



University of Colorado
Colorado Springs

UCCS CAMPUS POLICY

Policy Title: Compensation for University Staff and Student Employees

Policy Number: 300-012

Policy Functional Area: HUMAN RESOURCES

Effective:	August 2, 2022
Approved by:	Venkat Reddy, Chancellor
Responsible Vice Chancellor:	Chancellor
Office of Primary Responsibility:	The Office of Human Resources
Policy Primary Contact:	AVC/CHRO, 719-255-3388
Supersedes:	April 7, 2007; May 10, 2010; January 2, 2013
Last Reviewed/Updated:	June 1, 2022
Applies to:	University staff and student employees

Reason for Policy: The purpose of this policy is to establish and determine compensation strategies for staff exempted from the State Personnel System, and student employees as outlined in [Regent Policy 11](#).

I. INTRODUCTION

The University of Colorado Colorado Springs ("UCCS") is committed to establishing a compensation structure that is transparent, competitive, market-driven, and equitable both externally and internally. Competitive compensation practices are essential to employee recruitment, job satisfaction, job performance and retention-

In an effort to support colleges, departments, and UCCS employees, this policy adheres to the following principles:

- 1. Competitiveness:** Pay ranges are based on benchmark data acquired from higher education, nationwide, industry, and local labor market surveys that are comparable to our total expenditures and enrollment in public and doctoral level organizations.
- 2. Internal Equity:** Utilizes job specific classifications reflecting key areas of responsibility and skill that recognize relative levels of knowledge and skill, judgment, breadth and scope of role, impact and accountability, and communication expertise.
- 3. Flexibility:** A compensation structure provides a framework to support a diverse and complex organizational needs to accommodate differences in job requirements, the job market, employee performance, and each college and department's financial resources.
- 4. Consistency:** Policies and procedures are provided with an aim to ensure that similar jobs are paid equitably across the board.

5. **Transparency:** Managers and employees have access to job-related content, pay guidelines, and pay ranges.

II. POLICY STATEMENT

A. Purpose:

In efforts to attract, retain, and reward a talented, valuable, and productive workforce, this policy outlines provisions to ensure the effective administration of the University of Colorado Colorado Springs and that compensation decisions and practices are consistent and equitable, documented and reviewed, and based on objective criteria. This policy is intended to comply with any applicable, laws, and regulations.

All university staff appointments, title changes, and salary adjustments must be approved by the Chancellor in accordance with [Regent Policy 2-K](#). All salary decisions for employees and prospective employees are based on an analysis of similarly situated positions, as defined by applicable law and best practice. Factors used in this analysis include education, experience, seniority, *merit*, and other job-related factors.

The Human Resources Office ("HR") will establish pay ranges for all University staff positions. The justification for the pay range will be documented and maintained in HR. Pay ranges are established through the use of professionally recognized published salary survey data that have comparable enrollment, student level, and total organizational expenditures relevant to the position.

In addition to the criteria listed above, supervisors and approving authorities should take into consideration the following criteria when determining individual salaries:

1. level and type of education and training,
2. relevant job experience,
3. comparison to employees in similarly situated positions,
4. demonstrated history of difficulty in recruitment for the position, and
5. unique job requirements or working conditions.

B. Procedures:

1. Initial Salaries

- A. As discussed above, pay ranges are established by HR in conjunction with the supervisor and the appropriate Vice Chancellor or Associate/Assistant Vice Chancellor (VC/AVC). Jobs may not be posted or filled before the pay range has been established and approved and the pay range or established pay rate must be included in the job posting. The level of pay for initial appointments is determined through the consideration of several factors including 1) salary range established for the position, 2) specific skills and experience required in the position, 3) level of skills, knowledge, abilities, and previous experience attained by the candidate, 4) difficulty in recruiting for the position, and 5) analysis of employees with similar positions. Letters of offer for new hires and promotions must be reviewed by HR prior to submission to the VC or AVC and Chancellor.
- B. On very rare occasions, hiring incentives may be allowed when extreme recruitment difficulties arise, e.g., relocation and signing bonus. The justification must be documented and have preliminary approval from HR, the appropriate VC/AVC and Chancellor. If a signing bonus is used, language must be included in the letter of offer regarding installments and repayment

if the employee does not remain at UCCS for a designated period of time.

