaluation**—A formal process to determine the relative value to be placed on various jobs within the organization. The end result of job evaluation consists of an assignment of jobs to a hierarchy of grades.

**Job Family**—Jobs involving work of the same nature, but requiring different skill and responsibility levels. For example, Accountant is a job family; Accountant III is a job (skill/responsibility level) within that family.

**Job Grade**—One of the classes, levels, or groups into which jobs of the same or similar value are grouped for compensation purposes. Usually, all jobs in a grade have the same pay range: maximum, minimum, and midpoint.

**Job Title**—A label for a job that uniquely identifies it.

**M**

**Market Pricing**—A process that sets the rates (values) to be paid for a job to the organization's best estimate of the current value for that job in the external marketplace.

**Merit Increase**—An adjustment to an individual's pay that is based on performance as measured through a performance appraisal.

**N**

**Nonexempt**—Employees who are subject to the minimum wage and overtime pay provisions of the FLSA.

**P**

**Performance Appraisal**—A system to determine how well an individual employee has performed during a period of time. Frequently used as a basis for determining merit increases.

**Performance Management**—A managerial process which consists of planning performance, managing performance through observation and feedback, appraising performance, and rewarding performance.

**Point Factor Job Evaluation Method**—One of the most commonly used job evaluation techniques employing the following steps:

Compensable factors are chosen which capture the value system of the organization with respect to what lends value to a job.

Each compensable factor is scaled (most commonly, five to seven levels are defined) and weighted.

Once levels and weights have been established for each scaled factor, each job is measured against each compensable factor. A total score is then calculated for each job. The total scores obtained by each job are then used to establish a wage rate for each job or to slot each job into grades, each of which will have assigned point ranges.

**Promotion**—The assignment of an employee to a job in a higher job classification or pay grade.

**S**

**Salary**—Compensation paid by the week, month, or year (rather than per hour). Generally applies to nonproduction, nonroutine or supervisory jobs that are exempt from the provisions of the FLSA, but some nonexempt jobs are salaried as well.

**Salary Budget**—An amount or pool of money allocated for payment of salaries during a specified period. Salary budgets must be taken into account when planning structure adjustments or individual employee adjustments.

**Salary Range**—The range of pay rates, from minimum to maximum, set for a pay grade. Used as a policy for setting individual employee pay or salary rates.

**Salary Range Width**—The width or spread of a pay grade range, measured by the ratio:

$$\text{Width} = \frac{\text{maximum pay} - \text{minimum pay}}{\text{minimum pay}}$$

**Salary Structure**—The structure of job grades and pay ranges established within an organization. The salary structure may be expressed in terms of job grades, job evaluation points, or policy lines.

**Salary Survey**—The gathering of data on wages and salaries paid by other employers for benchmark jobs.

T

**Total Cash Compensation**—The total cash payment made to an individual in the form of compensation in a given year.

**Total Compensation**—The complete pay package for employees, including all forms of money, benefits, services, and in-kind payments.

W

**Working Titles**—Unofficial job titles that can be used to more appropriately provide clarity for job postings or convey a message to the outside world of the work performed. Working titles are permitted if needed for purposes stated above, and as long as the working title does not misrepresent the authority or the function of the position.