**General Campus Policy**

PPSM 30 is the primary policy which governs compensation for UC and UCLA, for policy represented employees. The policy is intentionally broad, with some discretion in practice delegated to the various organizations within UCLA. Below are the key points of UC compensation policy and following that synopsis is a much more detailed explanation of the review and implementation process for College compensation decisions.  
  
BASE SALARY INCREASES

* Must be within the approved salary range
* No single increase may exceed 15% (equity, promotional increase, or merit)
* Retroactivity requires justification and approval by CHR
* Total annual increase from all sources, within a fiscal year, may not exceed 25%

STIPENDS

* Basis of stipend must be consistent with policy intent (PPSM 30)
* Stipends must have beginning and end dates
* Duration may not exceed 12 months; extensions beyond 12 months must be approved in advance by CHR
* Stipends may not exceed 15% of base salary
* Stipends which place the combined compensation (salary + stipend) over the range maximum are by exception only and require justification for approval by CHR

**College Guidelines And Process**

**Authorization and Approval**

All salary actions in the College must be reviewed and approved by the Director of Staff Human Resources, in consultation with the Divisional Operations Executive (e.g. Assistant Deans or equivalent). Departments make such requests in writing to the Director of Staff Human Resources. Requests exceeding 15% must be approved by the College before submission to Campus Human Resources.   
  
Requests associated with equity increases and reclassifications are reviewed twice a year, March 15 and August 15. Off schedule requests will be considered if there is a pressing need, such as a competing outside offer. The effective date may be retroactive no earlier than the first of the month when the written request is submitted to the College.  
  
The criteria and procedures for the various actions are listed below.   
  
EQUITY INCREASES  
  
The term "Equity Increase" is commonly used to indicate any salary increase which occurs within a salary grade, and outside of the merit cycle. A better term for this kind of increase might be "Job Growth", as most of the time these increases are granted based on expansion of job responsibilities. The term "Equity" should not be interpreted to mean that all employees in the same job category should receive the same salary. There are many reasons why employees doing similar jobs may be paid differentially, the most important reasons being years of relevant work experience and performance over time. The objective of compensation analysis is to apply consistent criteria to each salary request, so that the various factors which determine salary will be considered fairly in each case.  
  
There are five general situations which warrant initiating a request for an equity increase. They are:

1. The employee has taken on additional permanent duties that do not warrant reclassification.
2. The employee receives less compensation than other staff in the same classification who have equivalent experience, skills and performance and perform similar tasks.
3. The employee has received an offer of employment from another department in the same salary grade, or from an outside employer, at a higher level of compensation.
4. A supervisory employee is earning less than a subordinate. One exclusion from this category is management supervision of technical or computing staff.
5. Market conditions warrant a review of salary.

Equity analysis will be conducted across the employee base of the College of Letters and Science, unless comparisons to other University units are available and relevant. The analysis will range over employees in the same title code with equivalent or similar duties. Should there be an insufficient number for comparisons within the College, Campus Human Resources will be consulted for a broader set of data. Elements of the analysis include, but are not restricted to, salary, total years of service, total years of relevant work experience, years of service in the classification, special documented and/or critical skills, and evidence of satisfactory or better performance.

Exceptions may be granted on a case-by-case basis with the primary criteria being operational need.   
  
All increases are subject to the source and availability of funds. However, availability of funds does not guarantee approval of an equity increase.  
  
RETENTION OFFERS  
  
When a College employee applies for and is selected for a position either at UCLA or off-campus, departments are often eager to match that offer in order to retain the employee. Retention offers are delicate, and require careful consideration from everyone involved. It is also important to remember that not all competing offers need to be addressed. For instance, employees who have spent several years in a current position/department can garner experience that can only be gained by moving to another department. Movement between departments is generally healthy and positive, both for the employee and for the organization. Although transitional costs (e.g., training) and operational imperatives are often cited as reasons for retention, employees should be encouraged to broaden their skill set by developing the necessary skills to help the university grow and prosper.  
  
For these reasons, retention offers are rarely approved when an employee is selected for a position in another College department, particularly if it involves a higher classification. A retention offer may be approved when an employee has received an offer outside of the College, or outside of the University. A decision will be made on a case-by-case basis, taking into consideration whether or not the offer represents a promotion, whether or not the employee has a history of soliciting such offers, internal equity considerations, and the difficulty of recruiting a replacement.  
  