2. Annual Performance Planning, Evaluation and Ratings.
 - A. In reference to this policy, Annual Performance Rating, Planning, Evaluation, and Rating is subject to the provisions of [Regent Policy 11-C](#), and [Administrative Policy Statement \(APS\) 5009](#).
3. Annual Salary Setting Process
 - A. The Board of Regents must approve the *salary pool*, for university staff, and the Chancellor must approve all individual salary adjustments.
 - B. The Chancellor has the final authority to adjust the distribution of the *salary pool*.
4. Annual Salary Adjustments
 - A. There are two categories of possible annual salary adjustments: *Base Salary Adjustments* and *Non-base Salary Adjustments*. While most are tied to the annual salary adjustment process and the annual *salary pool*, some are not. All recommended adjustments must be accompanied by a written justification and approved by HR and the appropriate VC/AVC and the Chancellor prior to any discussion with the employee.
 - i. *Base salary adjustments* include both increases and decreases to an employee's *base pay*. They include the following:
 - a) *Merit Increases*: Timeframe for any such *merit* increase shall be established by the Board of Regents.
 - b) *Across the Board Increases*: Timeframe for any such *across the board* pay increase shall be established by the Board of Regents.
 - c) *Equity Adjustments*: If this request is outside the salary setting process, the adjustments are paid by the requesting department/college/library. These adjustments address internal equity disparities. A compensation analysis (conducted by HR) is initiated at the request of the supervisor and VC/AVC. This increase may be used to compare salaries of current employees to a new hire, address compression issues, and potential pay inequities.
 - d) *Market Adjustments*: If this request is outside the salary setting process the adjustments are paid by the requesting department/college/library. These increases are awarded, if justified, after an external compensation analysis is conducted by HR that demonstrates the local, regional, or national market (appropriate market is based on the job level) is paying substantially more than UCCS.
 - e) *Job Changes*: There are two forms of *job changes* which may result in a pay increase: *In-line promotion* and *reclassification*. These generally occur outside of the salary setting process. In both cases the employee's level of responsibilities has significantly and permanently increased. The pay adjustments are paid by the requesting department/college/library. A new job description must be prepared and submitted to HR for review. If it is determined that a *job change* is warranted, the compensation will be based on the new pay range associated with the new job code and title. Increases will be based on relevant market conditions at the time of the compensation analysis.
 - f) *Compensation Structural Adjustments*: In the course of an annual analysis of the pay ranges, any employee found to be below the pay minimum will be identified and forwarded to the Budget Office to decide when employees will be adjusted to the new pay minimum.
 - g) *Reorganizations*: There may be circumstances when a department will need to reorganize their business functions to meet the needs of a changing environment or organizational needs. As part of that, duties assigned to

position(s) may change and could result in either an upward or downward change in pay.

- h) Reductions in Pay: Changes in duties that result in a job code that is at a lower level than currently held. This shall be documented in a new/revised job description and compensation analysis, and new offer letter.
 - i) Decreases *across the board* or by category may occur during budget constraints or fiscal emergencies. If the Board of Regents determines these actions are necessary, the Chancellor will establish and communicate equitable and consistent parameters.
 - j) Furloughs: When budgetary circumstances require a specific reduction in payroll costs, furloughs will be administered in accordance with [CU APS 5062](#).
 - B. Non-base building salary payments are used only in limited circumstances and do not continue from year to year. They must be approved by the appropriate VC/AVC and Chancellor in advance and include a description of circumstances, terms of the temporary work, and proposed payment.
 - i. Non-base building payments include:
 - a) Incentive Pay: Incentive pay is allowable only as a result of an employee reaching established performance goals and typically is for employees with highly focused and measurable responsibilities. The goals must have measurable and unambiguous outcomes and directly link the individual's performance to the success of the organization.
 - b) *Merit* Incentive Pay is allowable only as a result of an employee reaching an established performance goal and is typically for employees with highly focused and measurable responsibilities and is often tied to net revenue generating criteria. This is generally paid at the end of the performance evaluation process and is not included in the annual salary setting process. An Incentive Plan must be approved by the Chancellor and the plan must include measurable goals with clearly defined outcomes that directly link the individual's performance to the success of the campus. Results must be provided in the campus and system annual salary reports to the Board
 - c) Project Completion Incentives. Project Completion Incentives are non-base building *merit* pay for special, limited-term projects. Criteria must be established and pay is issued at time of completion or at significant project milestones. Results must be provided in the campus and system annual salary reports to the Board.
 - d) Bonus Pay. Bonus pay is a non-base building payment made to an employee or group of employees based on criteria formulated by the Chancellor.
 - e) Recognition awards are not included in the annual salary setting process. Recognition programs must be established and approved by HR and the Chancellor and comply with the [PSC Procedural Statement: Recognition and Training](#).
- 5. Additional Pay Outside of Regular Duties.
 - A. Additional pay may be granted pursuant to [Regent Policy 11.C](#). Additional pay is used in limited circumstances, for no longer than six consecutive months, when an employee is asked to perform additional work outside the scope of their job description or at a substantially higher level than their current position. In these circumstances, employees may receive a temporary pay increase, generally not more than 10%. Once the service is completed or no longer needed, the employee's salary will return to their primary base salary, adjusted

