



**THE UNIVERSITY of  
NEW ORLEANS**

**Policy No:** AP-BA-46.3  
**TITLE:** Unclassified Pay  
**EFFECTIVE DATE:** March 28, 2014\*  
 (\*Policy Revised, see below)  
**CANCELLATION:**  
**REVIEW DATE:** Spring 2018

**ADMINISTERED BY:** Office of Vice  
President for Business Affairs

**PURPOSE**

To provide procedures and guidelines for setting salaries and requesting salary increases for unclassified faculty and staff.

Unclassified faculty and staff shall be paid semi-monthly at a salary rate in accordance with the University of Louisiana System (UL System) Rules and Regulations.

Maintaining competitive administrative salaries is critical to the effective operation of the state’s postsecondary education system. Administrators are expected to successfully lead and manage their systems and institutions to strong levels of performance in teaching, learning, public service, economic development and financial integrity. They must perform these tasks despite financial challenges, high expectations of performance and accountability, and a variety of other complex issues.

The Louisiana Legislature has provided direction regarding administrative salaries. Act 4 of the 2000 2<sup>nd</sup> Extraordinary Session, recognizes the power of the college and university management boards to “employ or approve the employment, fix or approve the salaries...of personnel for the board and the university system...”

**AUTHORITY**

*Authority for this document is derived from Article 10 of the Constitution of the State of Louisiana, Chapter III, Section III of the Bylaws and Regulations of the Board of Supervisors of the University of Louisiana System and University of Louisiana System Policy and Procedure Memorandum FS.III.III-1.*

**GENERAL POLICY**

**A. Starting Salaries for New Employees**

1. Salary ranges for positions are assigned by the Office of Human Resource Management (HRM) based on the duties and organization level of the position within the institution. HRM uses salary information available from external sources, such as, comparable positions within the UL System and salary surveys published annually by the College and University Professional Association for Human Resources (CUPA-HR).

Additionally, internal salary comparisons are conducted for similar existing positions within the university.

2. If the successful candidate for the position is minimally qualified for the position, the minimum of the salary range should be offered to the candidate. If the successful candidate possesses any of the desired qualifications of the position, a higher starting salary up to the midpoint of the salary range may be offer, if budget allows.
3. Starting salaries for new employees should not fall below the minimum or above the midpoint of the salary range for the position. Offering high starting salaries can create internal salary inequities, salary compression, employee morale issues and increased salary costs. Salaries of existing employees who are similarly qualified should be considered in setting the new employee's salary.
4. Salary offers above the midpoint of the salary range for the position may be granted only when justified in writing to HRM based on one or more of the following factors:
  - a. A demonstrated and documented inability to attract an outstanding candidate at a salary below the midpoint;
  - b. Rejection of an offer of employment at the midpoint by the top candidate(s), evidenced in writing; or
  - c. The candidate's experience and demonstrated competencies are substantially beyond the required qualifications of the position, evidenced in writing.

#### B. Salaries Not to Exceed Maximum of Salary Range

1. Salaries shall not exceed the maximum of the salary range for the position. In rare circumstances, deviations from this rule may be approved by the President when specifically justified in writing based on one or more of the following factors:
  - a. There is a demonstrated and documented inability to attract an outstanding candidate at a salary below that level; or
  - b. The incumbent's experience, demonstrated competencies and performance are substantially beyond the required qualifications of the position, evidenced in writing.

#### C. Salary Increases

In accordance R.S. 42:1266 and Chapter 27 of Title 42 of the Louisiana Revised Statutes of 1950, no state unclassified official or employee who is in the direct line of supervision of an unclassified official or employee who is responsible for conducting Performance Evaluation System sessions for a classified employee shall receive an increase in his compensation unless his certifying official determines in writing that the unclassified official or employee has conducted his classified employee performance sessions in accordance with the rules of the State Civil Service Commission, Chapter 10 of the Civil Service Rules. This is also applicable to the unclassified official or employee who is responsible for conducting the Performance Evaluation session on the classified employee.

