

FY15 PSOM RECLASSIFICATION, SALARY ADJUSTMENT, STATUS CHANGE and ACTING RATE GUIDELINES

The University continues to charge Schools and Centers with the responsibility of ensuring a strategic, disciplined review of reclassification, salary adjustment, status change and acting rate requests. This document serves as a guide for these actions at the Perelman School of Medicine. These guidelines were developed in conjunction with University HR policy 304. The guidelines are reviewed annually and approved by PSOM Administration in consultation with Human Resources and in accordance with published University guidelines.

Requests for FY15 will be received July 1, 2014 through March 31, 2015. The University has established a cap of .5% of staff salaries for the School's reclassifications and salary adjustments. Once the cap is reached, any remaining requests will carry over to the following fiscal year with an effective date of July 1, 2015 for approved requests. Retroactive salary actions cannot cross fiscal years; i.e. an action that was approved in July, cannot be retroactive to June. The School may need to manage the number of requests by a department to assure that the .5% pool is distributed equitably across the School.

All requests for reclassification, salary adjustments, and acting rates are to be addressed to Bob Dugan, Executive Director PSOM Administration. The documentation, as described below, will first be reviewed for financial approval. Human Resources/Compensation will review the merits of the request based on the guidelines and provide feedback to PSOM Administration.

It is important to note that the University is required to provide the same financial due diligence to externally funded positions as it does to internally funded positions. All positions must be treated equally and consistently with the University's policies and practices.

In preparing the requests please ensure that all documentation is complete and accurate. PIQs should be reviewed for thoroughness and signed by the manager(s) and employee. Signatures indicate that both the manager and the employee agree that the PIQ accurately reflects the job duties/responsibilities. PIQs that are revised during the review process cause delays. Please be sure that any specific duties mentioned in the cover memo are included in the PIQ. Please be sure that all eligibility requirements are met.

1. RECLASSIFICATION

1a. Staff Member Eligibility:

- Must be in good standing with a current performance review on file. Performance rating must be a minimum of "meets standards".
- Must have at least 18 months of continuous service in his/her current position and have performed the increased duties for a minimum of 4 months. The new duties should be performed for an appropriate period of time (at least 4 months) to ascertain that the staff member will be successful in the new role. Please remember there is no "introductory period" when a staff member is reclassified.

1b. Position Eligibility:

Position reclassification is the assignment of a new job title and/or grade to an existing position. The reclassification is based on an evaluation of the position duties/responsibilities, not the individual.

- A significant increase in complexity of the job duties and responsibilities, meeting the level of a higher position, may result in an upward reclassification. Additional work/new assignments of equal complexity, the time in the job or the incumbent's skill set are generally not valid reasons to reclassify a position. A copy of the previous PIQ should be included in addition to the revised PIQ to assist in identifying the difference in duties.
- In some cases there is an established career track for a job family (on file with Human Resources). Examples include the Fundus Grader and Sleep Technologist positions.
- There may be cases where a job is reclassified to a lateral position (same grade). In certain situations there may also be a downward change in grade.

1c. Salary Adjustments with Reclassification:

A reclassification may or may not result in a change in salary.

- Increase in grade: The general salary adjustment guideline is 5% to 6% per grade adjustment. However, the employee's position in the salary range and internal equity of incumbents in the new classification are also considered.
- Lateral move in grade: A salary adjustment may occur when there is an equity concern.
- Reduction in grade: A reduction in salary may occur in specific circumstances.

1d. Required Documentation: (Please be conscious of the environment— double sided or two pages per sheet)

- Memo providing reason for request, including an approximate amount of time that the incumbent has been performing the new duties, signed by Department Chair, Center or Institute Director or Unit Head for administrative areas. The signature of the top Business Administrator will be accepted in proxy for a Chair.
- A copy of the previous PIQ
- A revised PIQ (short form please) with signatures and the additional duties identified at the bottom of page 1
- A current resume
- Organizational chart, including names of incumbents
- PSOM Financial Review Form

2. SALARY ADJUSTMENT

2a. Staff Member Eligibility:

- Must be in good standing with a current performance review on file. Performance rating must be a minimum of "meets standards".
- There is a minimum of 3 years since the last out-of-cycle salary adjustment, reclassification or acceptance of a position. Salaries are set to be equitable with peers; typically an equity discrepancy would not occur within 3 years. However, this eligibility requirement may be waived for exceptional situations.

