

## Staff Compensation Policy 3.10 Frequently Asked Questions

### DETERMINING BASE PAY

**1. An employee applied for a position in Unit B in the same Career Roadmap job profile title that the employee currently holds in Unit A. The pay range for both positions is \$70,000 to \$90,000. The employee has five years of experience and a bachelor’s degree and is currently paid a \$75,000 annual salary. What steps and considerations should be taken to determine an appropriate salary to offer for the position in Unit B?**

- a) Talent Acquisition, unit HR and the manager will work together to confirm using the following tools:
  - Career Band and Level Guide to ensure employee is qualified for the position.
  - Salary Quote Calculator that combines pay range information, employee’s relevant experience and their education to determine an appropriate amount of pay.
  - Salary Quote Calculator returns \$75,000 for the offer which is the employee’s current salary.
  
- b) Unit HR then conducts a peer equity review (see table) to assess peers in same titles within unit and/or across the institution.

	Peer 1	Peer 2	Peer 3
Protected class	No	Yes	No
Relevant years of experience	7	10	5
Education	Bachelor’s degree	Bachelor’s degree	Bachelor’s degree
Current salary	\$77,000	\$80,000	\$75,000

- b) In this scenario, Unit B decides to make an offer of \$80,000 (\$5,000 more) than what the employee currently is paid in Unit A.
  
- c) In this scenario, Unit A counteroffers \$82,000 (\$7,000 more) to retain the employee.
  
- d) The employee reviews the offer along with the Career Roadmap pay range and determines whether to accept one of the offers, negotiate or decline.
  
- e) The result of this scenario can create a:
  - Pay equity issue
  - Discriminatory issue
  - Risk of disengaging/losing a current employee
  - Potential lack of financial stewardship caused by overpaying for the same job

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**2. An employee is currently employed by Unit A and has applied for a Career Roadmap position that is at a higher career level and would result in a promotion. The Career Roadmap pay range for the new position is \$40,000 - \$60,000. The employee has three years of experience, a bachelor’s degree, is a high performer, is in a non-protected class and has a current salary of \$45,000, which is high in the employee’s current pay range in Unit A. What steps and considerations should be taken to determine an appropriate salary to offer?**

a) Talent Acquisition, unit HR and the manager will work together to confirm by using the following tools:

- Career Band and Level guide to ensure employee is qualified for the position.
- Salary Quote Calculator that combines pay range information, employee’s relevant experience and their education to determine an appropriate amount of pay.
- The Salary Calculator returns a result of \$46,000, however, the manager would like to offer \$50,000.

b) Unit HR then conducts a peer equity review (see table) to assess peers in same titles within unit and/or across the institution.

	Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
Protected class	No	Yes	No	Yes	No
Relevant years of experience	5	7	20	10	3
Education	Master’s degree	Bachelor’s degree	Master’s degree	Master’s degree	Bachelor’s degree
Current salary	\$47,000	\$46,000	\$52,000	\$48,000	\$46,000

c) In this scenario, unit HR and the manager make an informed decision to offer \$46,350 (3%) and Talent Acquisition presents the offer to the employee.

d) The employee reviews the offer along with the Career Roadmap pay range and determines whether to accept the offer, negotiate or decline.

e) If the unit had offered \$50,000, the result of this scenario could have created a:

- Pay equity issue
- Discriminatory issue
- Risk of disengaging/losing a current employee

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**3. An individual (external or internal) has applied for a Career Roadmap position at an S4 level. The Career Roadmap pay range for the new position is \$60,000 - \$80,000. The individual has five years of experience and a bachelor’s degree. What steps and considerations should be taken to determine an appropriate salary to offer?**

- a) Talent Acquisition, unit HR and the manager will work together to confirm next steps using the following tools:
- Based on the Career Roadmap Career Band and Level Guide, the S4 requires a bachelor’s degree (or equivalent experience) and six years of relevant experience. The individual does not meet these requirements and therefore is not considered to be qualified. However, unit HR and the manager may decide to pursue hiring the candidate, acknowledging that the individual does not meet the years of relevant experience requirement.
  - Salary Quote Calculator quotes the individual at the pay range minimum because the individual does not meet the years of relevant experience. The hiring manager would like to move forward with this candidate even though the individual does not meet the qualification with an offer of \$63,000.
- b) Unit HR then conducts a peer equity review (see table) to assess peers in same titles within unit and/or across the institution.

