



UNIVERSITY OF
CENTRAL FLORIDA

**Administrative and Professional (“A&P”) and
University Support Personnel System (“USPS”)
Salary Administration Guidelines
Summer 2022**



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Introduction

The University of Central Florida (UCF) intends for its compensation program to provide career opportunities that are market competitive and reflect the skills, knowledge, and expertise of UCF's workforce. The program supports UCF's creed that "integrity, scholarship, community, creativity, and excellence are the core values that guide our conduct, performance, and decisions. These values comprise the guiding principles that direct the actions of the University, its students, and its employees."¹

This document outlines a set of pay guidelines for managing compensation for Administrative and Professional ("A&P") and University Support Personnel System ("USPS") positions at UCF, addressing common employment scenarios. These pay guidelines provide a framework for the following objectives:

- Paying employees fairly and competitively
- Increasing transparency and understanding
- Promoting consistency in pay practices
- Aligning the University rewards philosophy with the institutional purpose, values, and strategy
- Providing trust and confidence in our compensation process and decisions
- Compensation Philosophy

The university intends to administer this program in accordance with these guidelines; however, reserves the right to modify any of the guidelines described in this document at any time without prior notice. Nothing within these guidelines constitutes a contract or guarantee of employment.

¹ Source: University of Central Florida Undergraduate Catalog, 2018:
<http://catalog.ucf.edu/content.php?catoid=3&navoid=160>



UCF Compensation Philosophy

The University's compensation program is designed to attract, develop, and retain employees, and to support the successful growth of the University and the attainment of the University's strategic initiatives. The compensation program supports our colleges and departments to strengthen our academic, economic, social, and cultural impact and reputation. The compensation program is grounded in the following guiding principles:

- **Strategy Driven:** UCF's compensation program aligns with its overall mission, vision, and goals. Compensation policies and procedures support the University's Collective Impact Strategic Plan.
- **Dynamic Approach:** The University reviews the compensation program through an in-depth salary study every 3 – 5 years to ensure the program remains competitive and equitable. We are flexible and responsive to address the challenges, changing needs and operating objectives of the University.
- **Externally Competitive:** UCF uses a competitive market approach to pay. Jobs are priced according to the appropriate labor market utilizing data from general industry and higher education. Comparable market data is based on geographic location, organizational size, and aspirational university data.
- **Internally Equitable:** Jobs and salaries across the University are analyzed to reflect equitable relationships to one another based on comparability of duties and the complexity and scope of responsibilities.
- **Career Progression:** The University will support employees in their career progression by providing information on the paths available to work toward professional aspirations.
- **Transparent:** UCF is committed to pay employees fairly and objectively. Job descriptions, pay guidelines, procedures, and salary ranges will be publicly available through the UCF HR-Compensation Website.
- **Fiscally Responsible:** The compensation program will provide effective use of University funds by making compensation decisions within budgetary parameters.
- **Workplace Diversity:** The compensation program supports and promotes diversity in the workplace and is administered without regard to gender, ethnicity, national origin, age, sexual orientation, disability, marital status, religion, or political affiliation.
- **Compliant:** The University provides pay systems that are compliant with all applicable state and federal laws and regulations governing compensation.

Common Compensation Terms and Definitions

The following terms are commonly used when discussing compensation.

Base Salary/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.

Comparative (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. **Formula** = Current Pay/Assigned Salary Range Midpoint

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—Relatively small pay difference in salary between employees who possess a different level of knowledge, experience, skill and tenure in a similar job.

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.

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.

Fair Labor Standards Act (FLSA)—A federal law governed by the US Department of Labor that enforces minimum wage, overtime pay, child labor, and recordkeeping requirements

Internal Equity—A standard that fairly establishes a pay level for an employee based on parameters and pay level that corresponds to each job's relative value to the organization.

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

Classification/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.

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 base salary/pay that is based on performance as measured through a performance appraisal.

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

Parity - The state or condition of being equal, especially regarding status or pay.

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

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 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 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.

Working/Functional Titles—Also known as business titles, these are the 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.



Program Governance

The University is committed to openness and transparency around the compensation program to ensure that all employees understand the principles that guide salary decisions. At a minimum, this includes communicating:

- The University's compensation philosophy
- The methodology and results summary of university-wide compensation initiatives
- Current pay administration practices
- Salary structure ranges
- Accurate job responsibilities

Roles and Responsibilities

To ensure that the program administration is consistent and impartial, the table below outlines the roles and responsibilities for key constituents involved in compensation decision-making:

UCF Human Resources Centers of Expertise	<ul style="list-style-type: none">• Serve as a subject matter expert, establishing parameters around compensation guidelines• Design, develop, and maintain compensation program, including salary guidelines; ensure fairness in and consistency of application• Provide strategic and operational advice to leadership on salary issues and market trends• Provide administrators, managers/supervisors, and HR Partners with the tools and resources needed to make compensation decisions for employees (market data, hiring ranges, federal/state policies, etc.)• Regularly collect market data from appropriate sources, assess pay competitiveness, and recommend adjustments to the salary structure as well as individual salaries• Regularly monitor effectiveness of the compensation program and practices, its continued competitiveness, and ongoing equity• Communicate salary program and ensure understanding within the University
HR Business Centers	<ul style="list-style-type: none">• Advisory and strategic HR support for department leaders• College/division workforce plans and talent management strategies• Initiation and approval of HR transactions• Local customer and transactional support



Senior Leaders/ Administrators	<ul style="list-style-type: none"> • Communicate openly and clearly with university community on compensation-related matters • Endorse program design and implementation processes • Establish and communicate strategic and operational goals to the community • Set standards for performance planning, coaching, and feedback; hold direct/indirect reports accountable to the set standards • Review and endorse salary structure updates and individual pay decisions as appropriate • Provide resources required to maintain the program
Managers/ Supervisors	<ul style="list-style-type: none"> • Collaborate with UCF Human Resources to establish and maintain appropriate salaries; make recommendations for salary adjustments • Understand and maintain documentation of accurate job responsibilities and requirements of jobs in area of responsibility • Understand skills, knowledge, experience, and performance levels of employees in area of responsibility • Set performance expectations, provide clear and helpful feedback, and evaluate performance • Communicate openly with staff about compensation topics
Employees	<ul style="list-style-type: none"> • Understand and fulfill job's essential functions, as defined by the job description • Respond to feedback provided by manager or supervisor as related to job responsibilities and performance • Provide accurate records of hours worked as needed • Raise issues or concerns about job responsibilities and/or compensation with employee's immediate manager/supervisor

Position Categories

Academic positions are traditional faculty positions; the occupants of which either have been granted tenure or are on the established tenure track, plus other faculty equivalent positions (such as lecturer, instructor, visiting professor, teaching assistant, etc.) that are paid from funds budgeted for teaching salaries and whose duties include the teaching of academic courses for credit or the direction of such teaching.

