



Compensation Philosophy and Administration Guidelines for Non- teaching Positions*

*The Compensation Philosophy and Administration Guidelines in this document apply to benefit-eligible, non-teaching positions, but does not apply to any employees within the Division of Industry and Defense Programs (IDP).

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Compensation Philosophy

The University is committed to providing a fair and competitive compensation program that will attract, retain, motivate, develop, and engage staff to achieve its vision to be internationally recognized as the model for applied learning and research. The University's goal is to provide a competitive Total Compensation package tied to the application of knowledge and skills and the achievement of organizational goals. In addition, the compensation program will comply with all applicable laws and be communicated clearly to staff.

The compensation philosophy is based on a commitment to hire and retain qualified, motivated Employees at all levels of the organization while meeting the needs of the University. This philosophy is the foundation of the University.

Introduction Compensation Guidelines

Compensation practices are intended to be effective tools in addressing campus business needs. The following guidelines are designed to assist Leaders when making pay decisions for benefit-eligible, nonteaching Positions and to be reasonable and flexible to meet the changing business needs of Wichita State University ("University"). The following should be considered when making compensation decisions.

- Leaders are responsible and accountable for compensation decisions made within the department.
- Decisions by Leaders must be based on justifiable business reasons to ensure compliance with University policies, state and federal laws.
- In most circumstances and absent extenuating circumstances, Employees performing substantially equal Jobs under the same Leader should receive similar pay.
- All compensation decisions require documentation and approval by the appropriate party as described within these guidelines.

Appendix A Glossary of Terms is located at the end of this document and defines many of the terms used in this document. Terms located in the Glossary begin with a capital letter when referenced throughout this document.

Nothing in these guidelines confers to any individual Employee any right, either express or implied, to employment with the University, to remain in the University's employment, or to any specific Base Pay Rate, benefits, or compensation. The procedures, practices, policies, and other matters described herein may be modified or discontinued from time to time, at the discretion of the University. These guidelines do not establish an employment agreement or contract with any individual Employee.

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Utilizing the Job Catalog

If a Leader identifies the need for a new Job Description, the Leader should first initiate a search of the Job Catalog which can be found in the Job Description Manager in the myWSU portal Faculty/Staff tab, Human Resources Link Channel. There are various filters that allow for a search using keywords and phrases.

New or Changing Position

If a new Position is needed or an existing Position is changing, the following process is utilized:

- The Leader responsible for the new Position will review the Job Catalog to determine if an appropriate Job Description is available.
- If the Leader identifies an appropriate Job Description in the Job Catalog, they will begin the process by completing the Position Action Request form.
- If the Leader is not able to identify an appropriate Job Description in the Job Catalog, they will provide a summary of the job on the [Job Description Intake Form](#) and submit to the Compensation Team for review and determination as to whether a new job description is needed.

To maintain the integrity of the Job Descriptions and Pay Range assignments for all University Jobs, final approval of new Job Descriptions will remain with the Compensation Team.

Establishing Individual Employee Base Pay Rates

Leaders are responsible for establishing the Base Pay Rate for their Employees. The guidelines on the following pages are provided to assist Leaders in making Base Pay Rate decisions within the established Pay Range. The HRBP may be contacted to assist with issues, as needed.

Base Pay Rates and provisions contained in external grants will be processed in accordance with the grant.

It is intended the Employee Base Pay Rates will fall within the established Pay Range, although there may be situations in which they do not.

When making Base Pay Rate decisions, Leaders should consider the knowledge, skills and abilities of the candidate or Employee as well as internal consistency among others performing same or similar Jobs.

Base Pay Rates for Existing Employees

As a general rule, Employees will be paid at no less than the minimum or no greater than the maximum of the Pay Range assigned to the job.

Base Pay Rates for New Hire Offers (External Candidates)

When establishing the Base Pay Rate offer for an external candidate, consideration should be given to the following:

- Competitive recruiting conditions for this field, specialty, skills, etc.
- External market factors influencing the Base Pay Rate and the University's immediate hiring needs.
- The candidate's experience and qualifications.
- Years of work experience will be determined based on comparison to the Job Description and should be directly related to the duties being performed in the Job.
- The years of experience that are required as the minimum qualification of the job should not be considered. For example, if the job requires 2 years of experience and the candidate has 5 years of related experience, only the 3 years that aren't required for the job are considered.
- Education that exceeds the job's minimum requirement should not be used as an equivalent for work experience unless specifically stated in the Job Description.
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Quartile 4:SeniorLevelJob Expertise

- Meetsboth minimum and preferred qualifications established for thePosition
Considered a subject matter expert in thePosition
- Exhibits extensive breadth and depth of knowledge that brings significant value to the University(typically 15 + years)
- Serves as an expert resource, role model or mentor to others either in the department, college or University.