	Peer 1	Peer 2	Peer 3
Protected class	No	Yes	No
Relevant years of experience	7	10	20
Education	Bachelor’s degree	Bachelor’s degree	Master’s degree
Current salary	\$63,000	\$68,000	\$75,000

- c) In this scenario, unit HR and the manager make an informed decision to offer \$61,500 and Talent Acquisition presents the offer to the individual.
- d) The individual reviews the offer along with the Career Roadmap pay range and determines whether to accept the offer, negotiate or decline.
- e) Should the unit have proceeded with an offer of \$63,000, the result of this scenario could have created a:
- Pay equity issue
  - Discriminatory issue
  - Risk of disengaging/losing a current employee

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**4. Candidates A and B have applied for the same Career Roadmap job title in two different units (Unit C and Unit D). Both candidates have similar qualifications. The pay range is \$40,000 - 60,000. Each candidate has three years of experience and a bachelor’s degree. Candidate A is in a non-protected class and candidate B is in a protected class. What steps and considerations should be taken to determine an appropriate salary to offer?**

a) Each unit’s Talent Acquisition, HR partner and manager will work together to confirm using the following tools:

- Career Band and Level guide to ensure candidates are qualified for the position.
- Salary Quote Calculator to combine pay range information and each candidate’s relevant experience and education to determine an appropriate amount of pay.
- Salary Quote Calculator returns \$45,000 for each candidate.

b) Each unit HR partner then conducts a peer equity review (see table below) to assess where peers in same titles across the institution are paid.

	Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
Protected class	No	Yes	No	Yes	No
Relevant years of experience	5	7	20	10	3
Education	Master’s degree	Bachelor’s degree	Master’s degree	Master’s degree	Bachelor’s degree
Current salary	\$47,000	\$46,000	\$52,000	\$48,000	\$46,000

c) In this scenario, each unit HR partner and the manager make an informed decision to offer Candidate A \$50,000 and Candidate B \$45,000, and Talent Acquisition presents the offer to each candidate.

d) The candidates review the offer along with the Career Roadmap pay range and determine to accept the offer, negotiate, or decline.

- e) The result of this scenario does create a:
- Pay equity issue
  - Discriminatory issue
  - Risk of disengaging/losing a current employee

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**5. An employee is currently employed by unit A and has applied for a Career Roadmap in scope position at a higher career level that will result in a promotion. The pay range for the new position is \$65,000-85,000. The employee has 10 years of experience, a bachelor’s degree, is a high performer, is in a non-protected class and a current salary of \$60,000. What steps and considerations should be taken to determine an appropriate salary to offer?**

- a) Talent Acquisition, unit HR and the manager will work together to confirm using the following tools:
  - Career Band and Level guide to ensure employee is qualified for the position.
  - Salary Quote Calculator that combines pay range information, employee’s relevant experience and their education to determine an appropriate amount of pay.
  - Salary Quote Calculator returns a result of \$75,000 (25% increase), **which means a consultation with HR Compensation is needed.**
  
- b) Unit HR then conducts a peer equity review (table below) to assess where peers in the same titles across the institution are paid.

	Peer 1	Peer 2	Peer 3
Protected class	No	Yes	Yes
Relevant years of experience	4	12	8
Education	Bachelor’s degree	Master’s degree	Bachelor’s degree
Current salary	\$66,000	\$78,000	\$72,000

- c) In this scenario, unit HR and the manager make an informed decision to offer \$75,000 and Talent Acquisition presents the offer to the employee.
  
- d) The employee reviews the offer along with the Career Roadmap pay range and determines whether to accept the offer, negotiate or decline.
  
