

SALARY SETTING

UC Employees

The guidelines provided in this section are framed by Personnel Policies for Staff Members and represent prevailing campus practice. Where salary setting is specifically addressed in collective bargaining agreements, the stipulations of those bargaining agreements should guide salary-setting decisions.

An employee's salary must be set within the defined salary range for their defined title. Any exception must be approved by Human Resources.

The following are general guidelines for salary setting:

- A UC employee who is promoted to a step-based position with a higher salary range maximum may receive a salary increase to the minimum of the new salary range or the equivalent of a one-step increase, whichever is greater, provided that the resultant salary does not exceed the maximum of the new salary range.
- A UC employee who is promoted to a position with a merit-based salary range may receive a salary increase of up to 15%, provided that the resultant salary does not exceed the maximum of the new salary range.
- A UC employee who transfers laterally into a position with an equivalent salary range typically does not receive a change in salary. Exceptions are to be discussed on an individual basis with your Client Services Analyst.
- A UC employee who demotes into a position with a lower salary range maximum may or may not receive a decrease in pay to result in a salary that must fall within the new salary range. Any increase in an employee's salary upon demotion requires approval from your Client Services Analyst.

Exceptions falling outside of the above salary setting parameters will require approval from your Client Services Analyst. If you have any salary setting questions please contact your Client Services Analyst.

New Employees

Salary setting for new employees is framed by more general guidelines. You may consult with your Client Services Analyst on available information regarding internal and external compensation trends for the classification. Along with this data, the following issues should be considered:

Market Factors, Recruitment Difficulty and Salary History

Utilize whatever appropriate market data is available to assess what you can reasonably expect to pay in order to remain competitive with the existing labor market. Market data such as salary surveys and current pay practices of local universities, hospitals or other similar organizations should be taken into consideration.

Consideration should be given to recruitment difficulties with relationship to the available trained labor force for the position. Individuals who possess skills that are scarce in the labor force may be in higher demand and require additional salary consideration. Evaluation of factors such as the scarcity of qualified applicants, the number of rejected job offers, and the turnover rate for a position may give insight into existing recruitment difficulties.

An applicant's salary history in positions related to your opening should be taken into consideration. Attention should be given to the relationship of your position to the candidate's previous positions in terms of responsibilities and required skills.

Consideration should be given to the number of years that a candidate has performed similar work and where an individual with that experience might reasonably expect to fall within the salary range for the classification. Similar consideration should be given to a candidate's educational background as it relates to an open position. Related education, beyond what is required for a position, may be used as you would use additional years of experience in evaluating where to set a candidate's salary within a range.

Relationship to Internal Peers

Salary equity among internal employees is an important consideration when setting starting salaries. Perceived inequity not only impacts employee morale and motivation but also may trigger contentions of discrimination or grievances. When setting starting salaries, the skills and background of external candidates should be compared to those of internal employees performing similar work, and this comparison should factor into the salary decision

Salary equity does not imply that all employees within a classification who have similar years of experience and education should be paid the same salary. It is assumed that recognition of varying levels of skills and performance, for example, will result in differences in salary among employees.

Other Factors

- Do pay practices already exist on campus for employees performing similar duties?
- Is your selected candidate relocating from an area where his/her salary history may not reflect the economic standards of the Bay Area?
- Are there unique circumstances to be considered?

Your Client Services Analyst is available to assist you in evaluating individual salary decisions.