Classification & Compensation
Project Guide for IT&R

February 2019
1. Key Points

<table>
<thead>
<tr>
<th>This program is entirely new and has no direct relationship to the old system.</th>
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<td><strong>No one’s salary will be decreased:</strong> it is also possible that some salaries will not increase as a result of the implementation of the new program.</td>
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<td>The administration is working on a plan to bring up those employees identified as being below minimum under the new structure.</td>
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<td>Job descriptions and market matches were reviewed several times with management input to ensure accuracy.</td>
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<td>There is more opportunity for career growth.</td>
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<td>Employee’s titles now more accurately reflect their job duties.</td>
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2. Outcomes of the New Compensation Program

Key outcomes of the new program include:

- **Current and Accurate Job Descriptions (formerly Position Classification):** Documentation of key responsibilities, skills, education, and experience requirements for the job

- **Titling and Career Progression Framework:** Market-based titles for UCF jobs that accurately reflect the job duties accompanied by a career framework that outlines growth opportunities through leveling (i.e., IT Client Support I, IT Client Support II & IT Client Support III).

- **Compensation Philosophy:** Description of the role of pay and UCF’s expectations for the management of pay in attracting, retaining, and rewarding employees at the University

- **Comparison Markets:** Development of comparison markets for market data comparisons by broad employee level groupings

- **Compensation Structure:** Management of compensation through market-based salary grade ranges

- **Compensation Policies:** Policies for managing compensation at the University to help ensure internal equity and consistent application of the program
3. Key Points from the New Compensation Philosophy

Aligns with the mission, values, creed, and strategy of the University

• Is dynamic to respond to the ever-changing needs and operating objectives of the University

• Is externally competitive within the relevant markets and equitable based on job responsibility and performance

• Outlines a framework for career progression

• Is transparent and accessible by all employees

• Ensures good and enduring stewardship of resources, both human and fiscal

• Includes guidelines to ensure that decisions are made objectively

All employees will have access to the UCF Compensation Project website: https://hr.ucf.edu/current-employees/compensation-information/ucf-compensation-project/


Below Grade Minimum Policy

• A review of any employee below the minimum will happen before any other review

• Keeping in mind the need to transition from the old pay grade system to the new pay grade system as the university works toward increasing the salaries of employees who fall below the new pay grade minimum

Above Grade Maximum Policy

• Effective in February 2019, employees above max will not be eligible for annual increases to their base salary

• Employees above max may be eligible for a lump sum payment in lieu of increases until they fall within their respective pay grade. Supervisors should work with employees to address how they could move to the appropriate pay grade
## 5. Program Governance Responsibilities

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<th>Role</th>
<th>Responsibilities</th>
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| **Employee**          | • Understand and fulfill job’s essential functions, as defined by the job description  
                          • Respond to feedback provided by manager or supervisor as related to job responsibilities and performance  
                          • Provide accurate records of hours worked, as needed  
                          • Raise issues or concerns about job responsibilities and/or compensation with his or her manager/supervisor |
| **Managers/Supervisors** | • Collaborate with IT&R Business Center Human Resources to establish and maintain appropriate salaries; make recommendations for salary adjustments  
                          • Understand and maintain documentation of accurate job responsibilities and requirements of jobs in area of responsibility  
                          • Understand skills, knowledge, experience, and performance levels of staff in area of responsibility  
                          • Set performance expectations, provide clear and helpful feedback, and evaluate performance  
                          • Communicate openly with staff about compensation topics |
| **UCF Human Resources** | • Serve as a subject matter expert that establishes parameters around compensation guidelines  
                          • Design, develop, and maintain compensation program, including salary guidelines; ensure fairness in and consistency of application  
                          • Regularly collect market data from appropriate sources, assess pay competitiveness, and recommend adjustments to the university’s salary structure as well as individual salaries  
                          • Regularly monitor effectiveness of the compensation program and practices, its continued competitiveness, and ongoing equity |
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<tr>
<th>IT&amp;R Business Center HR</th>
<th>University Leadership</th>
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<tr>
<td>- Provide strategic and operational advice to leadership on salary issues and market trends</td>
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<tr>
<td>- Provide administrators and managers/supervisors tools and resources needed to make compensation decisions for their staff (market data, hiring ranges, federal/state policies, etc.)</td>
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<td>- Communicate salary program and ensure understanding within the university</td>
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<td>- Communicate openly and clearly with University community on compensation-related matters</td>
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<td>- Endorse program design and implementation processes</td>
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<td>- Establish and communicate strategic and operational goals to the community</td>
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<td>- Set standard for performance planning, coaching and feedback; hold direct/indirect reports accountable for the same</td>
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<td>- Review and endorse salary structure updates and individual pay decisions, as appropriate</td>
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<td>- Provide resources required to maintain the program</td>
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6. How Your Role as Information Technologies and Resources supervisor is key to implementation

A. **By understanding and supporting the program:**
   - How and why the program was developed
   - The program’s objectives and key messages
   - Compensation policies and how to use them

B. **By what you do (for your area and in support of IT&R):**
   - Use the salary policies in consultation with HR-Compensation to determine appropriate hiring salaries and to manage salaries appropriately
   - Keep position descriptions current for your employees
   - Stay informed about the policies
C. **By how you communicate to your employees:**

- Be positive about the program
- Answer employees’ questions openly and honestly
- Research any questions you are uncertain about
- Don’t be afraid to contact your IT&R HR liaison for help