- f) The result of this scenario does not create a:
  - Pay equity issue
  - Discriminatory issue
  - Risk of disengaging/losing a current employee

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### JOB MOVEMENT – PROMOTION

- 6. I have an employee who is moving from S1 to S2 in the same function and subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S1	S2
<b>Pay Grade</b>	A13	A16
<b>Pay Range</b>	\$38,700 - \$51,600 - \$64,500	\$46,100 - \$61,500 - \$76,800
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is an upward move in the <a href="#">Career Framework</a> therefore, it will be a promotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a promotional job movement, an increase in base pay <u>may</u> be appropriate.</p> <p>The amount of the increase will be contingent on the employee’s current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.</p>	

- 7. I have an employee who is moving from T1 to S1 in the same function and subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	T1	S1
<b>Pay Grade</b>	A06	A13
<b>Pay Range</b>	\$27,500 - \$36,700 - \$45,800	\$38,700 - \$51,600 - \$64,500
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is an upward move in the <a href="#">Career Framework</a> therefore it will be a promotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a promotional job movement, an increase in base pay <u>may</u> be appropriate.</p> <p>The amount of the increase will be contingent on the employee’s current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.</p>	

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- 8. I have an employee who is moving from S1 to M1 in a different subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S1	M1
<b>Pay Grade</b>	A13	A16
<b>Pay Range</b>	\$38,700 - \$51,600 - \$64,500	\$46,100 - \$61,500 - \$76,800
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is an upward move in the <a href="#">Career Framework</a> therefore it will be a promotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a promotional job movement, an increase in base pay <u>may</u> be appropriate.</p> <p>The amount of the increase will be contingent on the employee's current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.</p>	

- 9. I have an employee who is moving from S4 to M3 in a different subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S4	M3
<b>Pay Grade</b>	A31	A29
<b>Pay Range</b>	\$146,000 - \$195,000 - \$244,000	\$125,000 - \$167,000 - \$209,000
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is an upward move in the <a href="#">Career Framework</a> therefore it will be a promotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a promotional job movement, an increase in base pay <u>may</u> be appropriate.</p> <p>The amount of the increase will be contingent on the employee's current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.</p>	

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**10. I have an employee who is moving from a union job profile to S1. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	Not applicable	S1
<b>Pay Grade</b>	CWA SKF	A19
<b>Pay Range</b>	\$44,865.60 - \$56,097.60 - \$67,308.80	\$58,100 - \$77,400 - \$96,800
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is an upward move in the <a href="#">Career Framework</a> therefore it is a promotion.	
<b>Career Movement Pay Philosophy</b>	With a promotional job movement, an increase in base pay <u>may</u> be appropriate.  The amount of the increase will be contingent on the employee's current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.	

**11. I have an employee who is moving from a union job profile to M1. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	Not applicable	M1
<b>Pay Grade</b>	CWA SKF	A23
<b>Pay Range</b>	\$44,865.60 - \$56,097.60 - \$67,308.80	\$79,000 - \$105,000 - \$132,000
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is an upward move in the <a href="#">Career Framework</a> therefore it is a promotion.	
<b>Career Movement Pay Philosophy</b>	With a promotional job movement, an increase in base pay <u>may</u> be appropriate.  The amount of the increase will be contingent on the employee's current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.	



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**12. I have an employee who is moving from a union job profile to C3. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	Not applicable	C3
<b>Pay Grade</b>	Nursing 37	N50
<b>Pay Range</b>	\$60,320 - \$77,480 - \$94,640	\$65,000 - \$87,620 - \$110,240
<b>Using the Career Framework, the Job Movement will be Considered</b>	Typically, nurses are considered a C2 level. This is an upward move in the <a href="#">Career Framework</a> therefore it is a promotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a promotional job movement, an increase in base pay <u>may</u> be appropriate.</p> <p>The amount of the increase will be contingent on the employee's current salary, qualifications, the result provided by the salary quote calculator, peer equity analysis and the position in the new pay range.</p>	

### JOB MOVEMENT - LATERAL

**13. I have an employee who is moving from T4 to S1 in the different subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	T4	S1
<b>Pay Grade</b>	A14	A13
<b>Pay Range</b>	\$40,600 - \$54,200 - \$67,700	\$38,700 - \$51,600 - \$64,500
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is a lateral move in the <a href="#">Career Framework</a> .	
<b>Career Movement Pay Philosophy</b>	<p>With a lateral job movement, a base pay adjustment is not typical.</p> <p>A salary quote, and peer equity analysis should still be completed. Contingent on the results as well as the employee's current salary, qualifications, and the position in the new pay range, a base pay adjustment may be warranted.</p>	

