



GALLAUDET UNIVERSITY

# STAFF COMPENSATION

(REGULAR STATUS AND EXTENDED TEMPORARY STATUS, NON-UNION STAFF)



Prepared by Human Resources Services  
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## INTRODUCTION

The Gallaudet University wage and salary administration program provides for the establishment of internally equitable and externally competitive salary ranges for all regular and extended temporary status, exempt and non-exempt, non-union staff positions.

### **The specific objectives of the salary administration program are to:**

- ▲ Pay competitive salaries as a basis for attracting and retaining highly qualified employees and motivating them to do their best.
- ▲ Establish and maintain internally equitable job relationships.
- ▲ Provide opportunities for salary and professional growth.
- ▲ Maintain a system that is fiscally responsible and defensible to Gallaudet's funding sources.
- ▲ Comply with local and federal laws and regulations.

## JOB DESCRIPTIONS

A job description lists the duties and responsibilities of the position and describes the minimum qualifications needed to perform the job satisfactorily. It is the responsibility of the supervisor to prepare job descriptions for new positions and to update job descriptions when the duties of an incumbent change. Every three years, supervisors are required to review the job descriptions for the employees in their unit(s) to make sure they are current. Updates to job descriptions may be made earlier or more often if necessary. Employees have a responsibility to bring needed changes to the attention of the supervisor and to assist with the revision if requested. All job descriptions must be approved by the unit administrator and senior administrator before being sent to Human Resources Services for reconsideration of the salary level and/or inclusion with the permanent records.

## SALARY SCHEDULE

The staff pay schedule consists of 14 levels. It applies to both exempt and non-exempt employees. Each range has a minimum, midpoint, and maximum salary. No one is paid less than the minimum of a salary range. Unless there are extenuating circumstances, no one is paid higher than the maximum of a pay range. The midpoint is used for market comparison purposes and in recommending new increases (discussed later in this handbook).

### **SALARY SCHEDULE ADJUSTMENTS AND GENERAL PAY INCREASES**

Benchmark data is collected and analyzed in an effort to keep Gallaudet's salary ranges competitive. In determining appropriate salary ranges, the following factors are considered: (1) funding levels and Gallaudet's ability to pay; (2) salaries paid at local universities and school systems, and at educational institutions nationwide; (3) salaries paid at local industrial and non-profit organizations if appropriate; (4) the scope of Gallaudet's programs and services; (5) the relative value of the job to Gallaudet; (6) recruitment and retention factors; (7) the unique skills required of Gallaudet's employees; and (8) the geographic area.

Salary range adjustments usually occur annually on October 1, contingent upon the availability of funding. At the same time, employees may be eligible for a general pay increase. Decisions regarding general pay increases are made and communicated annually by the President.

## PERFORMANCE EVALUATION AND THE MERIT INCREASE PROGRAM

Annual performance evaluations provide a regular, systematic appraisal of an employee's skills, contributions, and potential for assuming greater responsibility. The purpose of performance evaluations is not solely to give merit increases. Performance evaluations are also used for effective planning and goal setting, identifying strengths and weaknesses, encouraging improvement if needed, determining training needs, enhancing promotion and transfer opportunities, and giving deserved recognition.

The University recognizes that in any evaluation system there is a degree of subjectivity and that no two supervisors evaluate in exactly the same manner. However, the University has attempted to develop procedures and forms to make the evaluation process as fair and meaningful as possible. The forms are provided as a convenience; other formal vehicles for communicating performance objectives, expectations, and results may be used as long as the goals of the evaluation system are appropriately met.

**All performance evaluations must be completed within 30 days of the scheduled due date.** If they are not, Human Resources Services will notify higher levels of management.

### **EXEMPT (PROFESSIONAL/MANAGERIAL/ADMINISTRATIVE) STAFF**

The performance of exempt employees (and some non-exempt employees if preferred by the supervisor) is measured, in large part, by goals and accomplishments. At the beginning of each fiscal year, exempt employees prescribe what they intend to accomplish during the year. By setting these annual objectives, supervisors can plan for the year more effectively, and employees know what they are expected to do and have more freedom to act. Employees are encouraged to develop and recommend the objectives; however, they must be approved by the supervisor to assure that they are relevant to departmental plans and goals. Objectives are not simply the statements in the employee's job description. Objectives are specific targets, improvements, products, or standards of performance to be accomplished or achieved during the evaluation cycle.