Research positions involve the performance of research and/or extension (including extension teaching) responsibilities at a professional level, including positions charged with directing such activities. This category may include positions with traditional faculty titles and unique title codes to differentiate them from similarly titled positions in the academic category.

Administration and Professional (A&P) positions have a high degree of executive, professional and/or administrative responsibility, as those terms are defined in the Fair Labor Standards Act (FLSA), and typically meet the FLSA job duties test for exemption. Positions in this category generally require a baccalaureate degree or the equivalent combination of education and experience.

University Support Position System (USPS) are support, technical and service positions that involve the performance of staff support, clerical, craft, trades, technical, maintenance or service activities or, as a primary responsibility, the direct supervision of individuals performing such activities. Most, but not all, of these positions are nonexempt under FLSA standards.

Other Personnel Support (OPS) are temporary positions that do not appear in the budget and are funded from a lump-sum budget category. These positions are of two types: (1) Student wage positions require student status as a condition of employment. (2) Temporary/Casual employee types are created to accommodate temporary labor needs and can be given a title from any of the major categories noted above.

Basic Principles

Any compensation program must address two primary concerns:

- Establishing a competitive salary range for jobs that considers roles, responsibilities, and requirements of the jobs.
- Determining the appropriate salary for individuals, with consideration of their knowledge, skills, expertise, and job performance.

Typical Program Components

The following are typical components of staff compensation programs.

Job Evaluation

Job evaluation refers to the process of grouping jobs together to ensure university-wide consistency in how salary decisions are made and for career progression. The most common ways to group jobs are as follows:

- Job families and sub families categorized by the functional specialty.
- Job categories describe various levels of impact and complexity of work for three major types of roles: Support, Professional, and Management.

Salary Structure

A salary structure refers to a series of grades with salary ranges that establish salary opportunities for jobs.

An analysis of market salaries must be done to determine the competitive salary rates and to develop salary ranges. Salary ranges have a minimum, midpoint and maximum that reflects market competitive salary rates, and provide appropriate salary opportunities for staff within a wide variety of levels of experience and expertise.

Salary Administration Guidelines

The job evaluation process and salary structure provide the organizational framework for salaries, and these guidelines describe the policies and processes to be followed when making salary decisions. Guidelines cover the full range of employment situations that may warrant a salary adjustment. In essence, guidelines are the 'roadmap' for how the program will operate, including such aspects as starting salaries, promotions, transfers, and change in job responsibilities.

Job Families and Job Subfamilies

- Job Families are positions grouped together by common vocations/professions that have similar knowledge, skills, and abilities at different levels of the job. Thus, a job family has jobs at progressing levels defining a career path for an individual with incremental requirements of the similar knowledge, skills, and abilities.



- Job Sub-Families are sub-sets within a job family and are used to further group jobs.

The job family framework helps to group jobs by the nature of the work rather than by the organizational or reporting structure. Peers within a department are likely part of the same job family and may be part of the same job function.

Pay plans

- The [UCF A&P and USPS Employee Pay Plan](#) can be viewed on the Human Resources website and has a comprehensive listing of Job Titles, Job Families and Job Sub-families.
- Other Personnel Services (OPS)
 - OPS employees are temporary appointments are not intended to meet ongoing staffing needs, which should be addressed using the hiring process as regulated by Human Resources and the Office of Institutional Equity.
 - For more information, please see [UCF Policy 3-013](#). For any additional questions, please contact Human Resources.

Salary Structure

Salary range is the range of pay established by employers to pay to employees performing a particular job or function. The salary range generally has a minimum pay rate, a maximum pay rate, and a series of mid-range opportunities for pay increases.

The salary range is determined by market pay rates, established through market pay studies, for people doing similar work in similar industries, and/or in the same region of the country. Pay rates and salary ranges are also set up by individual employers and recognize the level of education, knowledge, skill, and experience needed to perform each job.

Grade	Minimum	Midpoint	Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum
11	\$22,968	\$27,562	\$32,155	\$11.00	\$13.20	\$15.40
12	\$25,839	\$31,007	\$36,175	\$12.38	\$14.85	\$17.33
13	\$29,069	\$34,883	\$40,697	\$13.92	\$16.71	\$19.49
14	\$32,703	\$39,243	\$45,784	\$15.66	\$18.79	\$21.93
15	\$36,841	\$45,130	\$53,419	\$17.64	\$21.61	\$25.58
16	\$42,367	\$51,899	\$61,432	\$20.29	\$24.86	\$29.42
17	\$48,722	\$59,684	\$70,646	\$23.33	\$28.58	\$33.83
18	\$56,030	\$68,637	\$81,243	\$26.83	\$32.87	\$38.91
19	\$64,518	\$80,648	\$96,778	\$30.90	\$38.62	\$46.35
20	\$75,809	\$94,761	\$113,714	\$36.31	\$45.38	\$54.46
21	\$89,076	\$111,345	\$133,614	\$42.66	\$53.33	\$63.99
22	\$104,664	\$130,830	\$156,996	\$50.13	\$62.66	\$75.19
23	\$122,980	\$153,725	\$184,470	\$58.90	\$73.62	\$88.35
24	\$135,810	\$180,627	\$225,445	\$65.04	\$86.51	\$107.97
25	\$161,614	\$214,946	\$268,279	\$77.40	\$102.94	\$128.49
90*	\$45,000	\$53,315	\$61,630	\$21.55	\$25.53	\$29.52
91*	\$51,601	\$59,797	\$67,993	\$24.71	\$28.64	\$32.56
92*	\$58,174	\$69,605	\$81,035	\$27.86	\$33.34	\$38.81

*Salary ranges per PBA as of 10/18/2019

Criteria for Assigning Jobs to the Salary Structure

Job evaluation is a systematic way of establishing the relative rank of jobs. Dimensions of work, such as duties, responsibilities, and work qualifications are taken into consideration. To ensure an accurate and consistent valuation process, the program will maintain:

- Consistent titling practices
- Accurate reflection of actual job duties performed in job profiles and position assessment questionnaires
- Periodic review of job structure, families, and levels
- The identification of key benchmark jobs that will be used to monitor the market
- Monitoring of market pay practices, including the Orlando Consumer Price Index (CPI) and Cost of Labor (COL), on a regular basis to ensure continued competitiveness

- Periodic review of the salary structure, with adjustments made as necessary and as financially feasible to maintain market competitiveness
- Periodic reviews of incumbent salaries relative to one another, that may consider skills, job knowledge, experience, professional development, and performance

Benchmarking to the defined comparison markets informs the external valuation of jobs. The data resulting from benchmarking creates a reference point to inform appropriate and competitive salary ranges for a given job. Data comes from published surveys that most closely approximate the desired comparison market. UCF comparison markets will generally consist of data from the Higher Education industry coupled with general industry data depending on the nature of the UCF role.

A&P and USPS jobs are assigned salary grades primarily based on their market value. Most of jobs at UCF are “benchmark” jobs. This means that jobs with similar responsibilities and skill requirements are typical in the market and reliable pay data is available in published surveys. Generally, benchmark jobs are given the grade with the closest grade midpoint to the external market median for the job. An internal equity review of all assigned A&P and USPS jobs is performed before finalizing grade assignments.

