



## Lehigh University Human Resources Policy

Policy Number:	404
Effective Date:	circa 2005
Revisions:	
Applicability:	All Classified Staff

### DEVELOPMENTAL PAY FOR STAFF MEMBERS POLICY

#### **Purpose:**

Policy and procedures on the different kinds of developmental pay for classified staff members

#### **Policy:**

Developmental pay may be available to staff members to recognize and reward them for significant changes to the accountabilities in their current positions and/or for changes in position that result in new proficiencies and enable greater contribution to the success of the institution. This reward may be distributed as an increase to base salary if the staff member's salary is within the lower two-thirds of the salary range. For staff members with salaries in the upper third of the salary range, the developmental pay is provided in the form of a one-time cash payment.

#### ***Changes to Accountabilities in Current Positions***

Staff members who have demonstrated significantly increased levels of proficiency and have assumed increased responsibilities within their current role that add ongoing value to the institution and to furthering the achievement of the institutional or departmental goals may be eligible for developmental pay. Supervisors are responsible for initiating a review of the staff member's position classification and pay rate if there are significant changes to the accountabilities associated with the position. Human Resources conducts the position re-evaluation. There are three potential outcomes of a position re-evaluation:

- **No Change to Grade or Compensation:** The changes to the accountabilities do not result in a change to the nature of the position. No compensation adjustment will be made.
- **No Change to Grade with In-Grade Adjustment to Compensation:** The changes to accountabilities are not sufficient to warrant reclassification of the position to a higher salary grade. However, the changes reflect significantly increased and/or broadened levels of responsibility in the current position. An in-grade adjustment to compensation is recommended.
- **Change to Grade and Upgrade Adjustment to Compensation:** The changes to the accountabilities of the position are such that the nature of the position has been altered. Changes in job content, skill set, and responsibility level are such that a reclassification of the current job to a higher grade is warranted. An upgrade adjustment to compensation is recommended.

If an adjustment to compensation is recommended by Human Resources. The recommendation is based on:

- The degree of increased responsibilities;
- The current pay level relative to the salary range; and
- The pay compared to peers in the pay grade with similar skills, knowledge, and competencies.

This compensation adjustment is distributed as an increase to base salary if the staff member's salary is within the lower two-thirds of the salary range. For staff members with salaries in the upper third of the salary range, the compensation adjustment is provided in the form of a one-time cash payment.

Requests to provide a compensation adjustment outside the range of adjustments recommended by Human Resources must be approved by the appropriate Vice President or Dean and the Director of Compensation and Benefits. Requests should be made to both parties, in writing, outlining the staff member's credentials, unique experience, and/or other justification for the recommended adjustment.

### ***Promotion to a Higher Grade Position***

Staff members who leave existing positions to assume new roles in positions classified at a grade higher than their existing positions are eligible for a compensation adjustment in recognition of the promotion. The promotion may involve moving from one department to another or remaining in the same department but in a different position classified at a higher grade.

A compensation adjustment should be provided in recognition of a promotion. Funds for compensation adjustments are the responsibility of departmental budgets. If sufficient funds are not available, account executives should contact the appropriate Vice President and/or Dean for possible transfer of funds. Every effort should be made to provide a compensation adjustment for promotion, including requests to transfer funds across University areas if necessary.

Human Resources provides the hiring supervisor with recommendations for the promotional compensation adjustment. The recommendations are based on:

- The degree of increased responsibilities;
- The current pay level relative to the new grade;
- The pay compared to peers in the new pay grade with similar skills, knowledge, and competencies;
- The importance of the role and possible scarcity of the staff member's skills; and
- The depth and breadth of the staff member's skills.

A promotional compensation adjustment is distributed as an increase to base salary if the staff member's salary is within the lower two-thirds of the salary range. For staff members with salaries in the upper third of the salary range, a promotional compensation adjustment is provided in the form of a one-time cash payment.

Requests to provide a promotional compensation adjustment outside the range of adjustments recommended by Human Resources must be approved by the appropriate Vice President or Dean and the Director of Compensation and Benefits. Requests should be made to both parties, in writing, outlining the staff member's credentials, unique experience, and/or other justification for the recommended adjustment.

### ***Transfer to a Different Position at the Same Salary Grade***

A compensation adjustment may be recommended when a staff member moves from one position to another which is classified at the same grade if the transfer is to a position that has been classified based on a different position benchmark or has significantly different core responsibilities.

If such an adjustment is appropriate, Human Resources will provide the hiring supervisor with a recommendation for the in-grade transfer adjustment. The recommendation is based on an assessment of the differences in the positions and the breadth of skills and knowledge associated with the two positions.

An in-grade transfer compensation adjustment is distributed as an increase to base salary if the staff member's salary is within the lower two-thirds of the salary range. For staff members with salaries in the upper third of the salary range, an in-grade transfer compensation adjustment is provided in the form of a one-time cash payment.

Requests to provide an in-grade transfer compensation adjustment outside the range of adjustments recommended by Human Resources must be approved by the appropriate Vice President or Dean and the Director of Compensation and Benefits. Requests should be made to both parties, in writing, outlining the staff member's credentials, unique experience, and/or other justification for the recommended adjustment.

### ***Transfer to a Position in a Lower Salary Grade***

A staff member may choose to move from one position to another which is classified at a lower salary grade. Generally, a salary decrease is associated with a voluntary demotion. Human Resources will assist in determining an appropriate salary reduction in these cases.

If a staff member accepts a promotion and then later returns to the lower grade job, the reduction in compensation will equal the amount of increased compensation received at the time of the promotion.

### ***Special Assignments***

Staff members who take on significantly different special roles or sets of responsibilities outside the scope of their jobs for 30 or more days may be eligible for a temporary bonus. See policy *HR-402 Bonus for Temporary Assignments*.

**Keywords:** Additional Duties, Development