

UCOP Non-Represented Staff Salary Range Review

**Board of Regents Working Group
Governance and Compensation Committee Meeting**

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UNIVERSITY
OF
CALIFORNIA

Office
of the
President

SullivanCotter 
AND ASSOCIATES, INC.

INTEGRITY INDEPENDENCE INSIGHT INFORMATION

Contents



Section	Page
1. Introduction	1
2. Executive Summary	5
3. Background on UCOP Career Tracks	11
4. Methodology	14
5. Market Findings	17
6. Salary Structure Review	20
7. Potential Implications	29
8. Next Steps	31
Appendix	
A. Listing of Comparator Institutions	33
B. Additional Background on UCOP Career Tracks	36
C. Salary Structure and Policy Practices Data Sources	40



Section

1

Introduction

Introduction



BACKGROUND

- The University of California Office of the President (UCOP) received the following recommendations from the California State Auditor (CSA) regarding salary levels and ranges (Report #2016-130):
 - **By April 2018:**
 10. Develop a method for weighing public and private sector pay data when establishing salaries for all positions.
 - 11. Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity.**
 - **By April 2019:**
 23. Set targets for any needed reductions to salary amounts using the results from its public and private sector comparison and adjust its salaries accordingly.
 24. Narrow its salary ranges.
 - **By April 2020:**
 34. Adjust its salary levels and ranges to meet its established targets.
- At its March 15, 2018 meeting, the University of California (UC) Board of Regents (Regents) approved the methodology for weighting public and private sector pay data for the UC Senior Management Group (SMG) positions as part of the Market Reference Zone (MRZ) project.
- UC requested that Sullivan, Cotter and Associates, Inc. (SullivanCotter) draft possible salary range alternatives for non-represented staff that may satisfy the recommendations from the CSA by utilizing a consistent approach by cascading the methodology used for the MRZ project and provide best practice policies for salary administration for approval by the UCOP Chief Operating Officer (COO) and the President of the University and review by the Regents.¹
 - The goal of this phase of work is to draft possible salary range alternatives for non-represented staff and provide best practice policies for salary administration following an agreed-upon approach (see recommendation #11). The next phase will be to consider the feasibility of a cost/savings impact strategy based upon the finalized UCOP salary ranges.

Introduction



PURPOSE

- This assessment:
 - Reviews a sampling of the UCOP jobs and benchmarks to ensure UC’s approach is consistent with the Regents’ approved methodology.
 - Reviews the established Career Tracks staff non-represented employee salary ranges for UCOP and the Office of the General Counsel (OGC).
 - OGC has a separate system-wide structure and is included in this analysis because most of their staff are located within UCOP. Other UCOP groups, such as the SMG, the Investment Office and the bargaining unit are addressed through other processes.
 - Compares UC’s salary range structure practice to typical practices within its CPEC/AAU comparator institutions¹ and other industries based on nationally published human resources literature.
 - Evaluates the alignment of the current salary range structure to updated market data that were established in accordance with the Regents’ approved methodology as part of the Market Reference Zone project for its SMG positions.²
 - Proposes potential adjustments to current salary ranges for non-represented staff and develops alternative approaches for the COO’s and President’s consideration.

¹ The CPEC (California Postsecondary Education Commission) established a comparison group of 26 public and private AAU institutions that would be used to compare to UC’s executive compensation practices. AAU members include 60 distinguished public and private US research universities dedicated to improving life through education, research and discovery. 34 Universities are public institutions. For the listing of universities, see **Appendix A**.

² On March 15, 2018, the Regents adopted a methodology, as recommended by the Regents’ Working Group on Executive Compensation, for weighing public and private sector data to create the new MRZs for SMG members. The Regents also adopted a methodology to reflect its competitive labor market, and include data from the State and CSU for operational staff and academic administrative jobs at UC. The same methodology for evaluating and weighing public and private sector data has been adopted for non-SMG staff compensation (Career Tracks), including establishing a minimum weighting of 12.5% for State data, and matching UC jobs to CSU jobs. This methodology will govern data collection and analyses to amend the Career Tracks salary ranges for all non-represented staff, including those at UCOP. (“*One Year Update on Recommendations to the Office of the President CSA UCOP Administrative Expenditures One Year Responses*” [<https://www.ucop.edu/ucop-audit-implementation/index.html>]).

Introduction

Process and Project Steps



- An overview of the process and project steps is summarized below:

Discovery	Assessment	Findings and Recommendations
<ul style="list-style-type: none"> • Collect and review organizational information and policies. • Facilitate discussion with UCOP leadership. • Discuss and confirm benchmarking approach and market data with Human Resources (HR). <ul style="list-style-type: none"> – Job selection and matching. – Market definition. – Data sources. – Methodology. 	<ul style="list-style-type: none"> • Review compensation program and strategy as well as administrative policies and practices. • Gather and analyze publicly available data regarding the salary range practices and policies of UCOP’s comparator institutions (CPEC/AAU institutions). • Review recently published articles related to salary structures from various sources, such as World at Work, the Society for Human Resource Management and other organizations. • Review the market analyses conducted by HR: <ul style="list-style-type: none"> – Confirm benchmark approach to collect base salary data for consistency with the methodology approved by the Regents. – Validate approximately 10% of the jobs market priced by HR. 	<ul style="list-style-type: none"> • Analyze findings by individuals and groups and develop observations. • Perform diagnostics on current salary structures. • Develop market-based salary structure alternatives for consideration consistent with the CSA’s recommendations. • Conduct preliminary costing analysis of benchmark jobs. • Prepare report of findings and recommendations. • Present findings to UCOP’s President, UC Regents’ Working Group and the Regents.



Section

2

Executive Summary

Executive Summary



- UC's Career Tracks program enables UC to define job titles consistently within each location and across the UC system for non-represented jobs. It defines job duties, organized within job families and functions and as such provides a more transparent classification and career planning process. This approach aligns UC's pay practices with the labor market and salary ranges were developed as part of the Career Tracks program. It is UC's practice to review and validate the salary ranges on an annual basis to ensure that the ranges are aligned with the market.¹
- Based on the CSA's recommendation and consistent with the approved methodology for SMG level (non-health services) positions by the Regents, UC compiled updated base salary market data for non-represented UCOP and OGC non-SMG staff jobs.
- In an attempt to narrow the current salary ranges as recommended by the CSA, SullivanCotter researched salary structure policies within the market and conducted a diagnostic analysis of UCOP's current salary range structures.

Salary Structure Market Review

- SullivanCotter reviewed existing salary structures of UC's comparator universities (a group of 32 public and 26 private CPEC and AAU institutions validated by the Regents) and within general industry.
 - The salary structure details for 28 universities were publicly available. SullivanCotter found that among this group, the range width is similar across private and public universities. Salary structures of universities with comparable number of grades to UCOP typically provide range widths between 60% (at the low end) to 105% (at the high end).
 - UCOP's current salary structure of 103% at the low end and 177% at the high end is wider than the salary structures of the comparator universities.
- The CSA's report referenced a best practice on salary ranges findings from the Society of Human Resources Management (SHRM),² detailing that "traditional salary ranges commonly span between 15 to 20 percent on either side of the identified midpoint."³ This equates to a 35% to 50% total salary range width.
 - Note that the literature findings cover a vast variety of industry sectors and as such are not specific to universities. While instructive of broad trends, such literature may not reflect the objectives of a specific organization.

¹ Source: UCOP "Salary and Pay"; www.ucop.edu UCOP Human Resources / Your Career / Compensation / Salary and pay.

² Source: CSA's Report #2016-130, page 128.

³ Source: "How to Establish Salary Ranges" by Society for Human Resources Management (SHRM), May 2018.