Criteria for Assigning Non-Benchmark Jobs to a Grade

For other positions, market data may not be available; these are “non-benchmark” jobs. Non-benchmark jobs occur when organizations create jobs around individuals’ skills and expertise or to accommodate specific organizational needs. In some cases, jobs are in the market, but not included in salary surveys. Non-benchmark jobs are assigned to the salary structure by comparing the non-benchmark job to other benchmark jobs at the University. UCF Human Resources will confirm the non-benchmark process and assignments with management. Jobs are compared by considering the following three factors:

- **Knowledge and Skills:** The formal/informal expertise needed to perform the duties of the job on a day-to-day basis.
- **Impact:** The influence that a job has on key organizational imperatives.
- **Scope of Responsibility:** The breadth or range of the job’s operational influence within the institution.

All non-benchmark jobs are compared to the most similar benchmark job in the institution. UCF Human Resources will compare the non-benchmark job in question using the criteria listed above and determine how to level the non-benchmark job in question into the salary structure.

Job Levels

Job levels have been developed within each of the above categories. Each level describes characteristics of jobs that will be assigned to a level, including organizational impact, complexity, leadership responsibility, as well as knowledge and experience requirements.

Each job at UCF has been reviewed, compared to the level criteria, and assigned to the level

that best describes the job. A list of university job levels is located after the Common Compensation Terms and Definitions section in this document. Job levels and career frameworks can be viewed on the Human Resources website in the [UCF Career Level document](#).

Salary Grades

Salary grades establish a range of salary for a job based on the competitive market value of similar jobs, and consist of a minimum, midpoint and maximum.

Using Compa-ratio

Compa-ratio (Short for comparative ratio, a measure of an individual’s salary against the salary range midpoint) and position in range (PIR) can be useful calculations to managing salaries within the salary grades. When analyzing compa-ratio and PIR, the table below defines the three salary grade position references made throughout these guidelines:

	Emerging in Grade	Established in Grade	Advanced in Grade
Salary Grade Position References	Compa-Ratio Less than 85%	Compa-Ratio Between 85%-115%	Compa-Ratio Greater than 115%
	OR	OR	OR
	PIR Less than 25%	PIR Between 25% and 75%	PIR Greater than 75%

Managing Salaries within the Grade

Salary grades reflect both internal and external considerations. The job framework organizes jobs into groups/sub-groups and levels based on responsibilities within the university. The salary structure provides the alignment to the market.

Salary grades are wide enough to accommodate a variety of experience and performance levels, from novice to expert, while maintaining market-relevance. Employees can expect to be paid within their salary grades. No one should be paid below the minimum or above the maximum of their salary grade.

An important principle of the program is the appropriate placement of salaries in the salary grades and managing salaries based on several factors, including employee knowledge, skills, performance, experience, and education/certification/licenses. Managing salaries within the salary grade also includes monitoring and auditing salary adjustments, annual reports, and pay adjustment processing. Consistently following this principle helps to ensure that salaries are competitive as well as equitable.



Salary Positioning - Recommendations

Minimum of Pay Grade	Up to First Quartile of Pay Grade	First Quartile of Pay Grade	Between First Quartile And Midpoint of Pay Grade	Midpoint of Pay Grade - up to the *Third Quartile
Typical Employee Characteristics				
<p>Individual just meets the minimum qualifications of the position.</p> <p>Individual may have general experience but minimal related experience.</p>	<p>Individual moderately exceeds the minimum qualifications of the position by offering additional experience, education, knowledge, or skill levels (emerging qualifications).</p> <p>Individual should have at least 3-5 years or more of experience. 5 years warrants salary closer to first quartile).</p>	<p>Individual exceeds the minimum qualifications of the position (between moderately and significantly) by offering additional experience, education, knowledge, or skill levels (proficient and competent skill level).</p> <p>Individual should have at least 5+ years of related experience.</p>	<p>Individual significantly exceeds the minimum qualifications of the position by offering additional experience, education, knowledge, or skill levels (full proficiency and high-level skills).</p> <p>Individual should have beyond 7 years (7-14+ years) of related experience.</p>	<p>Individual greatly exceeds the minimum qualifications of the position and is considered an expert in all primary duties of the job and has broad knowledge of related areas (highest level of job-related knowledge, proficiency and skills, advanced capabilities, unique qualifications, or subject matter expertise).</p> <p>Individual should have 15 years or more related experience.</p>
Hiring Guidelines				
	<p>Typical zone for starting salary for an individual with little/or no experience in the job and who is on a steep learning curve.</p>	<p>Typical zone for starting salary for an individual experienced in most job responsibilities.</p>	<p>Unlikely to be a typical zone for starting salary except for individuals with extensive direct job experience.</p>	<p>Rarely appropriate as a zone for a starting salary.</p>

* Please note, a starting salary greater than the third quartile of the pay grade range does not allow room for salary growth over an employees' career. Therefore, it is recommended to use the third quartile of a pay grade range as the maximum amount for a starting salary.

Reviewing experience ties the candidate's work experience to that of the position's responsibilities. Using information from the application and resume, **identify tasks from the previous experience similar to those listed in the job description/profile**. If there is a direct correlation between the experience and the job description, count this experience as directly related. However, if experience is not directly related, discount the experience accordingly.

Comparison Markets

UCF is a complex organization with many different types of staff jobs. In order to establish competitive salary ranges for jobs, the compensation team benchmarks salaries to the market that best reflects our talent needs. Depending on the job, we may recruit locally, regionally or nationally from other universities and/or from employers outside of higher education (i.e., general industry). Job benchmarking is based on responsibilities and requirements, not titles.

Market data is used to establish competitive salary ranges that enable UCF to effectively recruit, retain, and engage a highly qualified, skilled workforce.

UCF participates in several carefully selected salary surveys to ensure the university has access to current and quality data. These surveys are conducted on an annual basis by reputable survey firms who use proven methods for collecting, analyzing, and presenting data. The compensation team regularly evaluates data sources to ensure they continue to meet UCF's needs and that the quality and credibility remains high.

Position Assessment Questionnaire and Job Profiles

A position assessment questionnaire (formally the positions description) is the documentation that identifies, describes, and defines a specific position in terms of its duties, responsibilities, working conditions, and requirements. Job profiles (classifications) are the foundation for positions and used as a tool for use in compliance with the Americans with Disabilities Act (ADA), and for conveying expectations for performance management.

- Market pricing – to assist in determining the competitive salary for the job based on market data.
- Internal equity – to assist in ensuring comparable salary opportunities for comparable jobs.
- Performance reviews – to ensure the employee and manager have a clear and shared understanding of the job's primary responsibilities.
- Recruiting – to ensure that accurate job information is used to identify qualified candidates and to provide new employees with a clear understanding of the job.