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**14. I have an employee who is moving from S3 to M1 in the same subfunction. What type of career movement will this be and how should I determine what the base pay should be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S3	M1
<b>Pay Grade</b>	A22	A22
<b>Pay Range</b>	\$73,100 - \$97,500 - \$121,900	\$73,100 - \$97,500 - \$121,900
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is a lateral move in the <a href="#">Career Framework</a> .	
<b>Career Movement Pay Philosophy</b>	<p>With a lateral job movement, a base pay adjustment is not typical.</p> <p>A salary quote, and peer equity analysis should still be completed. Contingent on the results as well as the employee’s current salary, qualifications, and the position in the new pay range, a base pay adjustment may be warranted.</p>	

**15. I have an employee who is moving from S1 to C1 in a different subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S1	C1
<b>Pay Grade</b>	A13	C14
<b>Pay Range</b>	\$38,700 - \$51,600 - \$64,500	\$43,400 - \$54,200 - \$65,000
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is a lateral move in the <a href="#">Career Framework</a> .	
<b>Career Movement Pay Philosophy</b>	<p>With a lateral job movement, a base pay adjustment is not typical.</p> <p>A salary quote, and peer equity analysis should be completed. Contingent on the results as well as the employee’s current salary, qualifications, and the position in the new pay range, a base pay adjustment may be warranted.</p>	

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**16. I have an employee who is moving from S1 to S1 in a different subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S1	S1
<b>Pay Grade</b>	A13	A11
<b>Pay Range</b>	\$38,700 - \$51,600 - \$64,500	\$35,568 - \$46,800 - \$58,500
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is a lateral move in the <a href="#">Career Framework</a> .	
<b>Career Movement Pay Philosophy</b>	<p>With a lateral job movement, a base pay adjustment is not typical.</p> <p>A salary quote, and peer equity analysis should be completed. Contingent on the results as well as the employee’s current salary, qualifications, and the position in the new pay range, a base pay adjustment may be warranted.</p>	

### JOB MOVEMENT – DEMOTION

**17. I have an employee who is moving from M1 to S2 in the same subfunction. What type of career movement with this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	M1	S2
<b>Pay Grade</b>	A19	A18
<b>Pay Range</b>	\$58,100 - \$77,400 - \$96,800	\$53,800 - \$71,700 - \$89,600
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is a downward move in the <a href="#">Career Framework</a> therefore it is a demotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a demotion job movement, a base pay decrease <u>may</u> be appropriate.</p> <p>A salary quote, and peer equity analysis should be completed. Contingent on the results as well as the employee’s current salary, qualifications, and the position in the new pay range, a base pay adjustment may be warranted.</p>	

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**18. I have an employee who is moving from S5 to M1 in the same subfunction. What type of career movement will this be?**

	Details Prior to the Move	Details After the Move
<b>Career Level</b>	S5	M1
<b>Pay Grade</b>	A22	A19
<b>Pay Range</b>	\$73,100 - \$97,500 - \$121,900	\$58,100 - \$77,400 - \$96,800
<b>Using the Career Framework, the Job Movement will be Considered</b>	This is a downward move in the <a href="#">Career Framework</a> therefore it is a demotion.	
<b>Career Movement Pay Philosophy</b>	<p>With a demotion job movement, a base pay decrease <u>may</u> be appropriate.</p> <p>A salary quote, and peer equity analysis should be completed. Contingent on the results as well as the employee’s current salary, qualifications, and the position in the new pay range, a base pay adjustment may be warranted.</p>	

### PAY RANGE MINIMUM, MAXIMUM

**19. I have an employee who works in an extension office where the geographic differential is 90%, and I would like to offer a base pay of \$40,000. The established pay range minimum is \$45,000. Is this allowable?**

The calculation to determine the geographic differential pay range minimum is  $\$45,000 \times 90\% = \$40,500$ . The desired base pay of \$40,000 is below the respective geographic differential minimum. In this scenario, the employee would need to receive a base pay of at least \$40,500.