Executive Summary



Salary Structure Market Review (continued)

- Since its inception for UCOP jobs in 2013, the Career Tracks classification framework has supported career development by clearly communicating skills and knowledge requirements for each career level so that employees can plan for their next career move, seek out development opportunities through exposure to higher-level, more complex work, education or training, or gain more experience in their core functions.
- In order to establish a competitive salary range structure that reflects the Career Tracks objectives and is consistent with the recommendations of the CSA to narrow the salary ranges, we recommend that UC consider:
 - Revising salary range widths to reflect the market practice of the CPEC and AAU comparator universities.
 - Updating the salary range midpoints using the Regents’ approved benchmarking methodology.
- It should be noted that any decisions regarding the salary range structures for UCOP or OGC will have implications for salary ranges and Career Tracks across the UC system.

Executive Summary



Salary Range Adjustments for UC's Consideration

- SullivanCotter reviewed UCOP and OGC salary structures and developed the following two salary range adjustment options based on the CSA's recommendation:
 - **Option 1:** The range width for the two structures were adjusted to comparator university market widths to 60% (at the low end) to 105% (at the high end). The range midpoints were not market adjusted.¹
 - **Option 2:** The range width for the two structures were adjusted to typical market widths and the market midpoints for each range structure were market adjusted based on the new market data.

Salary Range Adjustment Options for UC's Consideration	
Option 1	Option 2
UCOP Salary Range	
<ul style="list-style-type: none"> • Impact: <ul style="list-style-type: none"> – 14 employees move below range minimum (\$54,981 difference between these annual salaries and minimum). – 25 employees move above range maximum (\$112,968 difference between these annual salaries and maximum). 	<ul style="list-style-type: none"> • A positive midpoint market adjustment of 5.5%. • Impact: <ul style="list-style-type: none"> – 26 employees move below range minimum (\$123,051 difference between these annual salaries and minimum). – 6 employees move above range maximum (\$2,669 difference between these annual salaries and maximum).
OGC Salary Range	
<ul style="list-style-type: none"> • Impact: <ul style="list-style-type: none"> – No employee moves below range minimum. – 2 employees move above range maximum (\$35,888 difference between these annual salaries and maximum). 	<ul style="list-style-type: none"> • A positive midpoint market adjustment of 8.2%. • Impact: <ul style="list-style-type: none"> – No employee moves below range minimum or above maximum.

¹ UCOP and OGC salary range midpoints have not been adjusted since 2016. It should be noted that market based salary range midpoint increases were deferred by UC due to the pending actions related to the CSA's recommended restructuring process.

Executive Summary



Salary Range Adjustments for UC’s Considerations (continued)

- UC’s current policy states that “an employee’s salary must be within the salary range that is assigned to the job title based on the associated job’s duties and responsibilities; any exception must be approved in accordance with Section 4.C. of this policy” (Policy PPSM-30: Compensation; Section III.B.1.c.). For employees that remain below the minimum of the salary range or exceed the salary range maximum, UCOP has authority under PPSM-30: Compensation; Section 4.C. to approve these exceptions.
 - In addition to this initial analysis, further study in the next phase of work would be required to review the impact of potential revisions for employees within the ranges, especially for employees affected by any salary compression issues due to employees whose salaries are increased to the new range minimums.

Benchmarking Review

- Going forward, we understand that UC expects to use the new methodology for analyses for Career Tracks salary ranges for all non-represented staff across the UC system. The adopted methodology for non-SMG staff compensation (Career Tracks) is to weight public and private sector data and incorporating compensation data for comparable jobs at the CSU and the State agencies.
 - For this review, UC conducted a preliminary market assessment based on the newly adopted methodology for over 722 staff jobs at UCOP and OGC.
 - SullivanCotter reviewed a sampling of the UCOP jobs and found the benchmarking to be consistent with the Regents’ approved methodology.
 - A recommendation for consideration is to identify “core” benchmark jobs within each job family that have standard benchmarks, as this may produce more reliable, robust and relevant market data for the salary range evaluation process. The “non-benchmark” jobs can be slotted into the structures based on the most appropriate grade level based on these existing relationships/job family.
 - Undertaking this level of analysis is not possible given the current timeline. However, this analysis will be undertaken at a future date.

Executive Summary



Next Steps

- Review the salary range recommendations for consideration for the UCOP and OGC salary ranges.
- Revise the salary structures based on the COO's and President's approval for review at Regents' September meeting.
- Determine the cost to implement the new salary ranges in the next phase of work.



Section

3 Background on UCOP Career Tracks

Background on UCOP Career Tracks



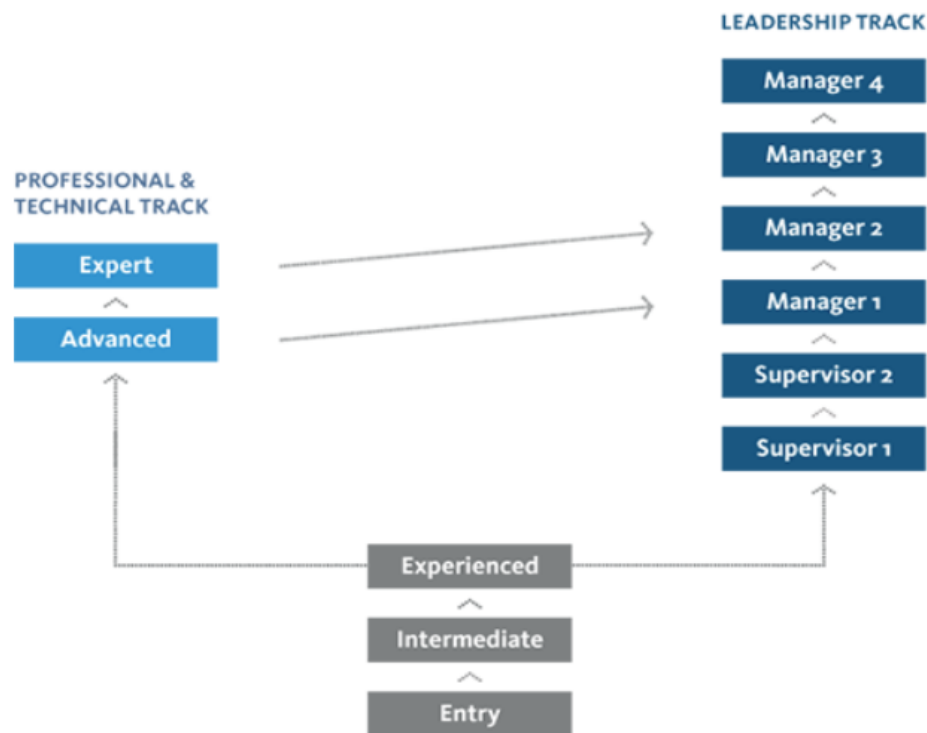
- Current UCOP salary ranges are part of the Career Tracks program,¹ which is **designed to define job titles consistently within each location and across the University for non-represented staff to encourage consistency, fairness, market alignment and development of talent.**
- The Career Tracks classification framework supports career development by clearly communicating skills and knowledge requirements for each career level so that employees can plan for their next career move, seek out development opportunities through exposure to higher-level, more complex work, education or training, or gain more experience in their core functions.

Career tracks illustrated

- Job categories and levels are defined as follows:
 - **Job Family:** A group of jobs in the same general occupation (e.g., Finance).
 - **Job Function:** A more specific area within a family (e.g., General Accounting).
 - Job standards within families fall into one of the following categories:

Job Category	Individual Contributor Series			Leadership Series
	Operational & Technical	Professional		Supervisory & Management
Career Level	Level 1	Entry	Level 1	Supervisor 1
	Level 2	Intermediate	Level 2	Supervisor 2
	Level 3	Experienced	Level 3	Manager 1
		Advanced	Level 4	Manager 2
		Expert	Level 5	Manager 3
			Manager 4	

See Appendix B for additional information on UCOP's Career Tracks.