Managing the Base Pay Rate within the Pay Range

- The new Base Pay Rate should not be lower than the previous Base Pay Rate, if being hired into the same job.
- The new Base Pay Rate would typically not be a significant increase from the previous Base Pay Rate, if being hired into the same job.
- The length of time until the rehire may impact the above considerations.

Base Pay Rate Changes for Promotion (Internal Employees)

Upon Promotion

- Employees may receive a Base Pay Rate increase to at least the new Pay Range minimum.
- The Managing Pay within the Range chart in the New Hire Offer section should be consulted to ensure consistency.

Note: Situations in which a Job Evaluation has been conducted for an existing Job which resulted in the reassignment of a single Job and all Employees in that Job to a higher Pay Range are not considered a Promotion.

Base Pay Rate Adjustments for Demotion (Internal Employees)

Upon Demotion

- The Employee may receive a Base Pay Rate decrease that should be within the Pay Range of the new Job.
- In limited circumstances, Employees may be "Red Circled" (have Base Pay Rate remain above a Pay Range maximum). Exceptions above Pay Range maximum will require approval of the Divisional Officer.
- Performance issues and/or department/unit needs may be considered when determining whether a Base Pay Rate decrease should occur.
- Methods to determine a Base Pay Rate decrease include:
 - o A decrease equal to the increase amount given when Employee moved into the existing Job, if it can be easily determined.
 - o The Managing Pay within the Range chart in the New Hire Offer section may also be consulted, if other options are not appropriate.
 - o Under no circumstances may an Employee receive a Base Pay Rate increase for a Demotion.

Note: Situations in which Job Evaluation has been conducted for an existing Job which resulted in the reassignment of a single Job and all Employees in that Job to a lower Pay Range are considered a Demotion.

Base Pay Rate Adjustment for Transfers (Internal Employees)

Transfers will typically not result in a Base Pay Rate adjustment. If a pay adjustment is necessary please see the In-Range Adjustment process.

In-Range Base Pay Rate Adjustment (Internal Employees)

An In-Range Adjustment may be appropriate in certain situations with the following considerations:

- Should only be given for a significant increase to scope or responsibilities if there is a significant increase in scope or responsibilities will not affect the Job Description, so Leaders should first determine whether the Employee is actually performing a different Job (either one that exists in the Job Catalog or a new Job that needs to be defined and added to the Job Catalog)
- If moving the Employee to a new Job is not necessary, the Base Pay Rate should typically be between 3% and 7% of the Employee's current Base Pay Rate.
- The respective Leader may consult with the HRBP for further guidance

Base Pay Rate Adjustment for Movement within a Career Ladder (Internal Employees)

- The University may establish Career Ladders for specific Jobs with review and approval by the Compensation Team.
- For Jobs within a Career Ladder in which the Jobs are in different Pay Ranges, the Promotion and Demotion guidelines will be utilized.
- For Jobs within a Career Ladder in which the Jobs are in the same Pay Range, Employee movement between levels in the Career Ladder (both up and down) will be governed by the Career Ladder design which will be documented in Appendix Compensation Practices located at the end of this document. These situations are not considered a Promotion or Demotion for salary administration purposes.

Off-Cycle Pay Adjustments

Base Pay Rate increases that are not one of the reasons in this section (Establishing Individual Employee Base Pay Rates) above or during the annual cycle described in the section Base Pay Rate Increases to Support Compensation Philosophy should be an Off-Cycle Base Pay Adjustment is requested by utilizing the [Off-Cycle Base Pay Adjustment Request Form](#)

Divisional Officer Approval

Base Pay Rates which are not consistent with the Guidelines in this section or which may create equity or compression will require review and approval of the appropriate Divisional Officer

Appendix A: Glossary of Terms

- **Base Pay Rate** An Employee's rate of pay exclusive of any additional pay, such as overtime, shift differential, etc.
- **Career Ladder** A series of defined levels within a Job Family where the nature of the work is similar and the levels represent requirements for increased skill, knowledge and responsibility as an Employee moves throughout their career.
- **Demotion**: Movement to a job at the University in a lower pay range or pay range with a lower midpoint.
- **Divisional Officer** For the purposes of these guidelines, Divisional Officers are the University President, Executive V.P. and Provost and V.P. Finance and Administration.
- **Employee** An individual who provides services to the University on a regular basis in exchange for compensation and receives ~~2V~~ or such services. For purposes of this policy, Employee is limited to benefit eligible, non-teaching Positions and excludes Employees in the Division of Industry and Defense Programs.
- **Exempt**: A Position which is Exempt from the overtime provisions of the FLSA. Exempt Positions are paid on a "salary basis" within the meaning of the FLSA regulations. These Positions are typically managerial, supervisory, professional or administrative roles.
- **External Review**

with safe harbor guidelines in order to avoid antitrust violations that may be viewed as price fixing.