Managers/supervisors are responsible for updating job profiles as they change. UCF HR will review job profiles on a regular and rotating basis, while managers/ supervisors should also review job profiles with employees at the time of the annual performance review.

Reclassifications

A reclassification request can occur when an employee's position's specific duties have changed significantly from their core duties of the classification they fall under. Small variations are expected at a position level within any classifications, but if the duties have become significantly different from those outlined for the classifications, a reclassification review may be needed. It is important to note, that reclassifications differ from natural progressions in that –

- The employee must be performing these duties for at least six months
- The duties are generally outside of a standard career progression path

Reclassifications should only be used as a corrective measure to ensure an employee is appropriately classified within the classification structure and are not a promotional tool to move an employee into a higher-level role.

Reclassifications requests can be initiated by a management and submitted to their HRBC for first level review, and ultimately will be sent to the compensation COE for review. Please see the reclassification SOP for more detail on the reclassification request routing.

Timing of Pay Adjustments

Retroactive pay adjustments may impose significant risks and costs for UCF and the employee benefits in terms of wages, employee relations, and administrative time.

Retroactive pay (retro pay) occurs when the deadline for submitting paperwork on a new hire or rehire has been missed.

Additionally, retro pay refers to money that is owed to an employee for work already performed at a lower wage rate.

Therefore, the following types of transactions are not permitted:

- Retroactive adjustments to base pay (i.e., equity or merit adjustments)
- Retroactive effective date changes for position reclassifications
- Retroactive transfers of employees between positions or departments
- Retroactive transfers of employees that fall between biweekly payrolls

It is imperative that no commitments regarding the effective date for pay adjustments be made to employees until written authorization is received from the appropriate budgetary authority.

All appropriate paperwork should be completed and processed in advance of the effective hire or status change date. In all cases, the required adjustment should be effective with the beginning of the next pay period after written authorization has been received. Please refer to the Payroll Calendar sent out each month to know the appropriate dates to use.



Retroactive adjustments in funding sources (which do not impact pay rates or classifications) are not impacted by this pay practice.

Rare exceptions to this pay practice will be handled on an individual basis. The HR Business Centers will formally recognize a circumstance when a back payment is necessary to remediate an earlier nonpayment caused by an administrative error or operational oversight, such as misclassification or other failure to duly compensate for additional duties.

Approved pay adjustments will be made in the following on-cycle pay period or as soon as administratively possible.

Timing of Pay Adjustments as they relate to Reclassification and Pay Adjustments

It is the department's responsibility to submit justification and revised job profiles reflecting changes of duties in a timely manner. Retroactive actions can seriously affect exemption status (FLSA), bargaining unit membership and pay issues.

Once an employee has been performing the full scope of higher-level duties for six (6) months or more, the department may submit a request for a preliminary analysis on what is changing (refer to the Compensation Action Checklist on the Compensation COE website). Upon receipt of a reclassification request, the compensation partner has 30 days* to render a decision, therefore departments should be prepared to provide any additional information the partner may require within that time frame. If needed documentation cannot be made available or the employee being reviewed is not available for consultation, then the reclassification request will be suspended, and the department will be asked to re-submit when all supporting information can be provided.

After the Compensation COE provides a determination on the requested action, the department should then submit a job change request.

For non-represented positions, the effective date of a reclassification is the first full day of the first full pay period following HR-Compensation's approval of the completed job change request.

For represented positions, the effective date of a reclassification varies depending on the type of reclassification (within-unit or out-of-unit) and the collective bargaining unit. Please refer to the applicable collective bargaining unit agreement and/or consult with your Compensation Partner. Most bargaining units require at a least two (2) week notification before a change can be made.

Reclassification of an in-unit, non-exempt position represented by PBA going to exempt:
Upon reclassification from an in-unit PBA position to an exempt position, all compensatory time balances will be paid to the employee using the same effective date as the reclassification action.

** This time frame may either be shortened or lengthened depending on variables such as workload, staffing, and special projects.*



Salary adjustments resulting from reclassification, career progression, or assumption of higher responsibilities within range will not be backdated further than the first pay period following the official signature date of the Compensation COE approval.



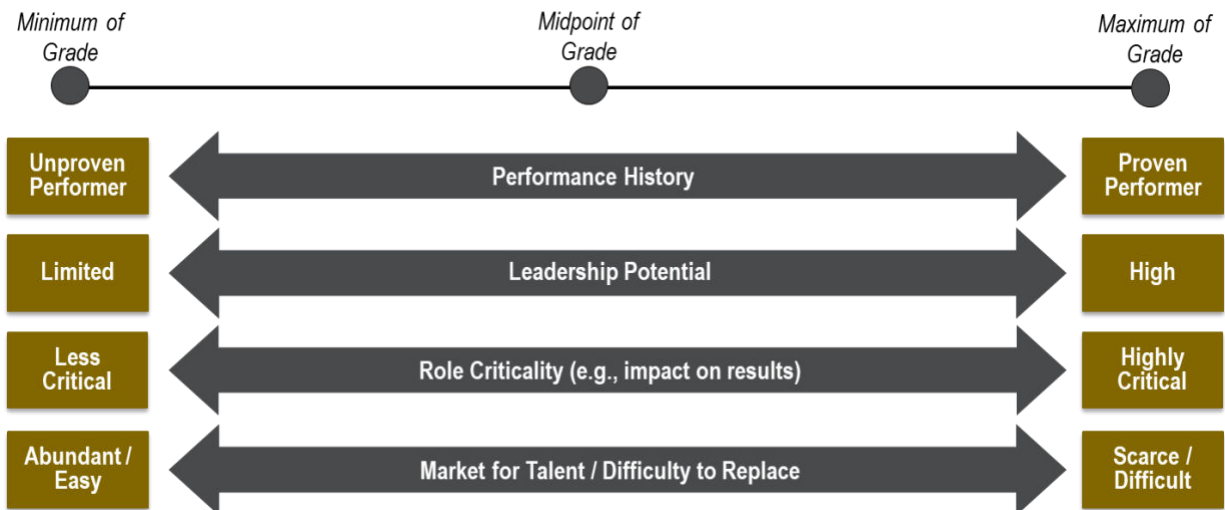
Administrative Guidelines

Base salary will be the primary method of compensating individuals for their performance and sustained contribution to the University.

- Base salary will reflect the value of the job in the market, the role in the University, and the capabilities and contributions of the individual.
- Adjustments to base salary may be influenced by substantial changes in role and responsibilities of the job (i.e., reclassification), the University's financial position, cost of labor adjustments, length of service and/or incumbent's overall performance.
- In addition to pay, other rewards such as spot awards, one-time performance payments, health and retirement benefits, career opportunity, and UCF's mission-driven environment and values are critical components of the total compensation program at the University.

Individual Pay Positioning

All employees can expect to be paid within the salary range associated with their job's grade. However, the pay positioning for an individual employee may differ from the pay positioning of another employee's pay positioning. For salary structure implementation, individual adjustments also consider factors such as performance, leadership potential, role criticality, scarcity of talent, and mobility. An individual's pay positioning may be based on the outcomes of an evaluation against these factors.