2b. Eligible Reasons for an Out-of-Cycle Salary Adjustment:

Out-of-cycle salary adjustments may be considered if:

- It is determined that there is an equity discrepancy, typically in the range of 6% to 8%. An equity discrepancy is determined by comparing the current salary to salaries of similarly situated staff members in a job classification. A determination is based on the level of education, experience and time at Penn compared to other staff members across the University, within the Perelman School of Medicine and the specific department.
- It is determined that there is salary compression within the organizational structure of the department, i.e. between a manager and his/her direct reports. However, it should also be acknowledged that there are situations where a direct report may earn more than a manager due to a specific skill set or technical knowledge.
- It is determined that the additional duties/responsibilities of increased complexity warrant an increase in pay. This may occur with or without a reclassification.
- A request to counter an offer of employment may be considered. Retention requests should be accompanied with concrete supporting material that a competing job offer has been made. Information on the duties of the offered position should also be provided.
- Prevailing wage as determined by the Department of Labor for visa purposes
- Established career track, i.e. predefined program on file with Human Resource such as Lab Animal Technician certifications.

2c. Ineligible Reasons for an Out-of-Cycle Salary Adjustment:

- Length of service alone is not considered a valid reason for a salary adjustment.
- Earning a degree/certification is typically not a valid reason for a salary adjustment. Exceptions are noted above.
- High performance should be addressed during the annual merit increase program.

**2d. Required Documentation: (Please be conscious of the environment—
double sided or two pages per sheet)**

- Memo providing reason for request, signed by Department Chair, Center or Institute Director or Unit Head for administrative areas. The signature of the top Business Administrator will be accepted in proxy for a Chair.
- A copy of the current PIQ (short form please) with signatures. If additional duties/responsibilities have occurred, they should be identified at bottom of page 1.
- A current resume
- Organizational chart, including names of incumbents
- PSOM Financial Review Form
- Offer letter and competing job description for retention concerns
- Prevailing wage concern only requires memo, financial review form and supporting DOL documentation
- Established career track (such as Lab Animal Tech certifications) only requires memo, financial review form and supporting career track documentation.

3. STATUS CHANGE

3a. Status Change Defined:

Status changes include the following situations:

- Change between full time and part time status (or vice versa)
- An increase/decrease in the number of hours for full time non-exempt (weekly paid) employees, i.e. change in weekly hours between 35 and 40 hours.
- Phased retirement

3b. Required Documentation: (Please be conscious of the environment— double sided or two pages per sheet)

- Memo providing reason for request, signed by Department Chair, Center or Institute Director or Unit Head for administrative areas. The signature of the top Business Administrator will be accepted in proxy for a Chair.
- If an employee is requesting a status change from full time to part time, he/she should provide a signed memo requesting the change. The memo should include a statement that the employee is aware of the change in benefits (Policy 116). Also the employee should note that this is considered a break in service for retiree benefits. The PSOM HR satellite office is available to consult with the employee to advise them of the effect of the change to part time status.
- A copy of the current PIQ (short form please). It is possible that duties may change with the time dedicated to a job. This could result in a job reclassification.
- A copy of the previous PIQ, if there has been a change in duties.
- A current resume, if there has been a change in duties.
- PSOM Financial Review Form if change in status will result in higher compensation costs.
- For phased retirement, signed agreement per HR policy 414

4. Acting Rates

4a. Acting Rates Defined:

Per HR Policy 305 acting rates “represent extra compensation for a staff member who has temporarily assumed major responsibility for, and performance of, a vacant position in a pay grade that is higher than that of his/her current position. Such assumed responsibility is usually in addition to his/her primary job responsibilities.”

The effective date of the acting rate can be no earlier than the date that the position was vacated. They typically are in effect for no longer than 6 months and should not extend beyond the current fiscal year. Extensions of the acting rate can occur only with review and approval of Compensation. Acting rates must end when the position is filled.

4b. Determining the Rate:

The rate, which typically ranges between 5% and 10% of the staff member’s current monthly salary or weekly pay, is determined in accordance with the extra duties performed. Acting rates above 10% require review and approval of the Director of Compensation and the Vice President of Human Resources.

4c. Required Documentation:

- Memo providing reason for request, signed by the Department Chair, Center or Institute Director or Unit Head for administrative areas. The signature of the top Business Administrator will be accepted in proxy for a Chair.
- The memo should include detail about the responsibilities that will be assumed, provide a requested effective date and an expected length of time for the rate.
- PSOM Financial Review Form