



University Senate
Faculty and Personnel Affairs Committee (FPAC)
April 24, 2017

Response to Charge S-1512 - Staff Promotion and Salary Adjustment Policy: Examine Rutgers' policies on salary adjustments for staff.

A. Charge

S-1512	Staff Promotion and Salary Adjustment Policy: Examine Rutgers' policies on salary adjustments for staff. In particular, review University Policy 60.4.10, which limits Rutgers staff employees' salary adjustments following promotion or reclassification to levels below those that may be negotiated or offered for newly hired staff employees. Where appropriate, make recommendations for modifying the policy.
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B. Background

In November 2015 FPAC was issued a charge to examine Rutgers' policies on salary adjustments for staff. In particular the committee was asked to review University Policy 60.4.10, which limits Rutgers staff employees' salary adjustments following promotion or reclassification to levels below those that may be negotiated or offered for newly hired staff employees. FPAC was asked to make recommendations where appropriate or modifying the policy.

The committee identified the following section of University Policy 60.4.10 as constituting the issue to be reviewed and potentially revised.

5. The Policy

I. Starting Salary for New Hires

A. External Hires

MPSC Salary Grade Structures - The starting salary for a successful external candidate for an MPSC vacancy in the grade structure may be established up to 10 percent beyond the midpoint of the grade. Exceptions will require the approval of the appropriate Vice President/Chancellor and the Vice President for Faculty and Staff Resources.

MPSC Salary Ranges - The starting salary for a successful external candidate for a MPSC vacancy in a salary range may be established by the hiring department at a salary rate up to 15 percent above the established range minimum salary. Hires beyond the 15 percent hiring range but not in excess of the established range maximum require Vice President/Chancellor approval and authorization.

Other Non-Aligned Positions - For non-graded positions, salaries must be within the

midpoint market rate values for the position when compared to peer institutions in a comparable market.

B. Internal Hires

The compensation level for a successful internal candidate (current Rutgers employee and not employed within a legacy UMDNJ position) for a non-aligned job posting will be determined as detailed in the following section on Promotion.

II. Promotion

Promotion is the formal advancement of an individual from one position to a more responsible vacant position in a higher salary range, grade, or non-graded position. Promotion results either when an employee is the successful applicant for such a position or when a department decides to promote an employee internally to such a position. All vacant positions that are to be filled must be reviewed by University Human Resources. Affirmative Action procedures must be followed during the recruitment process.

A. Salary

The salary increase resulting from a promotion is determined as follows. (Use the same formula for employees who are promoted out of bargaining units.)

1. A minimum of 5 percent up to a maximum of 15 percent increase to the employee's salary at the discretion of the hiring authority. The new salary cannot be less than the minimum or more than the maximum of the new range or grade. For salary grades, most salaries are expected to cluster around the grade midpoint, which is a measure of the market rate. For non-graded positions, salaries must be at the midpoint market rate values when compared to peer institutions in a comparable market, and consistent with comparable university positions. Hiring authorities must take this fact into consideration in determining the offer salary. An additional factor to take into consideration is whether the promotion results in an increase in the standard number of hours worked per week.
2. Under extraordinary circumstances, a Vice President or Chancellor may request that an exception be made to provide an increase in excess of the above parameters. Exception requests should be forwarded to the Vice President for Faculty and Staff Resources or his or her designee.

B. Effective Date of Promotion

The effective date is the date on which, after all necessary approvals are received, the employee begins work in the new title.

Salary Tables

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
 OFFICE OF THE SR. VICE PRESIDENT FOR HUMAN RESOURCES AND ORGANIZATIONAL
 EFFECTIVENESS

Salary Table: Managerial, Professional, Supervisory (Non-aligned)