The following are guidelines to help ensure competitive and balanced salaries across the university. Guidelines related to salaries are separated into three sections. Each section is linked through this document:

Starting Base Pay - Placement Upon Hire/Movement

- Starting Salaries – New Hires
- Promotions
- Demotions
- Lateral Movements
- Interim Movements

Salaries as a Result of Job Change

- Permanent Changes to a Job
- Temporary Changes to Job Duties

Salary Adjustments (Base Building)

- Performance Adjustments (Out of Cycle)
- Parity Adjustments
- Equity Adjustments
- Market Adjustments
- Counter Offers

Other Pay

- Shift Differential pay
- On-call pay

Non-Base Building Pay Mechanisms (Bonus and Lump Sum Payments)

- Performance Bonus (OTPP)
- Retention Bonus
- Hiring Bonus
- Relocation

Requests outside of Guidelines

- Any request that is outside of the listed administrative guidelines requires a compensation COE consultation via workday help.

Starting Salaries – New Hires

An employee that is new to the university should have a starting salary positioned appropriately within the salary grade to ensure market competitiveness and parity. Multiple factors should be considered when determining a starting salary such as the candidate’s knowledge, skills, experience, and education/certification/licenses. This information should be compared to current incumbents in the same job title (or who perform comparable job duties) within the immediate work area, department, and division (i.e., consider the salaries, performance, knowledge, skills, experience, and education/certification/licenses of those incumbents).

Promotions

A promotion is the movement of an existing employee into a job that is assigned to a higher salary grade than the employee’s current job. Such a move generally warrants an increase in salary to recognize the higher-level responsibilities and to ensure that the salary of the new job is consistent with the market and internal parity. It is important to note that there are two types of promotions that can occur,

competitive promotions and non-competitive promotions. Competitive promotions occur when a current UCF employee applies for a new, high level, posted position and is the selected candidate. A non-competitive promotion, or natural progression, is when an employee is progressed along their current career path from one level to the next (i.e., Administrative Assistant I to Administrative Assistant II). A non-competitive promotion, by definition, does not involve an employee applying for a posted position but rather can occur when they have demonstrated the knowledge, skills, and abilities to perform at the next level within their career path series. Promotions outside of the career path must be competitive and posted for application.

The HR Business Center will work with managers to determine an appropriate salary upon promotion. Circumstances may vary as each employee has a different salary history. It is important to consider multiple factors along with the incumbent's current salary in the new salary grade (when applicable):

- Degree of increase in responsibilities
- Demonstrated, sustained performance, knowledge, skills, and experience
- Current salary in relation to the new salary grade
- Salaries of other similarly situated employees

The goal is to start the employee at the most appropriate point in the salary grade for the new job rather than apply a uniform promotional increase in all circumstances. However, a general guideline for promotional increases is that they do not exceed 20% of the employee's current salary. Any promotional increase outside of this guideline will require approval from the compensation COE.

Demotions

A demotion occurs when an employee moves into a job in a lower salary grade. This move can be voluntary or involuntary. Typically, this would involve a decrease in salary. The new salary must be within the new salary grade's range. When determining the new salary consider the employee's knowledge, skills, and experience and how they compare to that of other employees in similar jobs and their salaries.

Involuntary Demotion

When an employee is involuntarily reassigned to a job in a lower grade, UCF HR will make a recommendation on a case-by-case basis.

Voluntary Demotion

If an employee elects to take a job in a lower grade, a salary reduction may be appropriate to reflect the responsibilities of the new job.

Lateral Movements

A lateral move is a movement to a job in the same salary grade. Since jobs in the same grade have similar levels of responsibilities and market values, a lateral move typically does not warrant a change in salary. If a salary adjustment is recommended, it must be reviewed by the HR Business Center and the following criteria must be taken into consideration:

- Degree of change in responsibilities
- Demonstrated, sustained performance, knowledge, skills, and experience
- Current salary in relation to the salary grade
- Salaries of other similarly situated employees
- Market conditions in relationship to the new role
- Retention concerns due to specialized skill set.

Interim Appointments

A temporary appointment of an existing UCF employee that spans six (6) months or more, who assumes full responsibility for another position at or above a manager level.

- The interim appointment employee will assume the interim position's designated position number.
- The employee must meet the minimum qualifications of the interim role or have essential institutional knowledge.
- The employee's current position will remain open while he/she is in interim appointment status; a visiting appointment, interim appointment, or other compensation action may be utilized to backfill the duties of the employee moving into the interim position.
- Interim appointments should be granted to current employees; an external candidate may be considered for the role when an appropriate internal candidate is not identified. This is considered a visiting appointment.
- External candidates would be subject to the Visiting Appointment guidelines.
- Interim appointment employees are entitled to all rights, privileges, and benefits of a regular employment, including the right to continued employment, specific to the terms of their pre-interim appointment.

Permanent Changes to a Job

Job responsibilities and requirements may evolve over time to meet the university's changing needs. However, there may be times when there are significant, permanent changes to the responsibilities of a job due to reorganization, new initiatives, etc. In some cases, a title change to a different job title may be appropriate; in other cases, an increase to the employee's salary without a title change may be appropriate (i.e., a change in duties pay adjustment).

Examples of significant job changes that warrant a review of the title and/or salary include:

- Additional responsibilities are different from the existing responsibilities and require considerable training/study to learn

- The level of accountability has changed significantly such as significant changes to budget responsibility, additional people management responsibilities, etc. Examples of changes that do not warrant a change in title or salary include:
 - Use of different tools to handle the same responsibilities—most common would be the introduction of technology to handle current manual processes or updates to existing technology
 - Similar responsibilities being added or exchanged for existing responsibilities
 - Increasing or decreasing volume of work but the complexity, scope, and/or impact of the work does not change.

Temporary Changes to Job Duties

It may be necessary for employees to assume additional and/or different responsibilities for a temporary period, typically no less than 90 and no more than 180 calendar days. Managers/supervisors should consult with their HR Business Center when there is a temporary change that requires consideration of compensation. In some circumstances, a temporary change in salary may be warranted depending upon the magnitude of the change.

Temporary responsibilities must be significant, clearly defined additions of responsibilities compared to the employee's normal job responsibilities. During this period, the individual may be eligible to receive additional compensation. The amount of additional compensation will depend upon the degree of complexity and/or market value of the additional duties. Changes in the volume of work within an employee's job do not warrant a salary adjustment.

A temporary increase may be requested for the assignment of additional duties that are beyond the scope of an employee's current classification and are expected to continue for a period beyond six (6) months. This pay practice is used only in certain circumstances as outlined in the Payment Guide.

Additional Duties TPI

- 6 months or more performing duties below a manager level
- >25% additional duties
- Current duties may be delegated
- Will remain in their current position
- Calculation based on a % of the salary grade minimum of the vacant position
 - 3-5% for the same pay grade
 - 5-7% for a one pay grade difference
 - 7-10% for a two-pay grade difference or more

Earning a Degree

Earning a degree or other professional designation by itself does not generally warrant a salary increase unless job responsibilities change because of the degree attainment.