Source: UCnet – Working at UC (<https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/career-tracks/index>).

¹ As of May 2018, Career Tracks has been implemented at UCB, UCM, UCOP, ANR, UCR, UCSF, UCSC, UCSD and UCSB. UCLA and UCI are in the process of implementation. All locations are on track to being fully implemented by end of 2020.

Background on UCOP Career Tracks



- UCOP's current ranges are comprised of 16 grades in the Career Tracks salary structure and six for OGC.
 - **Salary grade assignments for jobs are based on the median market salary** for a given job.
 - A job is placed in the appropriate UC salary grade by comparing the median pay for the job as identified in the labor market to the midpoint of the UC salary grade.
 - Since the median market salary reflects the median experience level of incumbents in that job, the salary grade midpoint represents the competitive median market value for a fully qualified incumbent in that job.
 - A salary grade will have multiple jobs assigned to it based on the median market salaries for those jobs, which means that disparate jobs might share the same salary grade because their market median salaries were very close to their grade's midpoint.
 - The midpoints for each salary grade are structured in a way that the midpoint of the next higher grade is higher than the lower grade's midpoint (**midpoint progression**).
 - All of UC's non-represented salary grade ranges currently overlap, meaning that a portion of the salary range at higher grade will overlap a portion of the salary range of an adjacent lower grade.
- UCOP's salary ranges are periodically evaluated using salary survey data from a variety of comparable industry-specific surveys of companies and universities with similar pay programs and practices.
 - The UCOP and the OGC salary ranges are effective July 1, 2016.¹

Consistent with the CSA's request, UCOP revised its historical benchmark approach for this year's salary range evaluation using the same methodology as for the SMG positions.

¹ UCOP and OGC salary range midpoints have not been adjusted since 2016. It should be noted that market based salary range midpoint increases were deferred by UC due to the pending actions related to the CSA's recommended restructuring process.



Section

4

Methodology

Methodology

UCOP's Benchmarking Approach



- In order to develop updated salary range midpoints, UC collected higher education and general industry survey compensation data for 716 UC staff jobs and six OGC staff jobs. UC used the following new approach consistent with the approved methodology for UC's SMG positions:
 - UC's staff jobs were matched to the benchmark survey jobs based on job content, reporting relationship, scope of responsibilities and other relevant factors.
 - CSU and State job benchmarks were identified based on job content by UC Systemwide Human Resources.
 - UC reviewed approximately 1,136 Career Tracks jobs, which include UCOP and OGC titles, but are also used for campus jobs. UC has currently benchmarked 722 jobs (64% of its Career Track jobs). Of the benchmarked jobs, 231 have State and/or CSU matches.
- UC collected and tabulated competitive base salary data from the data sources for the average as well as the 25th, 50th and 75th percentiles.
- The market data were adjusted to a common effective date of July 1, 2018, by an annual adjustment factor of 2.75%.
- Appropriate geographic wage differentials, based on the cost of labor for Oakland, California compared to the national average, were applied to the market data.
 - For the UCOP/OGC jobs, the geographic wage differential applied to the national data is 20%. A more moderate geographic differential, e.g., 10% (for manager level jobs) and 15% (for lower level jobs), is applied to the AAU/CPEC data based on an overall higher cost of labor for locations other than the national average. Similarly, a geographic wage differential of 7% is applied to the CSU and State data.
- UC then weighted the market sectors used in this analysis as follows:
 - The market data are generally comprised of an equal blend of 50% higher education (public and private universities and CSU) data and/or 50% general industry and State data.
 - Depending on the nature of the job and/or data availability, the market data may include only higher education and/or CSU matches or general industry and/or State matches. However, the State data are always weighted at a minimum of 12.5%
 - Jobs with only CSU or State data are not included for the midpoint evaluation.

Methodology

UCOP's Benchmarking Approach



- UC conducted a market assessment based on the newly adopted methodology, as recommended by the Regents' Working Group on Executive Compensation, for over 722 UC staff jobs.
- Given the time constraints, UC provided preliminary market data by using a weighted blend of public and private sector pay data (1) to adjust and (2) to narrow its salary ranges.
- As the final approach is being developed, the following observations may be considered:

Observations	Considerations
<ul style="list-style-type: none"> • UC collects market data for as many jobs as possible. <ul style="list-style-type: none"> – Approximately 291 UCOP and OGC job titles were aligned to 722 benchmarks and selected for inclusion in the salary range evaluation process. This covers approximately 90% of the staff population. • Job matching was based on the review of job titles, job descriptions and job levels. • Survey matches were established by using survey leveling guides to align UC jobs with survey benchmarks. State and CSU matches were made by reviewing job descriptions and internal job reporting tools. <ul style="list-style-type: none"> – There are jobs where the survey data samples, including CSU and State data, are more limited and in such cases may produce inconsistent data (e.g., the market data for a lower level job is higher than for a higher level; significant year-over-year data swings). 	<ul style="list-style-type: none"> • In order to have reliable, robust and relevant market data for the salary range evaluation process, identify the “core” benchmark jobs within UCOP and OGC. Select jobs that are: <ul style="list-style-type: none"> – Most heavily populated to ensure a true representation of pay levels in the market. – Have strong and robust benchmark matches and provide multiple sources from higher education and general industry sectors as well as sufficient CSU and State data. – The “non-benchmark” jobs will be slotted into the structures based on the most appropriate grade level based on these existing relationships/job family.

- **SullivanCotter reviewed a sampling of the UCOP jobs and found the benchmarking to be consistent with the Regents' approved methodology.**
- UC recently approved systemwide merit increases for non-represented staff effective July 1, 2018. Note that the salary data used in this analysis were not adjusted and reflect incumbent data as of July 13, 2018.
- SullivanCotter relied on the salary range assignments for each job provided by UC.



Section

5

Market Findings

Market Findings

Comparator Group



- A review of publicly available salary structure and salary policy information was conducted on 32 public and 26 private comparator universities (CPEC and AAU institutions). Salary structure details were publicly available for 28 universities.¹ The following details are summarized to inform common salary range practices among this group.

KEY FINDINGS

- Range width is similar across private and public universities. Salary structures of universities with **10 to 20 grades** typically provide range widths between **60% to 105%**.

UCOP's current salary structure is wider than the salary structures of the comparator universities.

	27 out of 58 All	18 out of 32 Public	9 out of 26 Private	UCOP
Overall Avg	90%	94%	83%	119%
< 10 Grades (18%)				
Low Grade Average	86%	89%	75%	
Mid Grade Average	116%	118%	108%	
High Grade Average	147%	145%	156%	
10 - 20 Grades (64%)				
Low Grade Average	57%	58%	54%	103%
Mid Grade Average	83%	84%	82%	104%
High Grade Average	103%	105%	100%	177%
21+ Grades (18%)				
Low Grade Average	57%	59%	53%	
Mid Grade Average	89%	94%	70%	
High Grade Average	130%	140%	87%	

The average range width of the lowest grade is around **60%** for comparator universities with 10-20 grades.

The average range width of the highest grade is **105%** for comparator universities with 10-20 grades.

¹ For the listing of data sources, please see Appendix C.

Market Findings

Salary Structure Literature Research



- A review of salary structure literature was conducted in an effort to inform pay program design considerations and common practices. The information and white papers were collected from a variety of professional websites and written by compensation professionals or individuals with experience in compensation design principles. Common salary range practices within the general industry are summarized below.