accordingly with any changes resulting from the annual salary setting process. If the additional duties become an ongoing part of their assignment, they should be incorporated into the job description and submitted to HR for review. It is the responsibility of the supervisor or appointing authority to determine whether the requirements for the primary position are being met or if a change in the arrangements for the secondary appointment should be made.

- B. Approval: All additional pay must be approved by the appropriate Dean/Director, VC/AVC, and Chancellor in advance. If the additional work involves two or more departments, approval from all departments is required in advance. No employee should be paid additional salary that was not pre-approved.

C. Student Employees

1. The Student Employment Office will establish pay ranges for all student employee positions and the justification for these ranges will be documented and maintained in Student Employment. Starting pay rates will be recorded in the official Student Employee Position Offer. Student employee pay ranges are established following the highest prevailing minimum wage, student level, and relevant experience.
2. In addition to the criteria listed above, supervisors and approving authorities should take into consideration the following criteria when determining individual pay rates:
 - A. level and type of education and training
 - B. relevant job experience
 - C. comparison to employees in similarly situated positions
 - D. unique job requirements or working conditions
3. Procedures:
 - A. Initial Pay Rates
 - i. As discussed above, pay ranges are established by Student Employment in conjunction with the supervisor. Jobs may not be posted or filled before the pay rate has been established. The pay rate must be included in the job posting and the department compensation plan. Letters of offer for new hires and promotions must be reviewed by the Office of Student Employment prior to an offer being made.
 - B. Annual Performance Planning, Evaluation and Ratings
 - i. Annual Performance Rating, Planning, Evaluation, and Rating is subject to the provisions of the Student Employment Handbook.
 - C. Annual Pay Range Setting Process
 - i. The Student Employment Office will review prevailing minimum wage and make required changes to pay ranges.
 - D. Pay Rate Adjustments
 - i. There are two categories of possible pay rate adjustments: Base Adjustments and Non-base Adjustments. All recommended adjustments must be accompanied by a written justification and approved by the appropriate Dean, Director, or other department lead with knowledge of funds availability prior to any discussion with the employee.
 - a) *Base pay* adjustments include both increases and decreases to an employee's *base pay*. They include the following:
 - *Merit* Increase ordinarily implemented after annual evaluation, can also be offered more frequently in-line with the department's compensation plan and evaluation schedule.
 - Promotions occur when an employee's level of responsibilities have significantly and permanently increased. There are two forms of promotions: *In-line promotion* and *reclassification*. These changes typically include pay rate changes and typically

occur outside of the annual evaluation process. Funds must be available within a department/college existing budget. A new job description must be prepared and submitted to Student Employment for review and compensation analysis prior to entry. As a general guideline increases can range between 0% and 10%. Any increase above the 10% requires additional justification.