Performance Adjustments

Merit pay, also known as a pay-for-performance pay program, is defined as an increase in pay based on a set of criteria set by the University. Occasionally, university-wide merit increases may be authorized at the university's discretion and are referred to as "in-cycle" merit increases. In addition, managers/supervisors may recognize an employee for performance outside of the university-wide, in-cycle merit increase. This is called a discretionary "out-of-cycle" merit increase.

While it is the intent of UCF to provide in-cycle merit increases when finances permit, the institution cannot guarantee that such increases will occur every year.

Senior university leadership will determine the percentage of the merit increase pool and communicate the amount to managers/supervisors. The distribution of merit salary increases should align with the established performance criteria.

Performance adjustments refer to a salary increase due to notable and sustained performance that exceeds job standards. When part of a formalized pay-for-performance pay program, performance adjustments are commonly referred to as merit pay increases, or out-of-cycle merit increase.

The frequency and amount of performance adjustments may vary across campus, but campus policy related to performance adjustments must be adhered to. While policy maximums may be as high as 6%, according to best practices you should use multiple factors when assessing an appropriate performance base adjustment amount. The guidelines below demonstrate how to determine appropriate performance adjustment amounts, assuming an annual performance review is performed. Generally, when approaching all pay adjustments, consider parity and the division's approach to salary distribution:

Out-of-Cycle Merit Process

1. The department or college provides a formal justification to the appropriate administrator (president, vice-president, or dean) and HR Business Center outlining the performance of the employee to warrant an out-of-cycle merit increase.
2. If a university-wide, in-cycle merit increase occurred within the same fiscal year as the request, only one out-of-cycle merit increase per employee is permitted within the same fiscal year.
3. If no in-cycle merit increase occurred within the same fiscal year as the request, two out-of-cycle merit increases per employee may occur within the same fiscal year.
4. An employee's base salary may not exceed the maximum of the pay grade assigned to the employee's job due to the out-of-cycle increase. Consideration of a one-time payment should be made.
5. The below matrix is to be used when considering an out-of-cycle merit increase:

Performance	Emerging in Grade	Established in Grade	Advanced in Grade
Outstanding/Exemplary	4-6%	3-5%	1-3%
Above Satisfactory/ Commendable	3-5%	2-4%	0-2%
Satisfactory/Effective or below	0%	0%	0%



Parity Adjustment

Each HR Business Center has a responsibility to assure that salary relationships are appropriate, and parity is maintained as follows:

- Balanced salary relationships should be maintained for staff within the same job title or who perform comparable job duties, taking into consideration distinguishing factors such as performance, knowledge, skills, experience, and education/certification/licenses.
- HR Business Centers should consider the distribution of an employee's pay and performance and incorporate appropriate recognition of the needs of the lowest paid employee. The HR Business Center leaders should consult with the Compensation COE for advice on various strategies.

In the above situation where imbalances may exist, a parity or compression adjustment may be provided to rectify the situation. For information on how to perform a parity adjustment, please reference the compensation 102 training.

Compression

Compression exists when there is little difference in salary between employees who have distinct differences in their respective knowledge, skills, experience, abilities, and/or reporting structures or organizational structure stance. Although there are different opinions on the exact pay differentials that should be used to identify compression situations among compensation professionals, we suggest the following as guidelines; consultation with the Compensation COE is recommended:

Non-Exempt, Clerical, Technical, or Production Jobs

At least 5% difference in pay when:

- a) There are distinct differences between employees in the same or similar job titles (or who perform comparable job duties) in respect to their knowledge, skills, experience, and abilities. Ex. The salary of a Student Activities Coordinator with 3 years of experience compared to that of a Student Activities Coordinator with 8 years of experience, assuming at least satisfactory performance for both employees.
- b) There are distinct differences between employees in jobs within a title series, in respect to their knowledge, skills, experience, and abilities. Ex. The salary of an Administrative Assistant I compared to that of an Administrative Assistant II, assuming at least satisfactory performance for both employees.

Exempt, Professional Jobs

At least 8% difference in pay when:

- a) There are distinct differences between employees in the same or similar job titles (or who perform comparable job duties) in respect to their knowledge, skills, experience, and

- abilities. Ex. The salary of a Development Specialist with 3 years of experience compared to that of a Development Specialist with 8 years of experience, assuming at least satisfactory performance for both employees.
- b) There are distinct differences between employees in jobs within a title series, in respect to their knowledge, skills, experience, and abilities. Ex. The salary of a Project Manager I compared to that of a Project Manager II, assuming at least satisfactory performance for both employees.

Supervisors or Managers and Subordinates

At least 15% difference in pay between supervisors or managers and their non-managing subordinates. Assumes at least satisfactory performance, and market data supports differences in pay.

Ex. The salary of a Creative Director compared to that of a Graphic Designer that reports to them, assuming at least satisfactory performance for both employees.

Directors or Managers and Subordinate Directors or Managers

At least 20% difference in pay between directors or managers and their subordinate directors or managers. Assumes at least satisfactory performance, and market data supports differences in pay.

Ex. The salary of a Career Services Director compared to that of a Career Services Associate Director that reports 19 to them, assuming at least satisfactory performance for both employees. Please note that while following the guidelines specified in this document should help to prevent parity and compression issues, if any issues or questions arise, school, college, or division HR units should consult with the Compensation Center of Expertise for advice on strategies.

Equity Adjustments

Each HR Business Center has the responsibility to ensure that equitable salary relationships are created and sustained. They also have responsibility to ensure that appropriate documentation for salary inquires and movements are maintained within their area. Vigilance should be exercised to ensure that salary differences and pay decisions are neutral regarding race, color, gender, sex, religion, national origin, age, and/or disability which are protected by state and federal law. In those instances where inequities may exist in these protected categories, an equity adjustment may be provided to rectify the situation.

The HR Business Center should work with Compensation Center of Expertise to develop strategies and processes for doing an equity assessment.

Market Adjustments

The salary structure will be maintained to reflect the overall market movement; but occasionally, unusual market circumstances may warrant targeted adjustments within the salary structure. At times,



it may be necessary to adjust salaries, or even reclassify a job, to recognize significant market changes in a job-specific industry. In addition, with market changes and external recruitment considerations, a market-retention adjustment may be necessary to retain high-performing employees.

The university's model market position (see Key Terms) is a competitive range of +/-15% of the salary grade or market midpoint which is 85%–115% compa-ratio or 25%–75% PIR. Using approved, appropriate market data, if the resulting compa-ratio and PIR calculations result in a lower value than the market competitive range (i.e., less than 85% compa-ratio or 25% PIR), a market competitive pay request can be made for the Compensation COE to review and approve.