Objectives are usually classified into one of the following categories:

- ▲ **Impact Objectives:** Creative ideas for new products, programs, services, or approaches that will add value and/or contribute to department, division and/or University priorities.
- ▲ **Routine:** Objectives that relate to the successful accomplishment of day-to-day routine responsibilities as described in the job description and as expected by the supervisor.
- ▲ **Professional Development:** Educational or training objectives that contribute to (1) self-motivated goals or (2) institutional-directed goals.
- ▲ **Behavioral:** Objectives that modify or improve the employee's personal characteristics, attitude, or behavior patterns.

Not all categories must be used. Within the category, a supervisor can note which objectives are considered critical to successful performance. Each objective should have a measurable outcome(s) by which performance can be evaluated. Periodic supervisory review of progress enables the addition, deletion or modification of objectives as needed.

Formal evaluation for exempt employees takes place at the end of the fiscal year, on or around September 30. Supervisors evaluate the completion of each objective, in terms of quality, quantity, approach and timeliness, as one of the following:

- ▲ **Distinguished:** Objective completed well beyond expectations.
- ▲ **Commendable:** Objective completed very effectively.
- ▲ **Competent:** Objective completed satisfactorily.
- ▲ **Needs Improvement:** Objective minimally completed or the result is below acceptable standards.
- ▲ **Unsatisfactory:** Objective not completed satisfactorily or not completed at all.

Before assigning an overall evaluation rating, supervisors should also consider the following other performance criteria:

- ▲ **Performance on critical objectives.**
- ▲ **Employee initiative,** including the employee's self-starting motivation to seek out new ideas, best practices, and improvements, to achieve goals, and to improve skills and knowledge. Also considered are the methods used to achieve results and the amount of supervisory involvement or direction needed.
- ▲ **Interpersonal skills and commitment,** including the employee's ability to work as a team member, to get along with others, and to create a comfortable, collegial, and supportive work environment. Also considered are how the employee accepts and approaches responsibilities, changes, and decisions and the employee's overall reliability, use of work time, and attendance/punctuality.
- ▲ **Leadership skills,** including the employee's knowledge of the job and of University policies and procedures and how effectively this knowledge is utilized. Also considered are the employee's ability to make decisions, to motivate and gain the respect of others, to identify real problems, and to use initiative, creativity, and resourcefulness in finding solutions.

After considering performance on objectives and other performance criteria, supervisors assign an overall rating as one of the following:

- ▲ **Distinguished:** A distinguished performance rating is reserved for those who are recognized by their supervisors and administrators as clearly superior to the majority of other employees. They are the innovators, the producers of significant and positive change or direction. They solve problems, not create them. They efficiently and effectively meet all of the routine and critical performance expectations of the job and make contributions which add value and bring recognition to the unit, division and/or institution. Evaluations on objectives and on other performance criteria are clearly outstanding.
- ▲ **Commendable:** Commendable performers are those who are worthy of recognition. They are very effective in their job, contribute in positive and meaningful ways to the unit, and produce results over and above what would normally be expected. Evaluations on other performance criteria are above average or better.
- ▲ **Competent:** Competent performers meet the average expectations for the position and perform in a satisfactory manner.
- ▲ **Needs Improvement:** Employees who need improvement are only barely meeting performance expectations -- in all, some, or one key area. Improvement is needed if the employee is to remain in the position.
- ▲ **Unsatisfactory:** Unsatisfactory performers are not meeting performance expectations. If immediate and sustained improvement is not forthcoming, employment may be terminated.

### **NON-EXEMPT (HOURLY) STAFF**

Evaluations for non-exempt employees are conducted annually on or shortly before the employee's anniversary date. The anniversary date is the date the employee was hired or the effective date of the most recent salary increase because of promotion or reclassification. Most non-exempt employees are evaluated using a performance checklist system. The performance checklist system recognizes specific performance factors such as quality of work, quantity of work, knowledge of work, attitude, human relations skills, attendance, etc. Supervisors evaluate these factors by placing a check mark in the box that most closely describes the employee's performance. Supervisors assign an overall rating as one of the following:

- ▲ **Distinguished:** A distinguished performance rating is reserved for those who are recognized by their supervisors and administrators as clearly superior to the majority of other employees. They are exceptionally skilled at their job, are highly self-reliant and motivated, and take the initiative to seek out and implement work improvements. They solve problems, not create them. They quickly and easily meet all of the expectations of the position and consistently make contributions well beyond the normal demands of the job. Human relations skills, attitude, and attendance/punctuality are of the highest level.

