Salary Equity Guidelines

**Salary equity**: the appropriate relationship of an employee’s salary to his or her UCSF peers (employees performing the same function at the same classification level) as a reflection of internal equity and/or the appropriate relationship of an employee’s salary to the salary opportunity offered by our market competitors.

**Factors appropriate to consider when differentiating employee’s salaries:**
- Differential levels of related experience
- Differences in related education
- Documented differences in work performance
- Differences in specialized skills and/or certifications that contribute value to the performance of the work
- Differences in the overall scope and complexity of work assigned to the same classification level

**Potential triggers for an equity increase:**
- Difficulty retaining staff in specific functions or with specialized skills because they are recruited by competitors offering higher salaries.
- Difficulty recruiting staff in specific functions or with specialized skills because we are unable to meet their salary demands.
- Decisions to hire new employees at rates higher than those of existing staff at the same classification level.
- Salary differentials between non-represented supervisors and represented staff that may have become compressed due to historically more aggressive pay increases for represented staff.
- Salary differentials between lower level analyst staff and clerical staff due to historically more aggressive pay increases for represented staff.
- Changes in the assigned functions or work tasks within a job that increase the levels of scope and complexity but do not elevate the position to a higher classification level.

**Situations that would typically not give rise to providing an equity increase:**
- When an employee is already highly paid among internal peers.
- When the sole basis of the increase is to reward outstanding performance.
- When the interest is to raise the Highest Average Plan Compensation (HAPC) of an employee nearing retirement.