Salary increases may be made based only on one or more of the factors listed below. No salary increase shall raise an employee's salary by an amount greater than 10% in any one fiscal year unless approved by the UL System. Position descriptions, if applicable, shall be reviewed and updated for accuracy before any salary increase request is submitted.

### 1. Performance Adjustment

- a. Performance adjustments shall not be given more than once a year based on the individual employee's performance. Performance adjustments are not an entitlement, require individual, qualitative evaluation and must be based on one or more of the following factors:
  - i. the individual's performance relative to established performance goals;
  - ii. contributions to the institution;
  - iii. the acquisition of additional skills or competencies that significantly enhance the individual's value to the institution; or
  - iv. other extraordinary specified circumstances.
- b. Performance adjustments are not guaranteed and the granting of such will be based on the University's current fiscal situation.

### 2. Expansion or Upgrade of Duties

Expansion or Upgrade of Duty salary increases shall be made only when a significant and on-going increase in job responsibilities is factually established. The employee's pay should be set within the established salary range for the updated position and duties shall be justified in writing based on the following factors:

- a. external market comparisons using CUPA-HR salary surveys,
- b. comparison of similar positions at other UL System Schools,
- c. internal equity,
- d. departmental budget considerations,
- e. knowledge and skills the employee brings to the position, and
- f. factually-established increased job responsibilities.

### 3. Retention

Retention increases shall be given only when needed to retain key employees who may be lost to another organization. Retention adjustments must be justified in writing based on the following factors:

- a. the employee's expertise is critical to the institution's mission,
- b. the employee's performance is judged to be exemplary, and

- c. there is a significant risk, which must be verified and documented in writing based upon first-hand knowledge, that the employee will leave the institution as a result of a concrete offer of employment at another institution.

#### 4. Internal Equity

- a. Employees with similar levels of responsibility, work experience, qualifications, and work performance records should have salaries which are reasonably comparable. When previous salary adjustments have resulted in significant disparities between the salaries of comparable employees, equity increases within the established salary range may be made. Such increases shall take into consideration the employee's annual performance review and current budget.
- b. The written justification for internal equity adjustments must be supported by the following documentation:
  - i. job descriptions of the employee receiving the adjustment and the comparable positions on which the adjustment is based,
  - ii. job qualifications of the employee receiving the adjustment and the comparable employees on which the adjustment is based,
  - iii. average salaries and/or salary range for the applicable positions, and
  - iv. history of difficulty in recruiting or retaining personnel.

### **PROCEDURES**

- 1. Position Descriptions for Unclassified Staff Positions (SP2)
  - a. SP2s for all unclassified staff positions should be kept as accurate as possible and updated at least every five years to ensure that it remains a true representation of the duties of the job. Additionally, every time an unclassified staff position is vacated and the department intends to refill the position, the hiring manager shall review the SP2 for continued accuracy and make any necessary updates.
  - b. HRM will work with hiring managers to ensure that the title, salary range, and qualifications on each position description are appropriate for the duties of the job. HRM will conduct salary comparisons for each position description using internal data from comparable positions on campus and external data from CUPA-HR salary surveys.

- c. Position descriptions are not required for unclassified faculty positions. Title, salary, and qualifications for faculty positions are determined by academic credentials held by the employee and departmental budget considerations, as determined by the College and Academic Affairs.

## 2. Requests for Unclassified Salary Increases

- a. All salary requests must be submitted in writing on department letterhead through the appropriate approval channels to the President. The request must include valid justification for the increase. If the salary increase request results in a salary increase greater than 10 % of the incumbent's annual salary, it will require UL System approval before it is granted.
- b. All salary increases shall be vetted through HRM prior to submission for Presidential approval. HRM shall verify that the salary increase meets the justification/criteria set within this policy and is compliant with UL System rules and regulations.



John W. Nicklow  
President  
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*\*Policy updates:  
9/13/2017*