

Roger Williams University's
SALARY PROGRAM POLICY & PROCEDURE
(Nonaligned Executive, Administrative, Professional, Special Services and Support Staff)

PREFACE

In furtherance of its philosophy that employee compensation should be structured on the basis of positional responsibility and accountability, coupled with internal and market equity and driven by performance, the university adopts and shall administer the Non-aligned Salary Program Policy & Procedure (Program). The Program is applicable to all nonunionized executive, administrative, professional, special services and support staff except for temporary or casual employees. The Program is designed to provide parameters, including individualized minimum and maximum base salary for all positions, under which those governed and those who govern may properly and prudently plan, gage, and be fully aware of the expectations, responsibilities, opportunities and limitations of the Program.

PROGRAM POLICY

The Program shall consist of a continually monitored series of salary compensation bands, properly and deliberately segregating positions into the bands in accordance with the position's responsibility and accountability in the university's operational scheme, as well as its relative complexity, difficulty and demand, reflecting market and internal equity.

SALARY BANDS:

The Program shall consist of salary bands representing a deliberate gradation of positions into a comparative hierarchy. Each salary band holds a minimum (base) and maximum (cap) devised from a comprehensive evaluation of operational and positional schemata and its relation to identifiable market characteristics.

The breadth of the salary bands is largest at the highest level and decreases in range as the bands descend in level, representing a base and cap that fairly respond to market factored breadth for benchmark positions within the band. This range allows competitive recruitment and significant performance driven enhancement designed to promote a continual striving for excellence and resultant retention of the best.

Representing a hierarchical differentiation of positions, the system of overlapping salary bands creates an intentional separation between bands evidencing greater difference between the highest bands and a gradual, consistent compression in differentiation between the bands in descending order. This was done to accurately reflect the significant differential of complexity, responsibility and accountability among positions comprising the university's operational scheme.

Overlap among the bands represents the commonality of value to the university between a higher level position performed at a lower capacity and of a lower level position performed at optimal

capacity. This also allows for a smooth upward or downward natural transition when either promotion or reclassification is effected by the university.

Within each salary band there are three distinct pay levels as follows:

Level 1 (Hiring Base):

The first is comprised of a probationary, base level under which new or recent hires may be placed when it is determined that they hold potential to fully fill out the position's integrated responsibilities but inexperience, complexity of position or some other temporary but significant, intervening factor results in an expected level of performance that, while promising, is insufficient for the long range demand from the position. The employee placed in this base level of the position's compensation band will earn, through developed and demonstrated performance competency, passage into the designated, regular level of the appropriate salary band for the position.

Level 2 (Merit Level):

The second level represents the regular, market tied, performance driven salary level within the defined salary band of the Program. This level holds base and cap parameters under which the salaries of both new hires and employees evidencing at least satisfactory performance in the defined responsibilities of the positions therein placed, will be governed. Movement within and beyond the designated salary level will be based upon performance as outlined below and more fully described in the university's Performance Management Policy.

Level 3 (Over Market Level):

The third level of each salary band of the Program is restricted to the exceptional performer, positively pushing the parameters of the defined responsibilities of his/her position. This is a salary level that will not be available to even consistently fine performers.

Over Cap Compensation:

Exceptional performance will continue to be rewarded, even where salary adjustment exceeds a position's salary cap. However, no compensation above the cap will be committed to base salary of even the continually exceptional performer.

Movement within a position's defined level, from one level to another and/or from one salary band to another is based entirely upon either university evaluated performance, consistent with this policy and the university's Performance Management Program (attached) or upon position reclassification as set out in the university's Position Classification Policy & Procedure.

SALARY ADJUSTMENTS:

Placement in a salary band and at a level within the salary band denotes university confirmed judgment of the level of performance within the available band. There is no program driven, upward adjustment in band placement based upon longevity, cost of living or one year of performance in isolation from salary band placement, which itself denotes an anticipated performance level. In other words, adjusted placement of an employee in his/her salary band must reflect not only improved, sustained performance but direct correlation with expected accomplishment for placement at that level. However, as positive movement within a salary band denotes improved performance within the position and as compared to placement of all others within the same band, until the placement and/or adjustment in band is at cap, it is anticipated that improvement in performance and achievement is viable and forthcoming. Until an individual is performing at a level above the midpoint of the band, continual improvement is necessary and an expectation of the university that is to be communicated, coached, and directed by the individual's supervisor in accordance with the Performance Management Program policy and procedure.

Salary adjustments, in each year of this program, are based upon formally recognized performance and may be awarded either to the salary base of the recipient in accordance with the philosophy set out above or may be provided as non-base compensation (bonus). Bonuses are, under the following circumstances, encouraged:

1. When an employee's pre-award salary is already favorable to peers within the same salary classification who hold with greater longevity of service and equally strong performance.
2. Where performance warrants recognition, but continuity of strong performance, against considerable challenges, has not yet been fully demonstrated. This is especially applicable where base salary is already above the midpoint of the position's salary band.
3. Where longevity of service, in the face of considerable challenges, is simply too brief to have been able to demonstrate continuity of service excellence. This is especially true during the first year of employment in a position.
4. Where a particular objective was successfully reached and deserves monetary recognition but that accomplishment is severable from the total performance character and outcomes realization expected of the position.
5. Where an employee has reached the salary band cap in base salary. In this situation a base salary award may only be authorized by the President.

Salary adjustments under this program are specifically and exclusively designed both to invest in strong performance character and to recognize significant, highly productive outcomes in furtherance of continual advancement of university mission. Effective performance is not a goal but an expectation. Satisfactory performance then creates no eligibility for salary adjustment. The awarding process will demonstrate this philosophy.

AWARDING PROCEDURE:

Employees are eligible for salary base adjustments each fiscal year, except for those hired after December 31st of the preceding fiscal year. Those hired after December 31st and before March 31st of the preceding fiscal year are eligible for a non-salary base bonus to be effected in the ensuing fiscal year of the Program.

The monies to be pooled for performance based distribution are comprised of that percentage of funds determined by the university as available for annual salary program adjustment, multiplied by the base salary of all filled positions as of March 31st and the midpoint of the salary range of all budgeted position openings, also as of March 31st, of the preceding fiscal year.

Any monies expended above the midpoint of positions filled after March 31st and before July 1st of the year of awarding shall be charged to the merit pool.

The pool of monies created for selective, deliberative awarding shall be held by the division Vice Presidents and the President until such time as the performance evaluation process by the division executive is recorded and all correlative recommendations are approved for implementation. The pool may not be overspent and there is no expectation that all pooled monies will be awarded or awarded at the same time. In this regard, and consistent with the Performance Management Program, holding back pooled monies for further evaluation of performance and possible later award is at the discretion of the division executive and expected from time to time.

PROGRAM OPERATION:

The Program will be subjected to continual monitoring with positional placement and positional and/or band and/or level adjustment, as well as Program amendment from time to time, as deemed prudent by the university, and in furtherance of its espoused philosophy, consulting market, cost of living and budget factors. Implementation of Program amendments will, to the extent practicable, be aligned with the university's successive, fiscal year employment policy.

PROGRAM PROCEDURES

Program procedures shall be aligned with, and herein incorporate by reference, those applicable to the university's Performance Management and Classification Programs, as published and administered by the university.