Example: Scientist Badger (not a real job at UCF) has more than 6 years of experience in their current position and is a satisfactory performer. When using viable market data and creating a market-informed salary range, Scientist Badger's compa-ratio is less than 85% and has a PIR that is less than 25%. This would be a potential market issue that the HR Business Center may seek to resolve by submitting a market-adjustment request, while considering other factors such as the employee's performance, years in the job, education/certification/licenses, etc. Other employees in the same department should be reviewed in case there is a parity or larger issue of paying below the market. The reasoning such as budget and/or grant considerations should also be identified.

Counteroffers

Counteroffers are used to retain an employee with a written job offer from an external organization that is comparable to the job the employee holds at UCF. Counteroffers are initially treated the same as parity adjustments. Otherwise, the VP/Dean of the college/division provides a written justification of how the retention of the employee via a counteroffer benefits the university.

Other Pay

Shift Differentials

Shift differentials are a designated dollar amounts and are not permanent increases. To be eligible, an employee's job must:

- Be identified as eligible by the appropriate vice president; or
- Be either a full- or part-time exempt or nonexempt USPS employee or temporary exempt or nonexempt Other Personal Services (OPS) employee.

Shift differentials are determined by an eligible employee's regular work schedule:

- Employees who work at least four hours of their regular eight-hour shift during evening hours (i.e., between 6:00pm and 12:00am) may receive a shift differential equal to 5% of the pay range minimum of the employee's respective class for the total hours worked on the shift.
- Employees who work at least four hours of their regular eight-hour shift during night hours (i.e., between 12:00am and 6:00am) may receive a shift differential equal to 10% of the pay range minimum of the employee's respective class for the total hours worked on the shift.



On-Call and Call-Back

On-Call payments are made to A&P Non-Exempt, USPS Non-Exempt, and regular non-exempt OPS employees who have been instructed, in writing, by the appropriate management to remain available to work during an off-duty period. There are several provisions applicable to on-call assignments.

Call-Back payments are made if an employee is called back to work beyond the employee's scheduled hours of work for that day. The employee shall be credited for actual time worked as well as time to and from the employee's home to the assigned work location or minimum of two (2) hours, whichever is greater.

For information regarding the provisions of this type of payment, please download the [On-Call and Call-Back Form](#).

*This form should only be used after management has carefully considered whether the employee can or cannot perform the assignment during regular work hours.

Bonus and Lump Sum Payments

Bonuses and lump sum payments are types of variable pay that are traditionally one-time monetary payments that an employee receives which raise an employee's total cash compensation (but not salary or base pay). Typical reasons for these payments are performance, retention, and hiring bonus.

Any UCF bonus plan must be part of the UCF Board of Trustees approved bonus policy. However, the most common bonuses are performance bonus, retention bonus, and hiring bonus.

Performance Bonus

This bonus can be awarded upon an employee's successful completion of an assignment and/or project, and/or above-and-beyond sustained performance. This type of bonus award recognizes and rewards achievements or accomplishments that contribute to the overall objectives of the department, division, and/or university. Below are guidelines on how to determine appropriate performance bonus amounts as a percent of salary:

- University initiatives
- Departmental initiatives
- Student success and/or improved student experience
- Improved operational efficiency
- Exceptional customer service

A performance bonus may be appropriate to reward an employee for:

- the successful completion of a special project or assignment.
- assuming additional duties for a period generally less than six (6) months.
- a documented productivity goal achievement.
- going above and beyond and/or helping another employee.

These are recommended ranges and should not be interpreted as an expectation or requirement. Additional authorization may be required for requests that exceed these guidelines.

- The OTPP request must receive approval from the appropriate division head: the president, provost, or vice president (or their respective designee).
- The OTPP shall not exceed 15% of the employee’s annual salary.
- The OTPP shall not exceed \$5000, unless approved by the president (or designee).

Recommendations of Level of Accomplishment	Recommended Award Range
Additional Duties or filling in for a vacant position OTPP – Same or lower pay grade	\$250- \$1,500*
Additional Duties or filling in for a vacant position OTPP – 1 pay grade higher	\$500 - \$2,500*
Additional Duties or filling in for a vacant position OTPP – 2 or more pay grades higher	\$1,000 - \$3,500*
Spot Award - One-time contribution of an individual going above and beyond, special achievement, or helping another.	\$100 to \$1,000
Department Project Participant (Key Player)	\$500 - \$1,500
Department Project Leader	\$1,000 - \$2,500
University Project Participant (Key Player)	\$1,500 - \$3,000
University Project Leader	\$2,500 - \$5,000

**Broad ranges for reference are listed above. The actual Recommended Award Range will vary as it is based on a % of the salary grade minimum of the vacant position.*

**Please see [One-Time Performance Job Aide](#)*

Budget Requirements

The college or department must fund the OTPP from their own budget following the approval process of their respective VP division.

Retention Bonus

This bonus can be awarded, when necessary, to retain a valuable employee (i.e., specialized skill set, consistently outstanding performer, etc.) when increasing the employee’s salary is not advised due to parity, range consideration, etc. The size and the arrangement of the bonus should be evaluated independently between the HR Business Center and the manager based upon business needs and resources of the department or division. The guidelines for retention bonuses are provided below:

1. Retention Bonuses are provided in instances in which it is critical that the University retain talent over a defined period of time, whether for Project needs or in response to high turnover or lack of available qualified market talent.
2. Determination of criticality is subject to the assessment and approval of individual College, Division, or Department leadership based on business needs.
3. All retention bonuses must be approved by a Division’s Vice President and Human Resources, to include the terms of the Retention Bonus.
4. Retention incentive Bonus guidelines:

- a. Retention period will cover no less than six (6) to twelve (12) months of continuous employment and is limited to one (1) per thirty-six-month period.
- b. Bonuses may not exceed fifteen percent (15%) of the employee's base salary compensation, up to \$15,000.00, and are subject to President approval.
- c. If the employee leaves the University within the retention period, the Retention Bonus, or a prorated portion thereof, must be paid back to the University upon separation or deducted from the final University disbursement.

Retention Bonus Clause:

All retention bonuses (stipends) are subject to repayment if a recipient voluntarily separates from employment within 12 months of receiving the retention bonus.

Amounts subject to repayment are as follows:

Separation from Employment	Amount of Repayment
< six months	100%
<9 months	75%
<12 months	25%

It is the responsibility of the hiring department to contact the recipient of the retention stipend to arrange for repayment. The hiring department will notify Payroll Services of the amount to be repaid so that an attempt can be made to deduct the retention stipend from final wages and / or eligible leave payouts.