- ▲ **Commendable:** Commendable performers are those who are worthy of recognition. They are very effective in their job, contribute in positive and meaningful ways to the unit, and produce results over and above what would normally be expected. Human relations skills, attitude, and attendance/punctuality are above average better.
- ▲ **Competent:** Competent performers meet the average expectations for the position and perform in a satisfactory manner.
- ▲ **Needs Improvement:** Employees who need improvement are barely meeting performance expectations -- in all, some, or one key area. Improvement is needed if the employee is to remain in the position.
- ▲ **Unsatisfactory:** Unsatisfactory performers are not meeting performance expectations. If immediate and sustained improvement is not forthcoming, employment may be terminated.

## RESPONSIBILITY

The employee's immediate supervisor conducts the evaluation. The immediate supervisor is the individual who assigns and directs the employee's work, oversees the work for proper methods and results, is responsible for discipline, and is held accountable for the work of the employee. Employees who have been under more than one supervisor during the rating period should be rated by the supervisor having supervision at the time the evaluation is to be prepared. The present supervisor is encouraged to consult with the previous supervisor(s) to arrive at a rating.

At the end of the evaluation session, both the supervisor and the employee sign the form. Signing the evaluation simply means that the evaluation has been shared -- it does not necessarily mean that the employee agrees with the evaluation. Employees have the right to write comments on the space provided on the form or to write a formal rebuttal.

## THE MERIT INCREASE PROGRAM

Movement through a salary range is, for the most part, based on performance. Contingent upon the availability of funding, performance increases may be awarded annually: usually on October 1 for exempt employees, and usually on the anniversary date for non-exempt employees. The anniversary date is the date the employee was hired or the date of the most recent salary increase because of promotion or reclassification.

Each fiscal year, if funding is available, the President communicates a merit increase average which may not be exceeded within a division. Employees may receive a higher or lower merit increase than the average; however, for every merit increase above the announced average, there must be one proportionately below. **The merit increase average should not be interpreted as the increase for average performance.** Unless announced differently, the maximum allowable merit increase is two times the announced average.

Employees who receive needs improvement or unsatisfactory performance ratings are not eligible to receive an increase and should be warned that they may be dismissed if performance does not improve. Employees who receive a competent evaluation are eligible for a modest merit increase as long as the increase does not result in a salary above the midpoint of the range. Only employees with a commendable or distinguished rating may progress to the maximum of the range. As a general rule, merit increases for commendable performers will not be as high as those given to distinguished performers. No employee may receive an increase bringing him or her over the maximum of the range. The maximum of any salary range reflects the highest salary Gallaudet is able and willing to pay for the particular job.

In determining merit increases, supervisors consider, along with the merit increase average, pay relationships within the department, merit increases awarded to other employees in the department with similar levels of performance, the importance of the work being done, and the department budget. Supervisors also consider any other salary increases the employee may have received during the evaluation period (e.g., reclassification for exempt employees).

Merit increases are normally awarded in whole or half percents. The only situation where whole or half percent increases are not used is when a supervisor recommends the maximum allowable increase up to the ceiling (e.g., if an employee receives a competent evaluation and is \$150 below the midpoint, the supervisor may recommend an increase of \$150). Employees who are at the maximum of the range and receive a distinguished rating may be recommended for a lump sum award. This award must be approved by a senior administrator and the President, Provost or Vice President.

Exempt employees who were hired after the start of the fiscal year may receive a prorated merit increase based on the number of months evaluated. Exempt employees who are in their probationary period at the time of the evaluation are usually not awarded for a merit increase.



# PROMOTIONS AND RECLASSIFICATIONS

## PROMOTION

A promotion is defined as movement to a vacant position of increased responsibility or increased technical or professional proficiency with a higher salary range classification. An employee who is promoted to a higher level position may receive a salary increase to appropriately recognize the increased level of responsibility. If the new job is classified one pay level higher than the employee's current pay range, the salary increase should not exceed 10 percent. If the new position is classified two or more levels higher than the employee's current pay range, a supervisor may consider adding up to three percent for each additional level. The employee must receive at least the minimum of the new salary range. In no instance can the promotion increase result in a salary above the maximum of the range. All promotion increases must be approved by the appropriate administrators and by the Director of Human Resources. Promotion increases change the evaluation date for non-exempt employees to the effective date of the promotion.

