



JOHN CARROLL ADMINISTRATOR AND STAFF COMPENSATION PROGRAM

Phase 1: Introduction to Bands

Contents

Introduction	2
Program Overview and Job Bands	3
Band Structure	3
Salary Ranges and Bands	3
Job Descriptions	4
Job Titles	4
Maintaining the Program	5
Re-banding of a Job	5
Next Steps: Market Pricing/Salary Ranges.....	6
Updating Benchmark Jobs	6
Market Pricing	6
Developing Salary Ranges	6
Assigning Salary Ranges to Bands	6
Administering Salaries within Bands	6

Introduction

John Carroll University's Administrator and Staff compensation program has been designed to provide salary opportunities that are market competitive, internally equitable, and that reflect the skills, knowledge, and expertise of the University's workforce. This manual is intended to be a reference for administering salaries in a manner consistent with the program.

While we intend to lend stability to our policies and practices, the University reserves the right to interpret the policies, rules, sections, and provisions contained in this manual, as it deems appropriate in its sole discretion. The University also reserves the right, in its sole discretion, to amend, modify, change, cancel, terminate, or withdraw any or all of the policies, rules, sections, and provisions of these guidelines at any time, unilaterally, with or without prior notice.

This manual, as well as its attachments and all subsequent revisions, supersede and/or replace all policies, rules, and compensation program descriptions issued previously.

Please direct any questions regarding the information contained in this reference manual to the Human Resources Department.

Program Overview and Job Bands

The overall design of the administrator and staff compensation program is simple: market pricing, job content, and role determine the band to which a job is assigned, and the specific responsibilities and scope, combined with the skills, knowledge, experience and performance of the incumbent determines his/her salary within the band.

Band Structure

The band structure consists of 10 bands and blends market competitiveness with the role of jobs within the University. Bands are based on a detailed description of roles, responsibilities, and job requirements. Setting a total of 10 bands for all staff and administrator positions is a typical compensation program practice. All staff and administrator jobs are assigned to one of the 10 bands on their role's alignment with band definitions, taking into consideration:

- **Job Scope and Major Responsibilities:** Essential functions of the job and the breadth or range of the job's operational influence within the institution
Example: University-wide scope, division, or department
- **Complexity / Impact:** The impact that a job has on key institutional imperatives
Example: Financial health, effectiveness of services provided
- **Knowledge, Skills and Competencies:** The formal/informal expertise needed to perform the duties of the job on a day-to-day basis
Example: Accounting rules, standards, procedures, and behaviors
- **Education and Experience**

Salary Ranges and Bands

Since all staff and administrator jobs are assigned to one of the 10 bands, there is considerable overlap of different jobs within the same band. A salary range for each band will be established and will have over a 50% spread from the minimum to the maximum of the salary range.

The salary range of each band is based on an analysis of market salary levels for John Carroll jobs. Since salary ranges are based on market data, collecting accurate, current, and valid data is essential. The data used to develop the ranges for bands is collected from salary surveys conducted annually by reputable survey companies and from the College and University Professional Association for Human Resources (CUPA-HR). The Human Resources Department will review market data and update the salary ranges regularly using consistent data sources.

This means that data from magazines, the Internet, and most other widely distributed media will not be considered in determining a job's salary band or an individual's salary level.

Job Descriptions

Since jobs are assigned to bands based on their content, role, and responsibilities, it is important that job descriptions be current, accurate, and complete. Job descriptions describe the essential functions of a job and are used for a number of Human Resources functions, including:

- **Band Assignment**—to ensure jobs are assigned to the appropriate salary bands.
- **FLSA Classification**—to ensure appropriate classification under the Fair Labor Standards Act.
- **Market Pricing**—to assist in determining the competitive rate of pay for the job.
- **Internal Equity**—to assist in assuring similar pay opportunities for similar jobs.
- **Performance Communication Discussions**—to ensure that the staff member and manager have a clear, shared understanding of the job's major responsibilities and performance standards.
- **Recruiting**—to ensure that the job posting accurately reflects the job's major responsibilities in order to identify the most appropriately qualified candidates and to provide new employees with a clear understanding of the job.
- **Dispute Resolution**—to assist in resolving legal and other employee relations issues that may arise.

All job descriptions must be written in the John Carroll format. Staff members should work with their manager and Human Resources to develop job descriptions.

Requests for re-banding should be made by the manager to whom the position reports, and not by individual incumbent. If a staff member believes that his/her job needs to be re-banded, he/she should discuss this with his/her manager, who will review the request with Human Resources to determine the appropriate course of action.

Job Titles

A job's title should clearly and accurately describe the job's roles and responsibilities. In order to ensure that titles are appropriate descriptors and to ensure consistency across the University, job titles must be reviewed and be approved with the appropriate level and Human Resources *prior* to their use.

Maintaining the Program

Re-banding of a Job

Since the basis for band assignment is job content as well as market value, in rare cases, significant changes in job content may warrant a review of the job and its market value.

The following are examples of situations that may warrant a job evaluation:

- Department reorganization and job restructuring
- Addition of full-time staff reporting to the job
- Addition of new area(s) of responsibility
- Major change in level of authority and accountability

Small changes in a job do not influence market value or the job's core role at the University and therefore would not warrant re-banding (e.g., different software to handle same job responsibilities, procedural changes to existing work, responsibility for overseeing student workers). In addition, a job would not be re-banded if the incumbent earns a degree or achieves another educational milestone, unless this results in changes in the job, level of authority, scope of responsibility, etc.

Next Steps: Market Pricing/Salary Ranges

Updating Benchmark Jobs

Market Pricing

Developing Salary Ranges

Assigning Salary Ranges to Bands

Administering Salaries within Bands