Hiring Bonus

This bonus can be awarded when certain positions qualify for a hiring bonus payment upon hire. The HR Business Centers are to determine how critical it is to secure the finalist, or how difficult it will be to recruit another qualified candidate. They then determine if an initial expense lump sum payment is a viable option to use. The hiring bonus amount can be up to 15% of the minimum rate posted in the position vacancy listing (PVL). Colleges/Divisions are responsible for the funding of the hiring bonus payment. Guidelines for hiring bonuses have been provided below:

- **Hiring Bonus**
 - Recommended amount is between 5 and 10% of the employee's salary.
 - If the requested amount is within these percentages and **above** \$5,000 the President's Office will be notified.
 - If the requested amount is not within these percentages:
 - If the requested amount is **above** 10% of the salary and **below** \$5,000 it will require approval from Compensation
 - If the requested amount is **above** 10% of the salary and **above** \$5,000 it will require approval from Compensation and the President's Office
 - The payback period for this bonus is one-year
 - This will be processed on the second payroll cycle from their starting date

Hiring Bonus Clause:

All hiring bonuses are subject to repayment if a recipient voluntarily separates from employment within 12 months of receiving the hiring bonus.

Amounts subject to repayment are as follows:

Separation from Employment	Amount of Repayment
< six months	100%
<9 months	75%
<12 months	25%

It is the responsibility of the hiring department to contact the recipient of the bonus to arrange for repayment. The hiring department will notify Payroll Services of the amount to be repaid so that an attempt can be made to deduct the retention stipend from final wages and / or eligible leave payouts.

Relocation Bonus

According to UCF Policy 3-505.3:

Relocation stipends up to a total of ten percent (10%) of a new employee’s salary are considered perquisites and can be made only upon prior approval by the appropriate vice president, provost, or designee. Relocation stipends in excess of ten percent must be approved in advance by the president. The approval of relocation stipends is not automatic and is granted only when it is determined that the expense is in the best interest of the university.

Requests Outside of Guidelines

While the above sections outline the typical guidelines, occasionally there may be a need to complete an action that is above them. In these circumstances, please contact Compensation COE and request a consultation to explain the request and why going outside of guidelines is necessary.

Career Path Guidelines

Career paths provide employees with information on how to progress from one job to another (which is referred to as a natural progression). Often a career path provides details on the types of jobs/roles, criteria, and skillsets/qualifications for job movement. The most typical career path is movement from an employee’s current role to a higher-level role within the same functional area. However, another career path could be a lateral move from an existing job to another related job at the same level, but in a different functional area/division/department.

In order to progress through the career path, an individual must exhibit the level of competency/experience within his/her current role and must consistently meet and exceed performance and job expectations on most key job requirements for a sustained period of time. When an individual is considered for a career progression opportunity, a manager may consider the employee’s contributions using the metrics described below. In order to progress, an employee should exhibit “Mastery” for the majority of his/her current job responsibilities and “Demonstrating” or “Learning” for the next level within the career progression framework.

The career framework will also be linked generally to an employee’s placement within the salary structure. Career level and grades may not always be a 1:1 match because grades are defined primarily using market data, while the career framework considers unique circumstances at UCF and within the functional area. Employees should work directly with their respective college/division HR and manager/supervisor to review both the career path and decisions related to job movement within the salary structure.

<i>Career framework guidelines</i>		
Rating	Instructions	Example
Too Soon to Rate/ Cannot Assess	Use if employee is new in the position (i.e., hired within the last three months) and it is too soon for manager to assess behaviors	N/A
Does Not Demonstrate	Use if not demonstrating or rarely demonstrating the behaviors	An individual who has had the opportunity to demonstrate a competency but has not done so
Learning	Use if employee understands what is required for effective performance and actively takes steps to develop these behaviors	An employee learning a competency asks questions and seeks guidance from others before taking action
Demonstrating	Use if employee consistently demonstrates the behaviors resulting in enhanced performance	An employee demonstrating a competency identifies options, determines alternatives, and informs his/her manager of decisions before and while taking actions
Mastery	Use if employee consistently serves as a role model and demonstrates the behaviors over a period of time and in various settings leading to enhanced results and value contribution	An employee serving as a role model for others and demonstrating dedication, continual learning, and fulfilling potential

Applicable Laws and Regulations

FLSA and Wage/Hour Guidelines

Exempt/Non-Exempt Status and Overtime Pay

Federal and state laws require that overtime be paid for certain jobs that are not exempt from the overtime requirements and therefore entitled to overtime pay for all time worked beyond 40 hours in a week.

All jobs fall under one of the two categories below:

1. **“Exempt”** refers to jobs that are excluded from these overtime requirements. This means that incumbents are not entitled to overtime pay if the job is “exempt” regardless of how many hours are worked.
2. **“Non-exempt”** refers to jobs that are not exempt from legal overtime requirements. This means that incumbents in non-exempt jobs are entitled to overtime pay for all time worked beyond 40 hours in a week. The overtime rate of pay is 1½ times the regular hourly rate for each hour worked. Prior to working beyond the normally scheduled hours, the incumbent must obtain approval from his/her manager/supervisor. According to the FLSA, UCF can be penalized for failure to pay for unauthorized time worked.

In accordance with legal requirements, the classification of a job as exempt or non-exempt depends on the content of the job as outlined in the federal regulations. Criteria include type of job responsibilities, reporting relationships, and/or qualifications of the person. It does not depend on how the employee (or manager/supervisor) wants to classify the job. UCF Human Resources will make the final decision as to whether a job is exempt or non-exempt based on an analysis of the job as compared to federal regulations.

Salary Basis Test	Basis Test	Job Duties Test
<ul style="list-style-type: none"> • Must receive a predetermined amount of pay each period (currently, at least \$455 per week or \$35,705 annually) • Cannot be paid by the hour • Cannot be subject to variations in pay based on quality or quantity of work • Must receive full salary for any week in which any work is performed • In order to prevent the minimum threshold from becoming outdated, the Department of Labor (DOL) has established a mechanism for automatically updating the salary and compensation levels every three years to maintain the certain compensation levels and to ensure that they continue to provide useful and effective tests for exemption. 	<p>An exempt job must meet the criteria under at least one of the following primary duties tests:</p> <ul style="list-style-type: none"> • Executive: Has the primary duty of managing the enterprise or major division or department • Administrative: Has the primary duty of performing office or non-manual work directly related to the management or general business operations of the employer • Professional: Has the primary duty of performing work that requires advanced knowledge in a field of learning (“learned professional”), or work that requires invention, imagination, originality or talent in a recognized artistic or creative field • Computer: Has the primary duty of performing work in the area of computer systems analysis, computer programming, or computer software engineering 	

Pay for All Time Worked (Non-Exempt Employees Only)

It is the responsibility of the manager to communicate when overtime is and is not necessary for the employee. In order to adhere to the budget, managers must inform employee in advance of restrictions in the number of overtime hours worked.

It is the responsibility of the employee to follow managerial guidance and to work overtime only when it is approved by his/her manager/supervisor.

Please refer to the Department of Labor's website for additional details on FLSA:

<https://www.dol.gov/agencies/whd/flsa>

Workday Standard Operating Procedures

- [Managing Pay – A&P, USPS, OPS Non-student](#)
- [Job and Workforce Management – A&P, USPS, OPS Non-Student](#)
- [Hiring: A&P, USPS, OPS Non-Student](#)
- [Job Assessment Questionnaire \(JAQ\)](#)