KEY FINDINGS

- The findings in the literature reflect general industry practices and are **not specific to universities**.
- The general industry appears to use more narrow salary range widths than universities. According to the CSA's report, which referenced a best practice finding from the SHRM,¹ "traditional salary ranges commonly span between 15 to 20 percent on either side of the identified midpoint,"² which equates to a 35% to 50% range width. These findings are consistent with the *2016 WorldatWork* survey:^{3,4}

% of Organizations	5%	7%	7%	32%	22%	20%	9%
Range Width	Less than 25%	25% to less than 35%	35% to less than 45%	45% to less than 55%	55% to less than 65%	65% to less than 75%	75% or more

Survey question: "For salaried (except executive) positions, what is the typical spread [(maximum/minimum) - 1] of ranges in your structure(s)?"

- Organizations with broadbanding systems often report a number of levels ranging from four to 10 or more, and a range width of 70 percent to 200 percent or more.⁵

UC's salary ranges are designed to reflect the competitive labor market value. In order to establish a competitive salary range structure, we recommend that UC consider aligning its salary range widths to the market practice of the comparator universities.

¹ Source: CSA's Report #2016-130, page 128.

² Source: "How to Establish Salary Ranges" by Society for Human Resources Management (SHRM), May 2018.

³ Source: "Compensation Programs and Practices Survey" by WorldatWork and Aon Hewitt, August 2016.

⁴ Note that the SHRM article and the WorldatWork survey do not specify if the findings include non-represented staff and the number of grades for the referenced range structure.

⁵ Source: "You Want Me To Talk About What? Broadbanding?" by Elizabeth Dougherty, Towers Watson, 2010 WorldatWork.



Section

6

Salary Structure Review

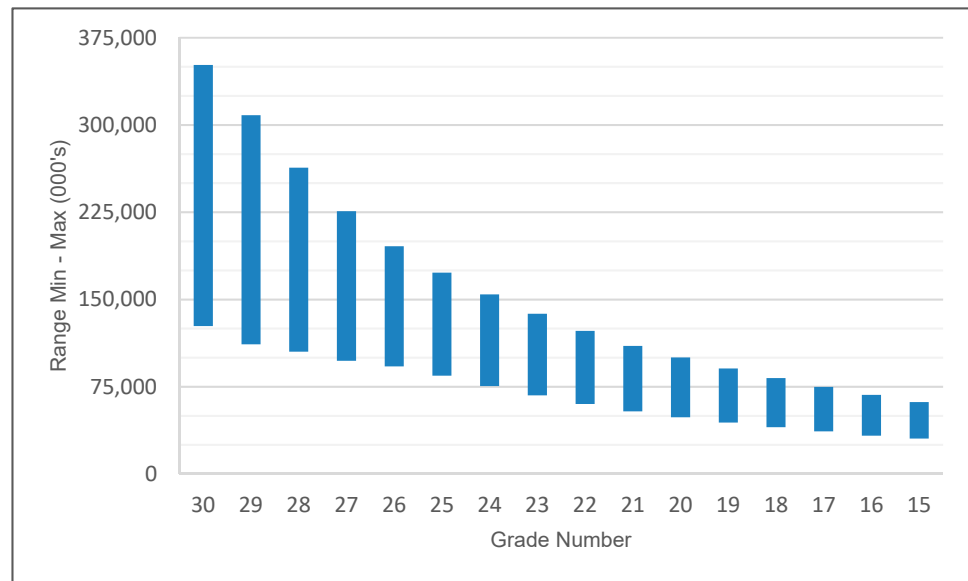
Salary Structure Review – UCOP

Current State Assessment



- The review of UCOP’s current salary structures provided the following insights:
 - UCOP’s staff employee salary structure has 16 grades, which is typical for the higher education sector as the majority of the comparator universities (64%) have 10 to 20 grades.
 - UCOP’s range width is wider than comparator universities. For universities with a similar number of grades, the typical range width is 60% (at the low end) to 105% (at the high end).
 - The current midpoint differentials of 10% to 15% are common practice for an organization with mostly professional level and management jobs, although the progression for lower level roles may be higher than what we typically see in the market.

UCOP EFFECTIVE 7-1-2016				RANGE WIDTH	MIDPOINT DIFF
GRADE	MIN	MID	MAX		
30	127,100	239,300	351,500	177%	14%
29	111,400	209,900	308,400	177%	14%
28	105,100	184,100	263,200	150%	14%
27	97,300	161,600	225,800	132%	12%
26	92,500	144,100	195,700	112%	12%
25	84,500	128,700	173,000	105%	12%
24	75,600	115,000	154,300	104%	12%
23	67,500	102,600	137,700	104%	12%
22	60,200	91,600	123,000	104%	12%
21	53,800	81,900	110,100	105%	10%
20	48,700	74,400	100,100	106%	10%
19	44,200	67,400	90,700	105%	10%
18	40,200	61,300	82,400	105%	10%
17	36,600	55,700	74,800	104%	10%
16	32,900	50,500	68,000	107%	10%
15	30,400	46,100	61,800	103%	---



Salary Structure Review – UCOP

Current State Assessment



- The review of UCOP’s current salary structures (continued):
 - 96% of UCOP’s employees are in grades 19 to 28 and 84% are in the 2nd (Q2) and 3rd (Q3) quartile (near the midpoint).¹
 - Since most employees are in Q2 and Q3, narrowing the salary range width would have a small impact on the distribution.
 - UCOP’s number of grades is directly correlated with its Career Tracks progression.

GRADE	MIN	MID	MAX	Current Employee Distribution (UCOP)								Employee Distribution (OGC)								Career Track Distribution			
				# EE's	% EE's	Q0	Q1	Q2	Q3	Q4	Q5	# EE's	% EE's	Q0	Q1	Q2	Q3	Q4	Q5	SUPP	PROF	SUPV	MGR
30	127,100	239,300	351,500	11	0.9%	0	0	5	4	2	0	4	7.7%	0	0	2	2	0	0				
29	111,400	209,900	308,400	12	0.9%	0	1	4	6	1	0	0	0.0%	0	0	0	0	0	0				
28	105,100	184,100	263,200	39	3.1%	0	0	9	27	3	0	45	86.5%	0	0	5	36	4	0				
27	97,300	161,600	225,800	69	5.4%	0	5	24	36	4	0	2	3.8%	0	0	2	0	0	0				
26	92,500	144,100	195,700	111	8.8%	0	2	50	46	13	0	0	0.0%	0	0	0	0	0	0				
25	84,500	128,700	173,000	158	12.5%	0	15	57	74	11	1	1	1.9%	0	0	1	0	0	0				
24	75,600	115,000	154,300	200	15.8%	0	13	77	86	24	0	0	0.0%	0	0	0	0	0	0				
23	67,500	102,600	137,700	180	14.2%	0	11	109	45	15	0	0	0.0%	0	0	0	0	0	0				
22	60,200	91,600	123,000	167	13.2%	0	16	65	73	13	0	52	100%	0	0	10	38	4	0				
21	53,800	81,900	110,100	148	11.7%	0	15	79	45	9	0			0.0%	0.0%	19.2%	73.1%	7.7%	0.0%				
20	48,700	74,400	100,100	57	4.5%	0	4	29	19	5	0												
19	44,200	67,400	90,700	83	6.5%	0	2	42	26	13	0												
18	40,200	61,300	82,400	18	1.4%	0	2	9	7	0	0												
17	36,600	55,700	74,800	13	1.0%	0	5	5	3	0	0												
16	32,900	50,500	68,000	2	0.2%	0	0	0	2	0	0												
15	30,400	46,100	61,800	0	0.0%	0	0	0	0	0	0												
				1,268	100%	0	91	564	499	113	1									6 Grades	11 Grades	6 Grades	8 Grades
						0.0%	7.2%	44.5%	39.4%	8.9%	0.1%												

¹ Employee distribution statistics references employee census updated July 13, 2018, and excludes investment, executive, floater, limited and rehired retiree employees.