**20. I have an employee who works at a regional campus where the geographic differential is 95%. The established pay range minimum is \$36,000.**

The calculation to determine the geographic differential pay range minimum is  $\$36,000 \times 95\% = \$34,200$ . The employee would need to be in a non-exempt job profile to have a base pay at this

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geographic location pay range minimum. If the employee were in an exempt job profile, the base pay would need to be at least equal to the FLSA salary threshold, currently at \$35,568.

**21. The pay range maximum is \$80,000, and I have an employee whose current base pay is \$79,000. I plan to give this employee a 2% merit increase. Since my employee is close to the maximum of the pay range, how should this be calculated?**

The calculation is as follows:

- a)  $\$79,000 \times 2\% = \$1,580$  merit increase
- b)  $\$79,000 + \$1,580 = \$80,580$
- c) \$1,000 may be added to the employee's base pay, which will be equal to the maximum of the pay range. This represents a 1.26% base pay increase.
- d) The remaining \$580 must be paid as a merit lump sum.

**22. I have an employee who holds multiple positions. One is a faculty position, which is 40% and paid \$75,000, and the other is a 60% exempt staff position, paid \$90,000. The maximum of the pay range for the staff position is \$125,000. How do I determine if the employee is above the pay range maximum?**

To determine the pay range maximum, each position will be assessed as standalone.

The calculation will be as follows:

- a) The faculty position does not have a pay range maximum.
- b) For the staff position, use the pay range maximum of \$125,000 multiplied by the 60% FTE to get the pay range maximum of \$75,000 for this position.
- c) The staff position is currently paid \$90,000, which is over the maximum pay range for this position. All merit increases for the staff position would need to be processed as a merit lump-sum.

### REDUCTION IN FTE

**23. I have an employee who is currently full time in an exempt job profile making \$60,000. The employee would like to reduce their FTE to 50% for three months. What do I need to do to make this happen?**

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To comply with the FLSA salary threshold, the employee's salary must remain at or above the federal threshold (currently \$35,568).

In this situation, reducing the employee's FTE to 50% will cause their actual salary to be below the FLSA salary threshold. The calculation is  $\$60,000 \times 50\% = \$30,000$ . Therefore, the employee may not reduce their FTE to 50%.

The employee may choose to reduce their FTE but the lowest it can go is 60%, which will place their actual salary above the FLSA threshold. The calculation is  $\$60,000 \times 60\% = \$36,000$ .

- 24. I have an employee who is currently full time in an exempt job title making \$65,000. The employee would like to reduce their FTE to 50% for six months. The employee understands that this would require them to be paid hourly. How can I accommodate this request?**

It is not compliant with FLSA to continue to have the employee perform the same job duties as they did while in an exempt title. To accommodate this request, the position description and duties need to be revised to align with those of a non-exempt job profile. The position would then be permanently reclassified to the non-exempt job profile. Since the work and duties would have to be reorganized, the unit would need to determine if this request could be accommodated within their business. Should the employee return to a full-time status, the job profile will continue to be non-exempt.

### ADDITIONAL DUTIES AND OTHER COMPENSATION

- 25. A non-exempt employee (S1) has been asked to take on temporary managerial duties because of a resignation by their manager (M1) until the vacant position is filled. How can I compensate this employee for this work?**

Interim duty pay is typically only allowable when an employee is covering duties as a result of an open position within their department for a position at the same or a higher career level than their own. In this scenario, the employee is covering the duties of the manager, which is a higher career level than the S1. Therefore, the employee may receive an interim duty pay allowance for assuming this work.

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A review of the duties they will cover during this interim period should be conducted in consultation with HR Compensation to determine the appropriate percentage of the employee's hourly base rate to provide for the interim duty pay allowance. Typically, interim duty pay is between 5% and 20% of the employee's current base pay. When the employee is covering 50% of the duties of the position, a 5% interim pay would be appropriate. When the employee is covering 100% of the duties of the position, a 10% interim pay would be appropriate. Please consult with Compensation regarding any interim pay that exceeds 10%.