- Total Compensation: The complete pay package awarded to an employee on an annual basis, including all forms of cash compensation, benefits, and other payments.
- Transfer: Movement to a job at the University in a similar pay range or a pay range with a similar midpoint.
- Working Title: A title used to describe the function of the position in even greater detail or more easily recognized terms in both internal and external communication

Appendix B: Job Leveling Framework

A Job Leveling Framework is utilized in the establishment of Job Architecture to create consistent criteria for entry and movement through Job Levels of the University. The criteria in the Job Level Framework are those which typically be reflected in each Job Level. Other criteria may be considered, such as Leadership, Hiring/Staffing, Performance and Corrective Action, Number of Employees Supervised, Education, Experience and Certifications.

<u>JOB GROUP Business/Administrative Support Jobs</u>				
Provide administrative and business support				
Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
Complexity	<ul style="list-style-type: none"> Performs standardized, on going duties and tasks with little choice regarding policies, procedures, materials or equipment. Work and tasks are most often <u>routine</u>, structured and transactional in nature, often requiring physical labor; work requires minimal variance from guidelines and procedures. 	<ul style="list-style-type: none"> Completes <u>moderately complex</u> assignments that require an ability to recognize the need to occasionally deviate from accepted practices. Performs a variety of technical service support duties that require specialized knowledge. 	<ul style="list-style-type: none"> Works on problems of diverse scope and complexity ranging from moderate to substantial. Assists senior staff in determining new methods and procedures. Coordinates and provides input into work schedules; monitors schedule adherence and reports absences. Leads <u>moderately complex</u> projects/activities on semi regular basis. 	<ul style="list-style-type: none"> Provides

JOB GROUP Business/Administrative Support Jobs

Provide administrative and business support

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
	<ul style="list-style-type: none"> Requires practical operating knowledge to perform job. 		<ul style="list-style-type: none"> <u>Top expert</u> and functional mentor; possesses the most advanced administrative support knowledge of the job function/ family and department. 	<ul style="list-style-type: none"> planning, evaluation and negotiation. Ensures regulatory compliance. Serves as a functional mentor.
Decision Making	<ul style="list-style-type: none"> Requires minimal independent judgment. Makes <u>routine decisions</u> regarding <u>own work</u> within defined parameters, often limited and confined to ongoing matters. Errors may cause simple rework or correction to single task. 	<ul style="list-style-type: none"> Makes routine and non-routine decisions with some latitude, but still subject to approval. Exercises independent judgment on basic or moderately complex issues regarding job and related tasks. Decisions may have <u>moderate</u> impact on a task or work process with lesser impact on the overall 	<ul style="list-style-type: none"> Makes decisions regarding daily priorities for a work group; provides guidance to and/or assists staff on non routine or escalated issues. Makes <u>recommendations</u> to <u>Leaders</u> on new processes, tools and techniques, or development of new products and services. 	<ul style="list-style-type: none"> <u>Manages</u> a group of Employees, a program, or a department and provides recommendations to senior <u>Leads</u> on areas of significance. Uses independent judgment in managing <u>day-to-day</u> support operations. Negotiates and interprets conflicts and influences

JOB GROUP Business/Administrative Support Jobs

Provide administrative and business support

Job Level Criteria	Assistant	Coordinator	Lead/Supervisor	Manager
		department, division or organization. <ul style="list-style-type: none"> • Errors have small or possibly incremental impact on department, division or organization. 	<ul style="list-style-type: none"> • Decisions have <u>moderate</u> impact on operations within a department, division or organization. 	outcomes on matters of significance. <ul style="list-style-type: none"> • Decisions have <u>significant</u> impact within the department, division or organization.
Autonomy	<ul style="list-style-type: none"> • Works under <u>direct</u> supervision and/or defined parameters. • Receives detailed direction and guidance on work. • Work typically reviewed. • Ensures timely and accurate performance of responsibilities for single area or group of closely related tasks. • Prioritizes basic tasks priorities typically 	<ul style="list-style-type: none"> • Works independently under <u>minimal</u> supervision within established guidelines and procedures. • Ensures timely and accurate performance of responsibilities; produces quality results with work periodically reviewed. • Requires little instruction on day-to-day work; majority of work is self-directed; 	<ul style="list-style-type: none"> • Works under <u>minimal</u> supervision, uses independent judgment requiring analysis of variable factors. • Regularly checks own work and the work of others. • Requires little instruction on day-to-day work and <u>general</u> direction on more complex tasks and projects. • Collaborates with senior staff in the 	<ul style="list-style-type: none"> • Acts <u>independently</u> performs escalated duties and provides technical guidance to team. • Assists senior Leaders with problem solving around reoccurring, systemic problems as well as unique challenges. • Regularly makes recommendations

JOB GROUP Technicians/Skilled Trades/Paraprofessionals

Accomplish work through a specialized knowledge or skills gained through a combination of vocational education, training, apprenticeship, and experience

JOB GROUP Technicians/Skilled Trades/Paraprofessionals

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Job Level Criteria	Assistant/Associate	Technician	Lead/Supervisor	Manager
		collaboration between departments.		