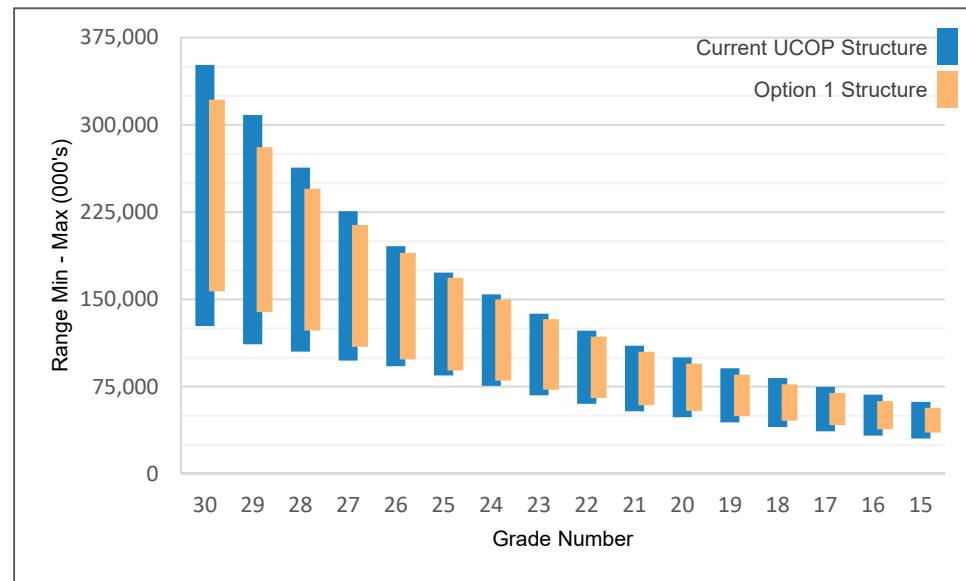
Modeling Option 1 – UCOP

Narrower Ranges – Midpoints Remain Unchanged



- The following modeling option uses UCOP's current grades and corresponding salary range midpoints, while **narrowing the salary range width** based on the market findings for the comparator universities.
- Accordingly, the salary spread was adjusted to 60% (at the low end – Grade 15) to 105% (at the high end – Grade 30).¹

OPTION 1				RANGE WIDTH	MIDPT DIFF
GRADE	MIN	MID	MAX		
30	156,918	239,300	321,682	105%	14%
29	139,007	209,900	280,793	102%	14%
28	123,144	184,100	245,056	99%	14%
27	109,189	161,600	214,011	96%	12%
26	98,362	144,100	189,838	93%	12%
25	88,759	128,700	168,641	90%	12%
24	80,139	115,000	149,861	87%	12%
23	72,254	102,600	132,946	84%	12%
22	65,196	91,600	118,004	81%	12%
21	58,921	81,900	104,879	78%	10%
20	54,109	74,400	94,691	75%	10%
19	49,559	67,400	85,241	72%	10%
18	45,576	61,300	77,024	69%	10%
17	41,880	55,700	69,520	66%	10%
16	38,403	50,500	62,597	63%	10%
15	35,462	46,100	56,738	60%	---



Considerations

Pros

- Easy to implement.
- Low impact/cost.
- Addresses the core concern of narrower salary ranges.

Cons

- Does not address market movement.
- May not fully address the CSA's recommendation.
- Possible employee morale issues.

¹ The same modeling approach is used for the OGC's salary range and the impact analysis is provided on the next page.

Modeling Option 1 – UCOP and OGC Employee Distribution



- The tables below provide the projected employee distribution for each pay structure.
- The red heatmap details the number of employees within each quartile of the ranges, Q0 identifies the employees below the minimum and Q5 shows the number of employees over the maximum.¹

GRADE	Option 1 - Employee Distribution (UCOP)							
	# EE's	% EE's	Q0	Q1	Q2	Q3	Q4	Q5
30	11	0.9%	0	0	5	3	1	2
29	12	0.9%	1	1	3	5	2	0
28	39	3.1%	0	0	9	21	7	2
27	69	5.4%	0	8	21	32	7	1
26	111	8.8%	0	7	45	44	13	2
25	158	12.5%	1	16	55	66	17	3
24	200	15.8%	1	18	71	82	24	4
23	180	14.2%	2	15	103	42	16	2
22	167	13.2%	2	18	61	68	17	1
21	148	11.7%	1	31	62	44	8	2
20	57	4.5%	1	7	25	19	4	1
19	83	6.5%	0	7	37	23	11	5
18	18	1.4%	0	2	9	5	2	0
17	13	1.0%	5	2	3	2	1	0
16	2	0.2%	0	0	0	1	1	0
15	0	0.0%	0	0	0	0	0	0
	1,268	100%	14	132	509	457	131	25
			1.1%	10.4%	40.1%	36.0%	10.3%	2.0%

Option 1 will move **14 or 1.1%** of UCOP employees below range minimum. **\$54,981** difference between the Q0 annual salaries and the minimum.

GRADE	Option 1 - Employee Distribution (OGC)							
	# EE's	% EE's	Q0	Q1	Q2	Q3	Q4	Q5
30	4	7.7%	0	0	2	2	0	0
29	0	0.0%	0	0	0	0	0	0
28	45	86.5%	0	0	5	31	7	2
27	2	3.8%	0	0	2	0	0	0
25	1	1.9%	0	0	1	0	0	0
23	0	0.0%	0	0	0	0	0	0
	52	100%	0	0	10	33	7	2
			0.0%	0.0%	19.2%	63.5%	13.5%	3.8%

Option 1 will move **2 or 3.8%** of OGC employees above range maximum. **\$35,888** difference between the Q5 annual salaries and the maximum.

Option 1 will move **25 or 2.0%** of UCOP employees above range maximum. **\$112,968** difference between the Q5 annual salaries and the maximum.

¹ Does not include merit, which is currently in process.

Market Alignment – UCOP and OGC



- The table below provides a preliminary impact analysis of the new market data to the current salary range midpoint.
- Based on the new market data, **UCOP's pay ranges are lagging the market median (P50) by 5.5% and OGC's pay ranges are lagging the market median (P50) by 8.2%.**

Market Alignment						
Market Variance		Lag	Slight Lag	Market	Slight Lead	Lead
		20+ % Below Market Median	5 - 20% Below Market Median	5% Above/Below Market Median	5 - 20% Above Market Median	20+ % Above Market Median
UCOP	# of Jobs	52	366	191	84	23
		7%	51%	27%	12%	3%
OGC	# of Jobs	0	4	2	0	0
		0%	67%	33%	0%	0%

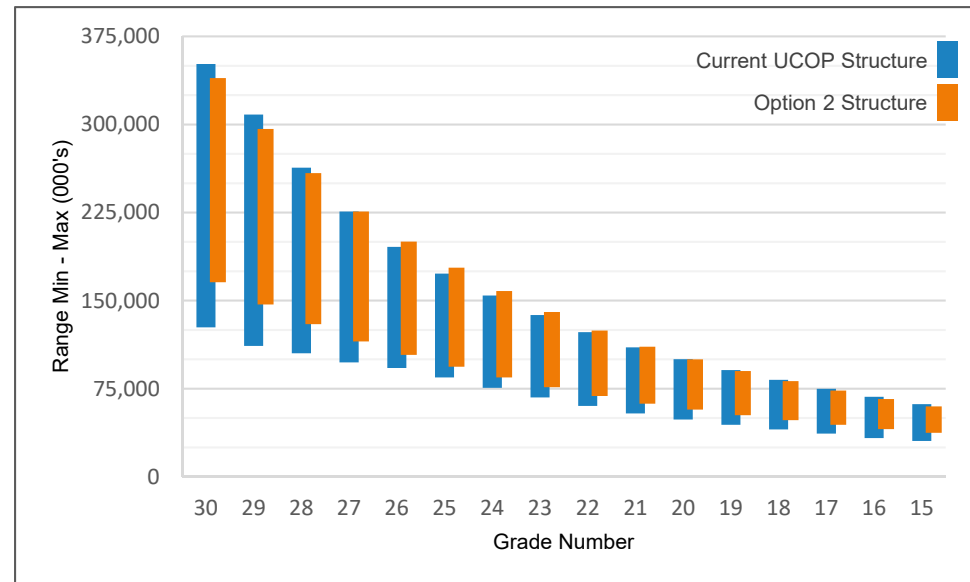
Modeling Option 2 – UCOP

Narrower Ranges with 5.5% Midpoint Market Adjustment



- The following modeling option uses UCOP's current number of grades; however, (1) the **salary range midpoints are adjusted by 5.5% based on the updated and approved market composites** and (2) the **salary range width is narrowed based on the typical market findings for the comparator universities.**