The employee's manager or HR representative will submit the payment using the Interim/Acting Role Plan (Hourly) allowance plan. To ensure compliance with FLSA and other regulations, this cannot be paid through a discretionary (spot) one-time bonus plan or with additional duties pay plan.

**26. There are three Facilities Operations Specialist (S1) employees. Employee A is on a leave of absence. Employee B is asked to fulfill the duties of Employee A. Employee C is asked to cover some of the duties of Employee B. How can Employee B and C be compensated for this work?**

Interim duty pay is typically only allowable when an employee is covering duties as a result of an open position within their department for a position at the same or a higher career level than their own. In this scenario, Employee B is covering the duties for an employee who is on a leave of absence. Therefore, Employee B may receive an interim duty pay allowance for assuming this work.

Employee C is partially covering the duties for Employee B; however, Employee B's position is not vacant nor is Employee B on a leave of absence. Therefore, it would not be appropriate for Employee C to receive an interim duty pay allowance. However, it may still be appropriate to recognize Employee C's additional effort through a Bonus-Discretionary Performance Incentive (spot bonus) compensation plan.

A review of the duties they will be covering during this interim period should be conducted in consultation with HR Compensation to determine the appropriate percentage of the employee's hourly base rate to provide for the interim duty pay allowance. Typically, interim duty pay is between 5% and 20% of the employee's current base pay. When the employee is covering 50% of the duties of the position, a 5% interim pay would be appropriate. When the employee is covering 100% of the duties of the position, a 10% interim pay would be appropriate. Please consult with Compensation regarding any interim pay that exceeds 10%.

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The employee's manager or HR representative will submit the payment using the Interim/Acting Role Plan (Hourly) allowance plan. To ensure compliance with FLSA and other regulations, this cannot be paid through a discretionary (spot) one-time bonus plan or with additional duties pay plan.

**27. An exempt employee (S3) is taking on temporary duties in their research lab while a colleague in higher level research position (S5) is on a leave of absence. How can this employee be compensated for this work?**

Interim duty pay is typically only allowable when an employee is covering duties as a result of an open position within their department for a position at the same or a higher career level than their own. In this scenario, the employee is covering the duties for a vacant position. Therefore, the employee may receive an interim duty pay allowance for assuming this work.

A review of the duties they will be covering during this interim period should be conducted in consultation with HR Compensation to determine the appropriate percentage of the employee's base rate to provide for the interim duty pay allowance. Typically, interim duty pay is between 5% and 20% of the employee's current base pay. When the employee is covering 50% of the duties of the position, a 5% interim pay would be appropriate. When the employee is covering 100% of the duties of the position, a 10% interim pay would be appropriate. Please consult with Compensation regarding any interim pay that exceeds 10%.

The employee's manager or HR representative will submit the payment using the Interim/Acting Role Plan (Monthly) allowance plan.

**28. A Nurse Manager (M2) is assigned additional floor coverage for another vacant Nurse Manager (M2) position during the recruiting process. How can this employee be compensated for this work?**

Interim duty pay is typically only allowable when an employee is covering duties as a result of an open position within their department for a position at the same or a higher career level than their own. In this scenario, the employee is covering the duties for a vacant position. Therefore, the employee may receive an interim duty pay allowance for assuming this work.

A review of the duties they will be covering during this interim period should be conducted in consultation with HR Compensation to determine the appropriate percentage of the employee's base rate to provide for the interim duty pay allowance. Typically, interim duty pay is between 5% and 20% of the employee's current base pay. However, in this scenario,



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there is a pre-approved agreement with HR Compensation that the Nurse Manager will receive a 5% interim duty pay allowance.

The employee's manager or HR representative will submit the payment using the Interim/Acting Role Plan (Monthly) allowance plan.

- 29. A non-exempt employee assists their department with an alumni engagement dinner that occurs outside of the employee's regular work schedule. The department would like to pay them an additional \$200 for working the event on a weekend. How can this employee be compensated for this work?**

Prior to agreeing to perform this work, the employee must receive approval from their supervisor. The non-exempt employee must be instructed to clock hours while working the event. Overtime and shift differentials may apply - refer to [Scheduling Work and Overtime Policy 6.10](#). To ensure compliance with FLSA and other regulations, this cannot be paid through a discretionary (spot) one-time bonus plan or with an additional duties pay plan.