EFFECTIVE DATE: JULY 1, 2016

Grade	Minimum	Midpoint	Maximum
01	\$ 30,860	\$ 39,062	\$ 47,263
02	\$ 35,491	\$ 44,920	\$ 54,350
03	\$ 40,814	\$ 51,659	\$ 62,504
04	\$ 46,935	\$ 59,409	\$ 71,884
05	\$ 53,974	\$ 68,318	\$ 82,661
06	\$ 62,071	\$ 78,567	\$ 95,062
07	\$ 71,384	\$ 90,353	\$ 109,322
08	\$ 82,092	\$ 103,908	\$ 125,723
09	\$ 94,405	\$ 119,491	\$ 144,578
10	\$ 108,566	\$ 137,415	\$ 166,264
11	\$ 124,851	\$ 158,028	\$ 191,205
12	\$ 143,578	\$ 181,731	\$ 219,885

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
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EFFECTIVENESS

Salary Table: Information Technology (Non-aligned)
EFFECTIVE DATE: JULY 1, 2016

Grade	Minimum	Midpoint	Maximum
01	\$ 35,321	\$ 44,681	\$ 54,040
02	\$ 40,618	\$ 51,383	\$ 62,147
03	\$ 46,713	\$ 59,092	\$ 71,471
04	\$ 53,720	\$ 67,956	\$ 82,192
05	\$ 61,779	\$ 78,150	\$ 94,522
06	\$ 71,046	\$ 89,873	\$ 108,699
07	\$ 81,699	\$ 103,351	\$ 125,003
08	\$ 93,958	\$ 118,855	\$ 143,753
09	\$ 108,048	\$ 136,682	\$ 165,316
10	\$ 124,255	\$ 157,184	\$ 190,112
11	\$ 142,896	\$ 180,764	\$ 218,633
12	\$ 164,329	\$ 207,876	\$ 251,423

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
 OFFICE OF THE SR. VICE PRESIDENT FOR HUMAN RESOURCES AND ORGANIZATIONAL
 EFFECTIVENESS

Salary Table: Confidential Clerical
 EFFECTIVE DATE: JULY 1, 2016

Range	Minimum	Maximum
05	\$ 25,873	\$ 35,139
06	\$ 26,953	\$ 36,681
07	\$ 28,088	\$ 38,285
08	\$ 29,278	\$ 39,982
09	\$ 30,524	\$ 41,731
10	\$ 31,830	\$ 43,592
11	\$ 33,211	\$ 45,526
12	\$ 34,651	\$ 47,561
13	\$ 36,164	\$ 49,738
14	\$ 37,755	\$ 51,982
15	\$ 39,419	\$ 54,344
16	\$ 41,174	\$ 56,873
17	\$ 43,017	\$ 59,489
18	\$ 44,956	\$ 62,212
19	\$ 46,986	\$ 65,101
20	\$ 49,115	\$ 68,140

The committee believes that the following language of University Policy 60.4.10 treats External Hires and Internal Hires for new positions in a manner that is unequal. Internal Hires may be treated differently from External Hires to the disadvantage of the Internal Hire.

An External New Hire starting salary may be set beyond the 15 percent hiring range with “approval and authorization” of the Vice President/Chancellor while the starting salary for an Internal New Hire may result in a starting salary increase of more than 15 percent above the Internal Hires current salary only “under extraordinary circumstances” with the Vice President or Chancellor required to make a request “to the Vice President for Faculty and Staff Resources or his or her designee.”

The currently policy is procedurally unjust as starting salaries for Internal Hires to a new position in excess of 15 percent of the Internal Hire currently are determined not only by Vice President/Chancellor but also require the approval of Vice President for Faculty and Staff Resources under “extraordinary circumstances.” Both External Hire and Internal Hire salaries should be determined by the same process.

The current policy restricts supervisors and Vice Presidents/Chancellors from offering market rate salaries to Internal Hires, as the Starting Salary for New Hires for Internal Hires (as defined in University Policy 60.4.10) is based on the current salary of the Internal Hire and not on the position classification of the new position or the market rate for the salary.

In examining the current Salary Table for Managerial, Professional, Supervisory (Non-aligned) personal the grade levels are separated by 15% increase in salary. For example the midpoint for grade 07 is \$90,353 while the midpoint for grade 08 is \$103,908 which is 15% higher

Starting Salary Example for New Hire in a Grade 7 Information Technology (Non-aligned) vacancy

External Hires

The supervisor may offer an external hire a starting salary up to **\$113, 686.10** without approval of Vice President/Chancellor and the Vice President for Faculty and Staff Resources.