OPTION 2 (UCOP)				RANGE WIDTH	MIDPT DIFF	MARKET ADJ
GRADE	MIN	MID	MAX			
30	165,574	252,500	339,426	105%	14%	5.5%
29	146,623	221,400	296,177	102%	14%	5.5%
28	129,900	194,200	258,500	99%	14%	5.5%
27	115,203	170,500	225,797	96%	12%	5.5%
26	103,754	152,000	200,246	93%	12%	5.5%
25	93,655	135,800	177,945	90%	12%	5.5%
24	84,530	121,300	158,070	87%	12%	5.5%
23	76,197	108,200	140,203	84%	12%	5.5%
22	68,754	96,600	124,446	81%	12%	5.5%
21	62,158	86,400	110,642	78%	10%	5.5%
20	57,091	78,500	99,909	75%	10%	5.5%
19	52,279	71,100	89,921	72%	10%	5.5%
18	48,104	64,700	81,296	69%	10%	5.5%
17	44,211	58,800	73,389	66%	10%	5.5%
16	40,532	53,300	66,068	63%	10%	5.5%
15	37,385	48,600	59,815	60%	---	5.5%



Considerations

Pros

- Easy to implement
- Improved market alignment.
- Addresses the core concern of narrower salary ranges.

Cons

- Potentially higher costs (i.e., cost to min).
- Potential compression issues.
- Possible employee morale issues.

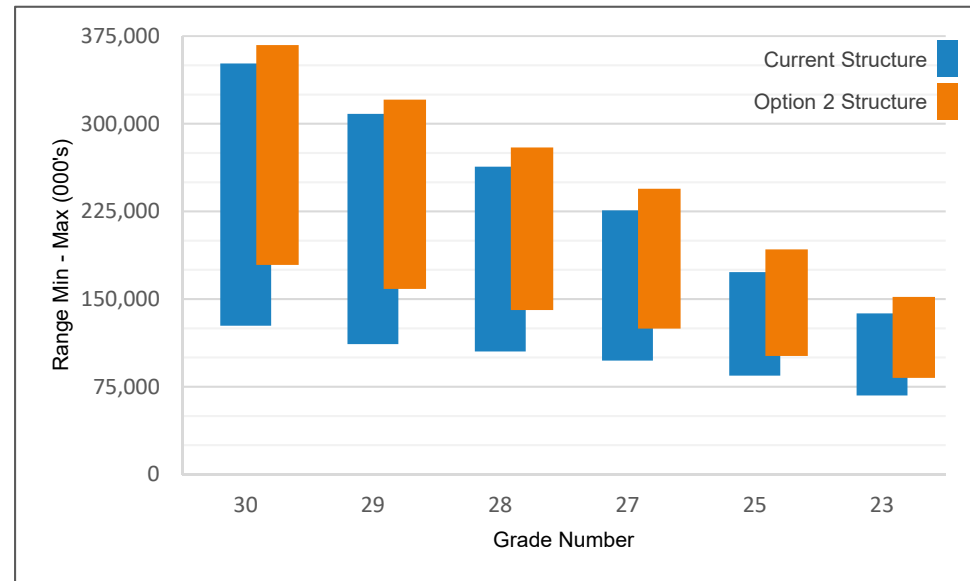
Modeling Option 2 – OGC

Narrower Ranges with 8.2% Midpoint Market Adjustment



- The following modeling option uses OGC’s current number of grades; however, (1) the **salary range midpoints are adjusted by 8.2% based on the updated and approved market composites** and (2) the **salary range width is narrowed based on the typical market findings for the comparator universities.**

OPTION 2 (OGC)				RANGE WIDTH	MIDPT DIFF	MARKET ADJ
GRADE	MIN	MID	MAX			
30	179,148	273,200	367,252	105%	14%	8.2%
29	158,675	239,600	320,525	102%	14%	8.2%
28	140,535	210,100	279,665	99%	14%	8.2%
27	124,662	184,500	244,338	96%	12%	8.2%
25	101,310	146,900	192,490	90%	12%	8.2%
23	82,465	117,100	151,735	84%	12%	8.2%



Considerations

Pros

- Easy to implement
- Improved market alignment.
- Addresses the core concern of narrower salary ranges.

Cons

- Potentially higher costs (i.e., cost to min).
- Potential compression issues.
- Possible employee morale issues.

Modeling Option 2 – UCOP and OGC Employee Distribution



- The tables below provide the projected employee distribution for each pay structure.
- The red heatmap details the number of employees within each quartile of the range, Q0 identifies the employees below the minimum and Q5 shows the number of employees over the maximum.

GRADE	Option 2 - Employee Distribution (UCOP)								
	# EE's	% EE's	Q0	Q1	Q2	Q3	Q4	Q5	
30	11	0.9%	0	0	7	2	2	0	
29	12	0.9%	1	2	5	3	1	0	
28	39	3.1%	0	0	16	20	1	2	
27	69	5.4%	1	13	27	24	4	0	
26	111	8.8%	0	13	55	35	8	0	
25	158	12.5%	2	27	81	39	9	0	
24	200	15.8%	2	31	95	58	14	0	
23	180	14.2%	3	42	96	28	11	0	
22	167	13.2%	5	27	79	50	6	0	
21	148	11.7%	4	49	72	15	8	0	
20	57	4.5%	1	14	26	12	3	1	
19	83	6.5%	0	14	41	16	9	3	
18	18	1.4%	2	2	9	5	0	0	
17	13	1.0%	5	2	4	2	0	0	
16	2	0.2%	0	0	1	1	0	0	
15	0	0.0%	0	0	0	0	0	0	
	1,268	100%	26	236	614	310	76	6	
			2.1%	18.6%	48.4%	24.4%	6.0%	0.5%	

GRADE	Option 2 - Employee Distribution (OGC)								
	# EE's	% EE's	Q0	Q1	Q2	Q3	Q4	Q5	
30	4	7.7%	0	0	4	0	0	0	
29	0	0.0%	0	0	0	0	0	0	
28	45	86.5%	0	0	35	8	2	0	
27	2	3.8%	0	1	1	0	0	0	
25	1	1.9%	0	0	1	0	0	0	
23	0	0.0%	0	0	0	0	0	0	
	52	100%	0	1	41	8	2	0	
			0.0%	1.9%	78.8%	15.4%	3.8%	0.0%	

Option 2 will move none of the OGC employees below range minimum or above maximum.

Option 2 will move **6 or 0.5%** of UCOP employees above range maximum. **\$2,669** difference between the Q5 annual salaries and the maximum.

Option 2 will move **26 or 2.1%** of UCOP employees below range minimum. **\$123,051** difference between the Q0 annual salaries and the minimum.