## RECLASSIFICATION-UPGRADING

Occasionally there are increases in the duties and responsibilities of an incumbent which warrant a revised job description and which may result in the assignment of a higher salary range. Incumbents whose positions are reclassified may be granted a salary increase to recognize the expanded role. An employee whose position is reclassified to a higher level may receive a salary increase to appropriately recognize the increased level of responsibility. If the new job is classified one pay level higher than the employee's current pay range, the salary increase should not exceed 10 percent. If the new position is classified two or more levels higher than the employee's current pay range, a supervisor may consider adding up to three percent for each additional level. The employee must receive at least the minimum of the new salary range. In no instance can the reclassification increase result in a salary above the maximum of the range. All reclassification increases must be approved by the appropriate administrators and by the Director of Human Resources. Reclassification increases change the evaluation date for non-exempt employees to the effective date of the reclassification.

## OTHER

### **LATERAL MOVE**

Employees may decide to accept a job offer that represents a lateral move, i.e., a position that is classified on the same level as the employee's current position. Lateral moves do not normally involve a change in compensation or anniversary date. However, if a modest increase would be appropriate, the increase should not exceed two percent.

### **RECLASSIFICATION-DOWNGRADING**

From time to time a position is reclassified to a lower pay level as a result of significant changes in duties and/or responsibilities from those originally assigned, or because the position had been incorrectly classified in the past, or because of the need to eliminate inequities. An employee whose position has been downgraded does not normally suffer a loss in pay unless his or her current rate exceeds the maximum of the pay range to which he or she has been reclassified. If this is the case, the employee's salary is usually reduced to the maximum of the pay range of the new classification. Any exceptions must be approved by the appropriate administrative officer and by the Director of Human Resources. A reclassification-downgrading does not result in a change in anniversary date for non-exempt employees.

### **DEMOTION**

Demotions may occur because an incumbent has failed to perform properly in the assigned level of responsibility, and there may be an opportunity to use the employees skills in a lower level position. Decisions regarding salary reductions must be approved by the appropriate administrative officer and by the Director of Human Resources Services. In no case should the incumbent's salary exceed the maximum of the salary range for the position to which he or she has been demoted unless specifically approved by the appropriate administrative officer. A demotion does not result in a change in anniversary date for non-exempt employees.

### **REASSIGNMENT/TRANSFER**

Reassignment or transfer is defined as movement to a position of similar responsibility and the same salary range either within the same department or to a new department if under the same unit administrator. Reassignments do not normally involve a change in compensation or anniversary date. If an employee is transferred or reassigned to a position of lesser responsibility with a lower pay range, he or she does not normally suffer a loss in pay unless the current pay rate exceeds the maximum of the pay range for the position to which he or she has been reassigned. In this case, the employee's salary is usually reduced to the maximum of the pay range. Any further reductions or exceptions must be approved by the administrative officer and by the Director of Human Resources Services.

### **SALARY ADJUSTMENT**

There may occasionally be a need to adjust an employee's salary, perhaps to correct salary inequities within the department or to recognize increased responsibilities that have not resulted in an upgrading of the job. A salary adjustment must be approved by the unit administrator, senior administrator, administrative officer, and Director of Human Resources Services. The evaluation date for non-exempt employees does not change.

## ADMINISTRATION OF THE STAFF WAGE AND SALARY PROGRAM

The President is ultimately responsible for the administration of all salary programs at Gallaudet University. Administrative officers are responsible for the overall management of the compensation programs within their divisions. Senior administrators are responsible for approving salary actions and for remaining within the budget provided for staff salaries.

The Director of Human Resources has day-to-day responsibility for ensuring that the staff compensation program is being followed throughout the institution. The Director evaluates all new and revised staff position descriptions and recommends salary ranges that provide for internal and external equity and reviews and approves all salary actions to ensure compliance with compensation guidelines. Finally, the Director plans, develops, recommends and implements salary activities that are necessary to keep Gallaudet's compensation program competitive.

Each supervisor is responsible for implementing and interpreting the salary program and for ensuring that policies and procedures regarding personnel matters are observed. The supervisor sets performance standards for each employee, evaluates performance, and makes recommendations regarding salary increases, promotions, transfers, job re-evaluations, dismissals, and other personnel actions. The supervisor is responsible for identifying, stimulating, and developing potential and for motivating employees to higher levels of performance.

The Director of Equal Opportunity Programs ensures that the wage and salary program complies with applicable laws and regulations and that it is consistent with equal employment guidelines and affirmative action.





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AFFILIATION, SOURCE OF INCOME, PLACE OF BUSINESS OR RESIDENCE, FREQUANCY CHILD-  
BIRTH, OR ANY OTHER UNLAWFUL BASIS

