

A&P Compensation Pay Practices

For New Hires, Promotions, Lateral Assignments, and Demotions

1. A&P New Hire Salary

A. Human Resources (HR) regularly conducts or secures market salary surveys of benchmark classifications in the A&P pay plan. Market salary surveys are used in determining appropriate salary ranges to be used to guide UCF in the review and approval of A&P new hires and promotions. Listed below are the guidelines for setting A&P compensation upon hire or promotion. See Appendix 1 for additional details.

1. *Minimum Salary* – Meets minimum qualifications or exceeds minimum qualifications by one to two years of directly related work experience.
2. *Within the First Quartile of Salary Range* – Exceeds minimum qualifications by at least three years and up to five years of directly related work experience.
3. *25th Percentile of Salary Range* – Exceeds minimum qualifications by five years or more of directly related work experience.
4. *Between 25th Percentile and Midpoint of Salary Range* – Exceeds minimum qualifications by seven or more years of directly related work experience.
5. *Midpoint of Salary Range or Above* – Exceeds minimum qualifications by 15 or more years of directly related work experience.

The hiring authority may request a starting salary within the first quartile of the salary range for an original or promotional appointment to an A&P position without HR-Compensation review provided the candidate or position meets the guidelines indicated in Section A above.

- B. The hiring authority may request a starting salary for an original or promotional appointment to an A&P position within the salary range based on the extent to which the candidate's academic credentials and directly related work experience exceeds the minimum qualifications for the position. HR-Compensation performs a compensation analysis and provides a report to the hiring authority. Recommended compensation above the first quartile requires additional justification unless the candidate meets the guidelines indicated in Section 1A.
- C. Requests for a starting salary for an original or promotional appointment to an A&P position outside of the HR recommended guidelines must include written justification documenting the specific reason for the request. Some common examples of reasons for a salary outside of the HR recommended guidelines are:
1. Candidate's credentials or experience are beyond the minimum qualifications
 2. Candidate's advanced technical skill level
 3. Candidate's unique and/or specialized technical skills
 4. Validated recruiting difficulty
 5. Internal equity and/or salary compression

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- D. Vice presidents may appeal an HR-Compensation decision in accordance with the procedures described in Appendix 2.

2. Position Reclassification

A position reclassification is the change of an employee's current position (same position number) to a different level classification with a different pay level as a result of a significant change of the position's primary job duties, responsibility, accountability, and task complexity that is significantly different from the employee's current class specification.

- A. Employees whose current position is reclassified to a higher level A&P classification shall receive a salary increase based on their credentials in accordance with the A&P New Hire Salary guidelines as referenced in Section 1.

Requested increases of 20% or more require approval by the president, unless the increase is to an established salary range minimum.

- B. Demotion is the movement of an employee from one position to another in a lower classification that has a lower salary range. Demotions may result in a reduction to the employee's annual salary.
 - 1. A "voluntary" demotion occurs when an employee initiates and accepts a position in a lower classification or salary range with decreased level of responsibilities and duties.
 - 2. An "involuntary" demotion occurs when an employee is assigned to a position in a lower classification or salary range with decreased level of responsibilities and duties as a result of disciplinary; performance-related issues or due to an organizational restructure.
 - 3. The salary upon demotion will be handled on a case-by-case basis and the compensation must be approved by the director of Human Resources or designee.

3. Lateral Transfer

A lateral transfer occurs when an employee moves from one position to another within the same classification, salary range, or at a similar level of responsibility and task complexity as the employee's current position. Lateral transfers may occur through department reorganizations or the employee may seek a lateral transfer through the competitive recruitment process.

A lateral transfer does not normally result in a salary increase. However, if the employee's current salary is below the first quartile of the salary range, the department may request an increase up to the first quartile of the salary range, provided the employee significantly exceeds the minimum qualifications. Any exception to this pay practice will be handled on a case-by-case basis and the compensation must be approved by the director of Human Resources or designee.

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Appendix 1

UCF Salary Recommendation Guidelines A&P Positions

Minimum of Salary Range	Up to 25th Percentile of Salary Range	25th Percentile of Salary Range	Between 25th Percentile And Midpoint of Salary Range	Midpoint of Salary Range or Above
<p>Individual just meets the minimum qualifications of the position or only exceeds the minimum qualifications by one to two years. Individual may have general experience but minimal related experience.</p>	<p>Individual moderately exceeds the minimum qualifications of the position by offering additional related experience, education, knowledge or skill levels (emerging qualifications). Individual should at least exceed the minimum qualifications by three to five years or more of experience. (five years warrants salary closer to first quartile).</p>	<p>Individual exceeds the minimum qualifications of the position (between moderately and significantly) by offering additional related experience, education, knowledge, or skill levels (proficient and competent skill level). Individual should at least exceed the minimum qualifications by five plus years of related experience.</p>	<p>Individual significantly exceeds the minimum qualifications of the position by offering additional related experience, education, knowledge or skill levels (full proficiency and high level skills). Individual should at least exceed the minimum qualifications beyond seven years.</p>	<p>Individual greatly exceeds the minimum qualifications of the position and is considered to be 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). Individual should at least exceed the minimum qualifications with 15 years or more of related experience.</p>

Appendix 2

Approval Process for a Compensation Override by the President and Vice Presidents

Human Resources (HR) Compensation completes the job analysis and provides recommendation to the department. If the department does not accept this recommendation, they will contact HR-Compensation to meet and discuss. If a resolution is not reached with the department, it will be elevated to the appropriate vice president.

HR-Compensation meets with the appropriate vice president and explains the analysis. If the vice president's decision is to not accept the analysis, HR provides them with the Compensation Override Approval Process Form.

The vice president completes the Compensation Override Approval Process Form and submits it to HR-Compensation for processing.

The Chief Human Resources Officer (CHRO) or designee will present the form to the president and vice presidents for discussion.

The CHRO or designee attends the president and vice presidents meeting to provide input regarding the HR-Compensation recommendation.

If the president and vice presidents approve the override, the CHRO or designee will provide the signed Compensation Override Approval Process Form to HR-Compensation.

The president will approve in writing all salary increases for recommended adjustments of 20% or greater.