Note: Increasing the current range midpoint for UCOP by a 5.5% market adjustment without narrowing the range width would result in a \$14,493 difference between the Q0 annual salaries and the minimum and no salaries above maximum (Q5). However, an 8.2% market adjustment for OGC without narrowing the range width would not move salaries below minimum or above maximum.



Section

7

Potential Implications

Potential Implications



- The market-based salary structure adjustments and the narrowing of UCOP’s salary ranges may cause employees’ pay to fall outside the pay range (i.e., pay below the minimum or above the maximum of the salary range for a grade).
 - UC’s current policy states that “an employee’s salary must be within the salary range that is assigned to the job title based on the associated job’s duties and responsibilities; any exception must be approved in accordance with Section 4.C. of this policy” (Policy PPSM-30: Compensation; Section III.B.1.c.).
 - For employees that remain below the minimum of the salary range or exceed the salary range maximum, UCOP has authority under PPSM-30: Compensation; Section 4.C. to approve these exceptions.
- A review of publicly available policy information specific to salary adjustments at comparator universities is summarized below:
 - **Below the minimum** (publicly available information from 20 institutions):
 - Eighteen institutions have a policy that does not allow staff to be paid below the minimum.
 - One institution requires bringing employees to the new minimum. Two institutions have a policy that allows staff to be paid below the minimum (e.g., for trainee rates or due to unsatisfactory performance).
 - **Above the maximum** (publicly available information from 18 institutions):
 - Sixteen institutions have a policy that does not allow staff members to be paid above the maximum. Four of the 16 institutions may provide a lump sum payment in lieu of a salary increase, while one institution noted that it red-circles the employee and the pay will be frozen until the incumbent’s pay falls below the maximum.
 - Two institutions have a policy that allows staff to be paid above the maximum. At both institutions, they do not restrict pay in terms of pay structure policy.
- **SullivanCotter will develop a cost/saving impact strategy once the new salary ranges are approved.**
 - UC may conduct a cost-benefit analysis as the effect of narrowing salary ranges may not result in the desired overall savings.
 - As such, UC will need to consider many factors before implementing salary structure changes, such as recruitment and retention of talent in a tight labor market with a low unemployment rate or the cost of employee turnover.



Section

8

Next Steps

Next Steps



- Review the salary range recommendations for consideration for the UCOP and OGC salary ranges.
- Revise the salary structures based on the COO's and President's approval for review at the Regents' September meeting.
- Determine the cost to implement the new salary ranges in the next phase of work.



Appendix A

Listing of Comparator Institutions

Listing of Comparator Institutions

AAU and CPEC Institutions



- Listing of 54 AAU and 26 CPEC Institutions:

AAU and CPEC Listing			
Comparator Institutions	Public/ Private	AAU	CPEC
Boston University (Boston, MA)	Private	✓	
Brandeis University (Waltham, MA)	Private	✓	
Brown University (Providence, RI)	Private	✓	✓
California Institute of Technology (Pasadena, CA)	Private	✓	✓
Carnegie Mellon University (Pittsburgh, PA)	Private	✓	
Case Western Reserve University (Cleveland, OH)	Private	✓	
Columbia University in the City of New York (New York, NY)	Private	✓	✓
Cornell University (Ithaca, NY)	Private	✓	✓
Duke University (Durham, NC)	Private	✓	
Emory University (Atlanta, GA)	Private	✓	
Georgia Institute of Technology (Atlanta, GA)	Public	✓	
Harvard University (Cambridge, MA)	Private	✓	✓
Indiana University Bloomington (Bloomington, IN)	Public	✓	
Iowa State University (Ames, IA)	Public	✓	
Johns Hopkins University (Baltimore, MD)	Private	✓	✓
Massachusetts Institute of Technology (Cambridge, MA)	Private	✓	✓
Michigan State University (East Lansing, MI)	Public	✓	
New York University (New York, NY)	Private	✓	
Northwestern University (Evanston, IL)	Private	✓	✓
Ohio State University Main Campus (Columbus, OH)	Public	✓	
Pennsylvania State University (University Park, PA)	Public	✓	
Princeton University (Princeton, NJ)	Private	✓	
Purdue University Main Campus (West Lafayette, IN)	Public	✓	
Rice University (Houston, TX)	Private	✓	
Rutgers the State University of New Jersey New Brunswick Campus (New Brunswick, NJ)	Public	✓	
Stanford University (Palo Alto, CA)	Private	✓	✓
State University of New York at Stony Brook University (Stony Brook, NY)	Public	✓	✓
Texas A&M University (College Station, TX)	Public	✓	
Tulane University (New Orleans, LA)	Private	✓	
University At Buffalo, State University of New York (Buffalo, NY)	Public	✓	✓
University of Arizona (Tucson, AZ)	Public	✓	
University of Chicago (Chicago, IL)	Private	✓	✓
University of Colorado – System	Public		✓
University of Colorado Boulder (Boulder, CO)	Public	✓	✓

Listing of Comparator Institutions

AAU and CPEC Institutions



- Listing of 54 AAU and 26 CPEC Institutions (continued):

AAU and CPEC Listing			
Comparator Institutions	Public/ Private	AAU	CPEC
University of Florida (Gainesville, FL)	Public	✓	
University of Illinois at Chicago (Chicago, IL)	Public		✓
University of Illinois at Urbana-Champaign (Champaign, IL)	Public	✓	✓
University of Iowa (Iowa City, IA)	Public	✓	
University of Kansas Main Campus (Lawrence, KS)	Public	✓	
University of Maryland College Park (College Park, MD)	Public	✓	
University of Michigan-Ann Arbor (Ann Arbor, MI)	Public	✓	✓
University of Minnesota – System	Public		✓
University of Minnesota (Duluth, MN)	Public		✓
University of Minnesota-Twin Cities (Minneapolis, MN)	Public	✓	✓
University of Missouri-Columbia (Columbia, MO)	Public	✓	
University of North Carolina at Chapel Hill (Chapel Hill, NC)	Public	✓	
University of Oregon (Eugene, OR)	Public	✓	
University of Pennsylvania (Philadelphia, PA)	Private	✓	✓
University of Pittsburgh (Pittsburgh, PA)	Public	✓	
University of Rochester (Rochester, NY)	Private	✓	
University of Southern California (Los Angeles, CA)	Private	✓	
University of Texas at Austin (Austin, TX)	Public	✓	✓
University of Virginia (Charlottesville, VA)	Public	✓	✓
University of Washington (Seattle, WA)	Public	✓	✓
University of Wisconsin-Madison (Madison, WI)	Public	✓	✓
Vanderbilt University (Nashville, TN)	Private	✓	
Washington University in St. Louis (Saint Louis, MO)	Private	✓	
Yale University (New Haven, CT)	Private	✓	✓



Appendix B

Additional Background on UCOP Career Tracks

Additional Background on UCOP Career Tracks



UCOP's salary ranges were developed as part of the Career Tracks program to support:

- **External and Internal Pay Equity:**

- Career Tracks uses a market-based salary structure, meaning that external labor market salaries for a job are the primary basis for establishing job value which drives assignment of salary ranges.
- Market-based salary structures tend to be fair and legally defensible because they are linked to the external marketplace rather than to individual employees or internal practices.
- Salary grade assignments for jobs are based on the median market salary for a given job.
 - A job at UC is placed in the appropriate UC salary grade by comparing the median pay for the job as identified in the labor market to the midpoint of the UC salary grade.
 - Since the median market salary reflects the median experience level of incumbents in that job, the salary grade midpoint represents the competitive median market value for a fully qualified incumbent in that job.
 - A salary grade has multiple jobs assigned to it based on the median market salaries for those jobs, which means that disparate jobs might share the same salary grade because their market median salaries were very close to their grade's midpoint.
- The structure is flexible and responsive to market changes. The University can measure salary movement of Career Tracks benchmark jobs year-over-year and adjust the structure or reassign jobs to new grades according to shifts in the market.
- An individual salary range is broad enough from its minimum to its maximum to allow for the ability to address unusual short-term market swings associated with high-demand skills or a tight labor market, rather than assigning jobs to higher salary grades, thereby allowing time to determine if wages stabilize. In addition, the breadth of the salary range is able to accommodate a range of skill levels for a job, with those just beginning their career being paid in the lower portion of the range, while those who have a depth of relevant knowledge and technical expertise greater than what might be found in the “average” worker could be paid higher in the salary range and above the midpoint.

