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1. PURPOSE AND SCOPE

The purpose of the policy is to provide guidelines for determining employee compensation.

2. POLICY

It is the policy of the College to provide compensation based on available funding as provided by the Utah State Legislature.

3. DEFINITIONS

3.1 Compensation: Salaries and benefits provided to employees.

3.2 Market Adjustments: Salary adjustments to keep up with current market pay practices.

3.3 Internal Equity Pay Adjustments: Salary adjustments made to ensure pay is equitable when compared with that of other employees who have a comparable education and work experience and who hold similar positions in the same classification.

3.4 Job Classification: The formal process used to evaluate jobs and assign titles and pay grades.

4. REFERENCES

- Ogden-Weber Technical College Personnel Classifications (#520.5)
- Ogden-Weber Technical College Employment At-Will policy (#520.9)
- Ogden-Weber Technical College Position Descriptions policy (#520.39)
- Ogden-Weber Technical College Employee Evaluations policy (#520.51)

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1. Compensation Philosophy

Ogden-Weber Technical College recognizes that its employees are key to delivering its mission and vision. To accomplish this, the College has developed a Compensation Philosophy which aims to attract, retain, and motivate highly-qualified and engaged employees by offering rewards that balance market competitiveness with internal equity.

The College has adopted a total rewards strategy blending monetary and nonmonetary rewards which links organizational objectives, internal equity, market competitiveness, and individual contributions.

As an employer, the College offers the opportunity for a diverse employee population to work in a stimulating environment with state-of-the-art facilities. The College believes teamwork, respect, and lifelong learning are essential to engaging employees and are crucial to continued success.

To align with the College's mission, vision, and core values, the following objectives have been implemented:

- Provide a compensation package to attract and retain highly-qualified employees with the required education, experience, and skills necessary to achieve the College's mission.
- Provide a compensation package for each employee based on the individual's position, performance, and qualifications.
- To compensate employees at a level consistent with comparable market benchmarks for institutions of higher education or other appropriate job markets for similar skills, responsibilities, educational qualifications, and working conditions.
 - For **faculty** positions, the market is based on salaries of peer institutions.
 - For **staff** positions, the market is based on local, regional, and/or national markets, depending on the position.

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- Evaluate the duties and responsibilities of each position and assign it to a salary range which recognizes its value in relation to other positions within the range.

2. Compensation Approvals

Approvals for compensation-related changes are required from the vice president and president of the College.

3. Compensation Surveys

Each faculty and staff position is assigned a salary range based in part on an external labor market data source (College and University Professional Association “CUPA-HR”) that indicates the median salary for that position within the appropriate labor market for that position. This process is managed by Human Resources.

Periodically, Human Resources will validate the salary ranges based on external labor market data.

An increase in the salary range does not automatically generate an increase in individual salaries.

4. Salary Ranges

Salary ranges are developed by the Human Resources Department based on compensation surveys and available funding. Each salary range is defined by a minimum, midpoint and maximum salary.

- **Minimum:** A person who meets all the stated minimum qualifications of the job can expect to be hired at the minimum of the salary range.
- **Midpoint:** The midpoint of a salary range is intended to identify the salary of an incumbent who meets all the qualifications of the job and who demonstrates the level of proficiency and experience that would be accumulated after working successfully for approximately 7-8 years in that position. Compensation at the midpoint is considered market competitive.
- **Maximum:** The maximum of a salary range represents the upper limit of base pay normally provided for a position within that range. In limited circumstances, such as college or system-wide compensation adjustments

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or other approved exceptions, the President may authorize pay above the range maximum.

The spread between the minimum and the maximum of each salary range will fall between 40% and 60% depending on the job level. This reflects the potential for salary growth within that range.

Salary ranges are sufficiently wide enough to provide appropriate pay for employees with varying skills, knowledge, experience, and performance levels. Factors for progression in the salary range may include external labor market, institutional compensation goals, assignment of additional duties, recognition for meeting certain goals, and individual skill and/or performance ratings.

Salary increase determinations such as annual budgeted increases, equity pay increases, market-based increases, and/or performance-related salary increases can be accomplished by managing pay within the pay grade. It is important to understand that the classification of a job does not have to change in order to provide a salary increase.

Non-exempt hourly positions are assigned to salary ranges expressed in hourly rates.

Exempt salaried positions are assigned to salary ranges expressed in annual rates.

The College has two salary range structures:

- Faculty Salary Range Structure:** Separate pay grades have been established for faculty. Faculty positions are designated by the College as those which primarily carry out classroom instruction. Pay grades are based on each specific discipline being taught.
- Staff Salary Range Structure:** Separate pay grades have been established for staff. Staff positions are all those not primarily designated as teaching faculty. These would include all staff and administrators whose primary roles on campus are that of employees.

These ranges do not apply to temporary employees or student workers.

5. Job Descriptions

A position description lists the overall purpose of the job, essential functions and duties/responsibilities, and the minimum qualifications required to perform the job. Jobs with similar characteristics through the College may share a consolidated position description. Managers are responsible for working with Human Resources to

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develop or revise position descriptions. Position descriptions are available from the Human Resources Department and may be changed by the College.