Internal Hires

An Internal Hire would be limited to up to 15% of the Internal Hire’s current salary. If the internal applicant is currently at the midpoint of Grade 6 at a salary of \$89,873 the Internal Hire would be limited to Starting Salary of **\$103,353.95** which is 10 percent lower than the External Hire.

Only if the internal candidate’s current salary is 15% above the current midpoint of the grade below the new position will the Internal Hire be able to receive the same starting salary as the External Hire without an “extraordinary circumstances” application made to both the Vice President/Chancellor and the Vice President for Faculty and Staff Resources.

If the Internal Hire is offered a new position at the same grade, the Internal Hire receives their existing salary unless an In-Range/Grade Salary Adjustment process is completed. The maximum increase of an In-Range/Grade Salary Adjustment is 10 percent.

University Policy 60.4.10 does not apply to UMDNJ legacy positions. UMDNJ legacy non-aligned positions are covered by University Policies 60.9.15 Job Bidding and Promotion, 60.9.57 Promotions/Reclassifications/Demotions/Salary Adjustments Guidelines, and 60.9.40 Legacy UMDNJ policies associated with Human Resources

C. FPAC results

The FPAC found the following key points for consideration regarding the Staff Promotion and Salary Adjustment Policy:

1. Internal Hires and External Hires salaries are decided using different policies which may lead to lower starting salary offers being made to Internal Hires. Supervisors responsible for making new hires have two different policies for setting starting salaries for the same position dependent on whether the candidate for the position is an Internal Hire or an External Hire. A supervisor must go through an additional round of approvals for salaries for Internal Hires and must state that “extraordinary circumstances” exist for an Internal Hire while not being required to make a similar “extraordinary circumstances” statement for External Hires.
2. Non-aligned staff members have stated that the different treatment that Internal Hires receive through University Policy 60.4.10 results in lower salary offers for Internal Hires for similar positions offered to External Hires. It has been claimed that this policy has led to lower morale of existing employees and departure of talented employees as they do not receive the same treatment as external hires in salary determination for new positions.

FPAC recommends that the University Administration revise University Policy 60.4.10 to treat both External Hire and Internal Hire new employees in the same manner. University Policy 60.4.10 should be revised so that Internal Hire new employees will be offered the same salary as External Hire new employees.

FPAC recommends that University Policies that cover UMDNJ non-aligned staff positions that include 60.9.15 Job Bidding and Promotion, 60.9.57 Promotions/ Reclassifications/ Demotions/ Salary Adjustments Guidelines, and 60.9.40 Legacy UMDNJ policies associated with Human Resources be reviewed and revised so that internal hires and external hires are treated in the same manner with regard to salary offers for new positions.

D. Resolution

Whereas, the Faculty and Personnel Affairs Committee (FPAC) has examined the University Policy 60.4.10 Staff Promotion and Salary Adjustment Policy and found that the university policy treats internal and external candidates differently in terms of the process of determine starting salary offers for hires for new positions: and

Whereas, FPAC recognizes that Rutgers University could not have achieved the successes that it has within the higher education community without the contributions of our skilled, talented and hard-working employees; and

Whereas, Rutgers University offers its employees competitive salaries, generous benefits, and the chance to be a part of an exciting campus community; and that it is important to attract and retain high qualified personnel.

Therefore, Be It Resolved, that the University Senate urges the administration to revise University Policy 60.4.10 to treat both External Hire and Internal Hire new employees in the same manner.

University Policy 60.4.10 should be revised so that Internal Hire new employees will be offered the same salary as External Hire new employees.

Be It Further Resolved that the University Senate recommends University Policies that cover UMDNJ non-aligned staff positions that include 60.9.15 Job Bidding and Promotion, 60.9.57 Promotions/Reclassifications/ Demotions/ Salary Adjustments Guidelines, and 60.9.40 Legacy UMDNJ policies associated with Human Resources be reviewed and revised so that internal hires and external hires are treated in the same manner with regard to salary offers for new positions.

Committee members

Faculty and Personnel Affairs Committee 2016-2017

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