Source: UCOP's "Response to CSA recommendations 10 and 11 non-represented staff below Senior Management Group (SMG) methodology for weighing public and private sector data, and explanation of Career Tracks and its support of employee development opportunities and pay equity."

Additional Background on UCOP Career Tracks



UCOP's salary ranges were developed as part of the Career Tracks program to support (continued):

- **Employees Rewarded Based on Merit/Performance:**

- Career Tracks salary structures are reviewed annually.
- Adjustments to the overall salary structure are based on data regarding movement in the labor market, wage growth, and salary structure trends in the marketplace as provided by government, professional associations and third-party compensation consultants.
- Increases to salary structures do not automatically increase the salary paid to an employee since her/his movement through the salary range is based on merit, which is assessed annually and based on the individual's performance and contributions against pre-determined goals set by her/his manager. Managers can differentiate merit awards among their team to appropriately recognize the strongest contributors with a larger merit-based salary increase and the lower level performers with a smaller merit increase.
- Differences in salaries within a range can be used to distinguish between employees with different levels of skills, experience, scope of work and contribution level, even when they are in the same job title.

- **Career Development Opportunities:**

- Salary ranges support development of skills without having to promote an incumbent to the next level. This characteristic allows for retention of key talent and development of core skills and technical expertise without requiring the incumbent to take on a leadership role, for example, to make more money.
- Career Tracks provides two career paths for non-SMG staff: one for technical, individual growth and one for a managerial path. Employees can choose to pursue a very senior-level individual contributor path becoming resident experts in their field without taking on a management role. However, for those staff who wish to pursue a management track, that path is available to employees in all functional areas of Career Tracks, as well.

Source: UCOP's "Response to CSA recommendations 10 and 11 non-represented staff below Senior Management Group (SMG) methodology for weighing public and private sector data, and explanation of Career Tracks and its support of employee development opportunities and pay equity."

Additional Background on UCOP Career Tracks



UCOP's salary ranges were developed as part of the Career Tracks program to support (continued):

- **How Salary Grade Structures Support Career Opportunities:**

- Employees can easily identify the next step (job) in a career progression within a job function: the higher level job is assigned a higher level grade.
- Career Tracks jobs are assigned to salary grades that are organized hierarchically in a salary structure.
 - A salary grade has a range of pay (minimum, midpoint and maximum base salary rates) with the full salary range available for a manager to reward employees, as opposed to a step structure that has predetermined salaries at each step. This allows employees to be rewarded for their contributions and performance, since the Career Tracks program differentiates exemplary performance from lower levels of performance.
 - The midpoints for each salary grade are structured in a way that the midpoint of the next higher grade is approximately 10% higher than the lower grade's midpoint. This applies to jobs generally occupied by paraprofessionals, professionals and supervisors.
 - Midpoint progressions increase to approximately 14% for the upper grade levels generally occupied by senior professional and manager jobs, since there tends to be more variation in duties and skill levels at these higher levels.
 - All of UC non-represented salary grade ranges overlap, meaning that a portion of the salary range at a higher grade will overlap a portion of the salary range of an adjacent lower grade. This is based on compensation best practices, since the overlap is a cost-effective means of managing career progression; less overlap would require a promotion to the next grade, necessitating a larger pay increase.

Source: UCOP's "Response to CSA recommendations 10 and 11 non-represented staff below Senior Management Group (SMG) methodology for weighing public and private sector data, and explanation of Career Tracks and its support of employee development opportunities and pay equity."



Appendix C

Salary Structure and Policy Practices Data Sources

Salary Structure and Policy Practices

Data Sources



REFERENCES

- University of Michigan-Ann Arbor – <https://hr.umich.edu/working-u-m/management-administration/compensation-classification>
- University of Minnesota – <https://policy.umn.edu/hr#Hiring>
- University of Colorado – <https://www.cu.edu/regents/policy>
- University of North Carolina at Chapel Hill – <https://hr.unc.edu/files/2017/03/career-Banding-Compensation-Administration-Plan-Document.pdf>
- University of Iowa – <https://hr.uiowa.edu/>
- University of Florida – <https://hr.ufl.edu/>
- University of Texas at Austin – <https://hr.utexas.edu/current/compensation>
- Purdue University (Main Campus) – <https://www.purdue.edu/hr/pdf/wageAdminPayRatesScales.pdf>
- University of Pittsburgh – <https://www.hr.pitt.edu/current-employees/compensation>
- University of Maryland College Park – <https://president.umd.edu/sites/president.umd.edu/files/documents/policies/VII-911A.pdf>
- Texas A&M University – <http://policies.tamus.edu/31-01-01.pdf>
- Indiana University Bloomington – http://www.indiana.edu/~uhrs/salary/SM/wage_guide.html
- Georgia Institute of Technology – <https://policylibrary.gatech.edu/classified-compensation-administration>
- University of Virginia – <http://www.hr.virginia.edu/other-hr-services/hr-consulting-services/compensation/pay-practices/>
- University of Missouri Columbia – <https://hrs.missouri.edu/policies-and-procedures/pay-and-compensation>
- Iowa State University – <https://www.hr.iastate.edu/careers/compensation>

Salary Structure and Policy Practices

Data Sources



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- University of Kansas (Main Campus) – <https://humanresources.ku.edu/compensation-related-actions>
- Ohio State University (Main Campus) – <https://hr.osu.edu/wp-content/uploads/policy310.pdf>
- University of Pennsylvania – <https://www.hr.upenn.edu/policies-and-procedures/policy-manual/compensation/classification-and-salary-of-staff-positions>
- Johns Hopkins University – <https://hrnt.jhu.edu/pay/documents/paypoliciesandpractices.pdf>
- Yale University – <https://your.yale.edu/policies-procedures/policies/3503-staff-workplace-policies#3503.206>
- Harvard University – <https://hr.harvard.edu/search/site/salary%20administration?&solrsort=%20>
- Emory University – <http://www.hr.emory.edu/eu/pay/comppolicies.html>
- Vanderbilt University – <https://hr.vanderbilt.edu/compensation/vanderbiltpayguide.php>
- University of Rochester – <https://www.rochester.edu/working/hr/policies/>
- Massachusetts Institute of Technology – <http://hrweb.mit.edu/compensation/guidelines>
- Duke University – <https://hr.duke.edu/policies/pay-administration/university-pay-structure-processes>
- Tulane University – <https://hr.tulane.edu/compensation/compensation>
- Brown University – <https://www.brown.edu/about/administration/human-resources/compensation-services/determining-pay-and-evaluating-jobs>

Salary Structure and Policy Practices

Data Sources



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- Rice University – <http://professor.rice.edu/professor/Compensation.asp>
- Pennsylvania State University – <https://hr.psu.edu/sites/hr/files/recruitment-and-compensation/documents/SalaryBands.pdf>
- University of Washington – <https://hr.uw.edu/professional-staff-program/>
- University of Minnesota – <https://humanresources.umn.edu/pay-and-taxes/salary-plans>
- University of Iowa – <https://hr.uiowa.edu/professional-pay>
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Salary Structure and Policy Practices

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