6. Position Evaluation and Assignment of Salary Ranges

Revised positions, also called position reclassifications, may be warranted when a position evolves to a level that the work performed is no longer represented by the initial job classification and title assignment or a position experiences significant changes in assigned duties, nature, scope, complexity, or impact of decision-making. Situations such as these warrant a review that may result in reclassification of the position. Reclassification involves reassignment of the position to a different classification that more closely matches the duties, responsibilities, knowledge, and scope associated with the new duties of the position. Performance of the incumbent or minor changes in the job do not warrant reclassification. An updated job description of the position should be created prior to requesting approval from the vice president, president, and Human Resources.

Faculty positions should have a job description which specifies the required education level for that position, and the assigned pay range will be designated based on the highest grade that corresponds to the level of education completed by the individual employee. If a faculty member completes additional educational degrees, they may be eligible for a change in pay grade levels and a salary increase.

Staff positions should have a job description which specifies the required education level for that position. If a staff member completes additional educational degrees, they may be eligible for a salary increase within the job's salary range. Placement within the salary range is dependent on the Compa-Ratio target based on the educational degrees as follows:

- Associate degree: Compa-Ratio up to 80% or salary range minimum, whichever is greater
- Bachelor's degree: Compa-Ratio 80% - 100%
- Master's degree: Compa-Ratio 100% - 110%
- Doctorate degree: Compa-Ratio 110% +

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On rare occasions, a new position may evolve. For new position, supervisors should work with Human Resources to develop new job descriptions.

Once the position is evaluated, Human Resources will assign a specific pay grade based on external market data and in alignment with existing staff and faculty positions.

Before a new or revised position is filled, the following must occur:

- Complete new or revised job description
- Document vice president recommendation
- Document president approval
- Position evaluated by Human Resources
- New salary grade assigned by Human Resources

7. Starting Salaries

A person who meets all the stated minimum qualifications of the job can expect to be hired at the minimum of the salary range. A person who meets all of the stated minimum qualifications of the job and brings additional experience, education, or training may be hired at a salary above the minimum, up to the midpoint. It is very rare for someone to be hired above the midpoint for any staff position. In all instances where individuals are hired above the midpoint of the range, the rationale for this decision and written approval by the president will be documented in the personnel file.

- Documentation for approved starting salaries in the third and fourth quartile should be maintained by Human Resources and retained for audits and reviews.

8. Salary Increase Budget

Each year, the Utah State Legislature identifies the amount of funds to be allocated to state entities for compensation. Salary increases of all types are contingent on availability of funds and are not guaranteed on an annual basis.

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9. Salary Increases

The College supports a compensation program that is designed to attract and retain individuals with diverse, high-quality skills and abilities. The College will review the budget each fiscal year to consider if increases to salaries and wages for employees are feasible.

This process begins with each manager reviewing the pay grades of each employee to ensure proper placement within the salary range based on their level of proficiency within their current role. Each manager is provided a budget, as determined by the Utah State Legislature. This budget can be used to provide salary increases to team members to increase their placement in the salary range based on factors such as proficiency, performance, and internal equity.

Generally, salary increases are based upon availability of funds and performance as measured through an annual employee performance evaluation. Additionally, employees may be eligible for salary increases through salary adjustments or promotional increases.

The classification of a job does not have to change in order to provide a salary increase.

The College does not guarantee that an employee will receive an increase each year. The goal of the College is to implement any changes to salaries and wages at the beginning of each fiscal year as monies are available and approval is granted by the president.

10. Salary Increases Based on Performance

Salary increases may be given to recognize individual meritorious performance by employees as determined by employee performance evaluations which shall be conducted at least three months prior to the beginning of a new fiscal year. The College's Human Resources Department shall generally be responsible for distribution of employee performance evaluation forms to appropriate supervisory staff for eligible employees.

To be eligible for a merit increase, employees must receive at least a "meets standard" rating on their annual evaluation and must be paid below the job grade pay maximum. An employee who is on paid long-term disability (LTD) is not eligible for a merit increase while on leave. Instead, the employee may receive a merit increase on the effective "return from disability" date. It is the manager's responsibility to follow up with Human Resources to process the employee's merit increase.

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11. Other Salary Increases

At times, it may be necessary to adjust pay outside of the annual increase process. Off-cycle salary increases are discretionary increases that can occur any time during the year outside the normal increase cycle. Human Resources must be consulted in order to determine if the increase is justified, internally equitable, compatible with the market, and consistent with the salary administration guidelines.

Management personnel, with the approval of the president and Human Resources, may choose to adjust employee salaries following the initial assessment period if the employee meets established benchmarks as developed and agreed upon by the employee and supervisor during initial hire.

12. Promotion

A promotion is the movement of an employee to a job in a higher pay grade. A promotion generally warrants a pay increase. The amount of the increase should be determined by reviewing a number of important factors such as:

- The pay range associated with the new position.
- The employee's current pay in relation to the new pay range.
- The employee's qualifications for the new position.
- Pay of other similarly situated employees.

Promotional increases are also based on the incumbent's skills, knowledge, and experience brought to the new position.

13. Demotion

A demotion is movement to a job in a lower pay grade and can be both involuntary and voluntary. Demotions generally warrant a pay decrease, with the amount to be determined by the individual circumstances, taking into account the incumbent's current pay, the pay range associated with the new position in the lower grade, the knowledge, skills, and performance of the incumbent, and pay of other similarly situated employees. Human Resources should be consulted when making the pay determination for a demotion.