Revised

JOB GROUP Business Professional

Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	SeniorAnalyst	Specialist	Lead/Supervisor	Manager
	<p><u>documented</u> parameters and instruction around professional guidelines and compliance requirements.</p> <ul style="list-style-type: none"> • Seeks out new assignments to learn and develop. • Regularly contributes useful ideas for own work area/team within defined parameters. 	<p>in ambiguous situations.</p> <ul style="list-style-type: none"> • Decisions may be guided by <u>precedent</u> previous experience, and known professional guidelines and compliance requirements. Often required to <u>interpret</u> policies, standards, requirements and approaches to meet work objectives. • Identifies 			

JOB GROUP Business Professional

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Jobs of a professional nature, typically in an office environment which generally require a professional education

Job Level Criteria	Analyst	SeniorAnalyst	Specialist	Lead/Supervisor
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Leadership Levels

Level	Scope	Organizational Impact
Director	Manages a department or unit of a department which may include teams lead by Managers and Supervisors	<ul style="list-style-type: none"> • Recommends operational plans and strategies that will directly impact the achievement of overall department or unit results. • Directs the execution of strategies established by senior Leaders. • Establishes operational plans for area with short to mid-term impact on results. • Work requires a high degree of responsibility for resources, and frequently influences business decisions made by senior Leaders.
Executive Director	Manages multiple departments or a department which includes multiple teams led by Directors and/or Managers	<ul style="list-style-type: none"> • Owns and develops the most critical strategic and operational goals for the department(s). • Directs activities that have substantial impact on the achievement of results for the area. • Develops strategies to achieve results for the area and has major impact on the results of the area. • Significant authority for developing and implementing new processes, policies, standards or operating plans in support of strategy.
Assistant Vice President	Oversees and directs multiple departments within	

Appendix D: Job Families

Job Family	SubJob Family
Student Support Services	Health Services
	Advising / Programming Counseling / Career Support
	Residence Life
	Recruitment / Enrollment Management
	Student Affairs

Appendix E: Market Pricing Methodology

This is an internal document to be utilized by the Compensation Team in the Market Pricing of Jobs. All functions referenced in this document will be performed by the Compensation Team.

Data Sources

- A Survey match with fewer incumbents can be skewed if one or more of the incumbents is paid exceptionally high or low due to an internal factor.
- Large variances between highest and lowest salary data
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	<ul style="list-style-type: none"> • Differences between Lead and Supervisor, Supervisor and Manager, or Director and Executive Director levels • Universitywide scope • Complexity of the role due to the operating model
(+/-) 15% to 20%	<p>To reflect:</p> <ul style="list-style-type: none"> • Differences between Manager and Director levels • Additional responsibility over two (2) or more unrelated functional areas or departments • Any combination of two (2) of the previously defined adjustments

Data Aging

Each survey has an effective date; therefore, all data must be aged to a common date, utilizing a prorated percentage of the average pay increases for the appropriate market.

The University will utilize a leading strategy which is a commonly used approach in which the data will lead the market for the first six (6) months of the fiscal year and will lag the market for the last six (6) months of the fiscal year. For this reason, the University's Data Aging effective date will always be January 1 of the following year. For example, for FY21 the Data Aging effective date is January 1, 2021.

The Data Aging factor will be reviewed annually and updated as appropriate. The University will utilize the most recent PayFactors Salary Budget Survey in order to determine the most appropriate Data Aging factor.

Market Median

Once Jobs are matched to Survey jobs and all data adjustments are completed, the market Median or "market value" is calculated based on the average of the Survey data. The Pay Range is assigned based on the Pay Range midpoint which most closely approximates the market Median. If the market value falls almost equally between two Pay Ranges, Internal Consistency

Appendix F: Data Comparison Groups

Appendix G: Pay Practices

Base Pay Rates

The following base pay rates have been established as the starting pay rate for a candidate with no experience beyond the minimum qualification required for the job.

University Police Officer (CS404) \$22.80/hour

Related Experience

The following experience has been established to be a related field for the following jobs:

University Police Officer (CS404)
University Police Detective (CS403)
University Police Sergeant (CS406)
University Police Captain (MA003)
University Police Chief (MA200)

- 50% credit for experience in related supervisory role; any non-law enforcement first-responder (Fire, EMS/EMT), any US Military Service, service as a corrections