- *Compensation Structural Adjustments* can be implemented when a department restructures their student employee compensation plan. These adjustments are generally used for internal equity or reorganization purposes, and the compensation analysis (conducted by Student Employment) is initiated at the request of the supervisor and department. This increase may be used to: compare pay rates of long-time employees to a new hire, address compression issues, address a gradual increase in position responsibilities leading to higher level position comparisons, and gender/ethnicity pay inequities.
 - Minimum Wage Increases are initiated by local, state, or federal governments and are automatically applied.
 - Decreases *across the board* or by category may occur during budget constraints or fiscal emergencies. If the Board of Regents determines these actions are necessary, the Chancellor will establish and communicate equitable and consistent parameters.
 - Reorganizations: There may be circumstances when a department will need to reorganize their business functions to meet the needs of a changing environment or organizational needs. As part of that, duties assigned to position(s) may change and could result in either an upward or downward change in pay.
 - Reductions in pay occur when changes in duties that result in a job code that is at a lower level than currently held. This shall be documented in a new/revised job description and compensation analysis, and new offer letter.
- b) Non-base building salary payments are used only in limited circumstances and do not continue from year to year. They must be approved by the appropriate Dean, Director, or other department lead with knowledge of funds availability in advance and include a description of circumstances, terms of the temporary work, and proposed payment.
- Recognition awards are not included in the annual evaluation process. Recognition programs must be established and approved by HR and the Chancellor and comply with the [PSC Procedural Statement: Recognition and Training](#). Payment for employees is processed with an [Additional Pay Form](#) and processed through regular payroll. For information about the student pay matrix, please refer to the [Student Pay Matrix](#).

- E. Additional Pay Outside of Regular Duties. Additional pay is used in limited circumstances, for no longer than six consecutive months, when an employee is asked to perform additional work outside the scope of their job description or at a substantially higher level than their current position. In general, additional pay is most appropriate in those cases where the employee is working on an assignment outside normal duties and schedule. Employees may receive a temporary increase, generally not more than 10%. Once the service is completed or no longer needed, the employee's pay rate will return to their primary *base pay* rate.
- i. The additional pay must be approved by the appropriate Dean, Director, or other department lead with knowledge of funds availability. For student employees most instances should support work that is very limited or focused, payment will be made through an Additional Pay Form.

D. Responsibility:

1. Vice Chancellors, Deans and Directors are responsible for adhering to the provisions of this policy.
2. Each Vice Chancellor, Dean and Director shall obtain approval from the Chancellor for any adjustment for a university employee prior to promising such adjustment to the employee.
3. Each Dean, Director, or department lead shall obtain approval from the appropriate hiring authority for any adjustment for a student employee prior to promising such adjustment to the student employee. The Student Employment Office is responsible for implementing approved pay range adjustments.
4. For university employees, HR and Budget & Planning are responsible for implementing approved salary adjustments and preparing the *salary pool*.

- E. Grievance Process: The grievance process for university staff follows the [Appeals for University Staff policy 300-002](#). The grievance process for student employees can be found in the Student Employment Handbook.

III. KEY WORDS

- A. *Base Pay* - Ongoing budgeted salary for a position.
- B. *Compensation structural adjustments* - Structural pay range adjustments occur annually to ensure pay ranges are in-line with market data. Structural pay adjustments occur when an employee's pay is below the minimum of the pay range.
- C. *Market Adjustments* – Market increases are permissible only if they are awarded in the context of meritorious performance. Market increases must be justified through an appropriate market analysis, periodically or annually, and properly documented. In providing market increases, particular attention should be given to evidence regarding problems of recruitment and retention. Market increases should not result in inequities among employees.
- D. *Merit* - Refers to the growth in an employee's pay awarded based on an objective measure of their past performance. Non-Base Building Salary Payments- Salary adjustments that are not permanent or ongoing, and generally end or are reestablished each fiscal year.
- E. *Job Change* - A job change results in a change to the job code which takes place via an in-line promotion or reclassification.
- F. *Reclassification* – Occurs when a position takes on duties that result in moving to a different functional group or job family.
- G. *Salary pool* - The term salary pool refers to the maximum average percentage increase in salary approved by the Board of Regents.

IV. RELATED POLICIES, PROCEDURES, FORMS, GUIDELINES, AND OTHER RESOURCES

A. Administrative Policy Statements (APS) and Other Policies

- A. [Regent Policy 2-K](#)
- B. [Regent Policy 11](#)
- C. [APS 5009](#)
- D. [APS 5062](#)
- E. [Colorado Equal Pay for Equal Work Act](#)
- F. [UCCS Appeals Procedure for University Staff, 300-002](#)
- G. [Student Employee Handbook](#)

B. Procedures

C. Forms

- A. [Payroll and Benefits Services Additional Pay Procedural Guide](#)
- B. [Job Description Template - Temporary and University Staff](#)

D. Guidelines

E. Other Resources (i.e. training, secondary contact information)

F. Frequently Asked Questions (FAQs)

V. HISTORY

Initial policy approval	April 9, 2007
Revised	May 10, 2010
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