STIPENDS  
  
Employees are sometimes asked to take on additional short term responsibilities which merit compensation. The stipend should be used in these cases for a specified period of time of at least three months *but not to exceed one year*. Outstanding performance or sustained effort should be rewarded through the merit program or a STAR Award. Possible award mechanisms should be considered in advance of instituting the stipend, or in lieu of a stipend.   
  
Department, campus or other committee participation, or service on a Provost or Chancellor's committee where compensation is not offered, are excluded from the stipend mechanism. Guidelines are as follows:

* 5.0% Stipend - Assumption of duties for another staff member in the same department who is on leave or during a temporary vacancy.
* 7-10% Stipend - Temporary management of another unit within a department, or a high level analytical task requiring specific expertise and a defined product.
* 15% Stipend - Temporary management of another department, Center or Institute, or another unit requiring substantial improvement and/or reorganization, or high level analytical task with close deadlines and campus-wide impact requiring wide consultation and agreement.

Employees whose jobs are considered non-exempt, as defined by the Fair Labor Standards Act, are compensated by premium overtime pay or compensatory time off if they work more than forty hours in the work week. For this reason, stipends are generally not approved for employees in non-exempt positions. Stipends may be granted to a non-exempt employee when additional, substantial, responsibilities (usually at a level above the employee's current classification) are assigned. In no case does a stipend replace compensation for overtime worked, as that would be a violation of the FLSA.  
  
UPWARD RECLASSIFICATIONS AND PROMOTIONS  
  
Reclassification requests are reviewed by the Director of Staff Human Resources and Divisional Executive and forwarded to CHR for analysis and final determination of title code. The current Reclassification schedule is March 15 and August 15. This means that reclassification requests must be received by the Director of Staff Human Resources by that date for consideration in that cycle. Reclassification requests prompted by retention exercises or other special circumstances may be considered off-cycle.  
  
Salary increases associated with reclassification are generally within 5-10%. Consideration of requested salary increases use the same criteria as those for equity increases.  
  
Promotion occurs through selection or recruitment of a current UC employee to a position in a higher salary grade. Salary increases upon promotion follow the same policy as upward reclassification.   
  
LATERAL TRANSFERS   
  
Lateral transfers can help broaden the skills and experience of current staff, and are often excellent developmental moves for employees. When an employee from one department is selected for a position within the same grade level in another department, the decision to make that move should be based on the different attributes of the positions and the potential for job growth. Within the College, it is our intent to encourage transfers which contribute significantly to employee/organizational growth, and to discourage lateral movement prompted primarily by salary considerations.  
  
 Salary increases associated with lateral transfers range from 0-5%. Lateral transfers with little developmental opportunity are usually at the individual's existing rate of pay. Transfers to positions which, although within the same salary grade, represent broader or expanded responsibilities for the employee, are likely to be considered for increases in pay. All such actions are to be approved by the Director of Staff Human Resources with consultation from the relevant Divisional Operations Executive.   
  
MERIT INCREASE  
  
The merit increase program is administered according to UCLA guidelines as communicated by Campus Human Resources. The Director of Staff Human Resources will coordinate the implementation of all merit programs in accordance with University policy and College budget guidelines, as appropriate.  
  
The funding source does not determine the amount of merit increases. Managers and supervisors should follow the same guidelines for increases each year regardless of the amount of funds available for an individual employee. Employees paid from extramural sources are subject to the same procedures and constraints as those paid from state funds. Merit requests are reviewed by Divisional management before submission to Campus Human Resources.  
  
University and College policy requires that policy-represented employees receive a written performance review within twelve months prior to receiving a merit increase.  
  
NEW HIRE SALARIES  
  
Salaries above the base for all new hires must be approved by the Director of Staff Human Resources and the Divisional Executive Officer. The completed employment application is required before the new salary will be authorized, criteria considered are internal equity considerations, the candidates previous salary history, and market conditions for the relevant skills.  
  
STAFF INCENTIVE AND RECOGNITION AWARDS   
  
Currently the only staff award program is the STAR (Staff Appreciation and Recognition Program) which is governed by PPSM 34. The College establishes annual guidelines for College units, which are distributed annually to College departments. As with other compensation actions, awards under this program must first be approved by the Director of Staff HR for the College and the Divisional Assistant Dean/Vice Provost.