- 30. An exempt employee assists with leading a course for a continuing education event that occurs outside of the employee's regular work schedule. For leading the course, the department would like to provide him with an additional \$500. How can this employee be compensated for this work?**

Prior to agreeing to perform this work, the employee must receive approval from their supervisor. The department manager or HR team could process a one-time event payment for this work. This should not be paid as a one-time discretionary (spot) bonus payment.

- 31. An exempt employee performs additional work that is typically in scope of the regularly assigned duties for their position. The additional work is conducted during their regular work schedule and the manager would like to provide an additional duties payment for this additional work. How can this employee be compensated for this work?**

Prior to agreeing to perform this work, the employee must receive approval from their supervisor. In this case an additional duties payment would not be appropriate if the work is deemed to be within the normal scope of the employee's position so no additional compensation can be provided. If there are extenuating circumstances, the unit may consult

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with the unit HR and HR Compensation to determine if an additional duties payment is justifiable. This should not be paid as a one-time discretionary (spot) bonus payment.

### 32. An exempt employee has been asked to perform additional work. Under what conditions can this occur?

Employee's FTE	What unit will perform the additional work?	Will the work occur during the employee's normal work schedule?	Is additional duty compensation ok?
Full-time	Employee's current unit	Yes	No, the employee is already paid for these hours of work
Full-time	Employee's current unit	No	The answer may vary. Please consult with HR Compensation to ensure that all federal and state regulations as well as university policies as met
Full-time	Another unit	Yes	Yes if the employee requests and receives permission from their supervisor to flex their hours to accommodate the time when they are rendering the additional services OR Paid time off from their regular position for the time when they are rendering the additional services.
Full-time	Another unit	No	Yes, please consult with HR Compensation to ensure that all federal and state regulations as well as university policies are met
Part-time	Employee's current unit	Yes	No, the employee is already paid for these hours of work
Part-time	Employee's current unit	No	A second position would be required. Please consult with

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			HR Compensation to ensure that all federal and state regulations as well as university policies are met.
Part-time	Another unit	Yes	A second position would be required. Please consult with HR Compensation to ensure that all federal and state regulations as well as university policies are met.
Part-time	Another unit	No	A second position would be required. Please consult with HR Compensation to ensure that all federal and state regulations as well as university policies are met.

**33. A college or unit would like to provide a reward for each staff member that completes a training course. How should this be handled?**

For both exempt and non-exempt employees, this reward and recognition may be processed as a one-time payment using the Bonus-Discretionary Performance Incentive compensation plan.

**34. A regular full-time employee performs exceptionally for several months in a row. The manager would like to recognize this performance. What is the appropriate way to process this?**

For both exempt and non-exempt employees, this would be considered a spot bonus and may be processed as a one-time payment using the Bonus-Discretionary Performance Incentive compensation plan. The amount of the bonus should be comparable to the length of time and the work that was completed. Refer to the [Reward and Recognition Policy 3.15](#). Amounts more than \$1,000 need to be accompanied by a justification from unit leadership. Units should not exceed \$2,000 per employee per academic year.

## Staff Compensation Policy 3.10 Frequently Asked Questions

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**35. A unit would like to provide an incentive plan for their Event Services employees. The objective is defined sales metrics and when those metrics are achieved by the employee, the employee will receive some compensation. How should I proceed?**

A documented incentive plan must be developed in consultation with the unit HR and HR Compensation.

The plan needs to include:

- Specific metrics of the plan
- Eligibility for the plan (e.g., titles, positions, etc.)
- Requirements (e.g., must be actively employed at the time of payment, etc.)
- Payment schedule
- How the completion of the metrics/measurements will be tracked.

Payments cannot be made until there is a fully executed approved and signed incentive plan. Approvals include unit leadership as well as HR Compensation.

If approved, non-discretionary bonus payments can be processed for these employees according to the documented plan.