The Department of Human Resources is responsible for establishing and implementing a compensation structure and procedures for the administration of staff compensation consistent with the University’s compensation philosophy and strategy. The staff compensation administration guidelines are designed to ensure compliance with applicable University policies and to assist managers and employees in understanding and using the compensation structure effectively. The compensation structure consists of a set of job families used to group similar positions for evaluative purposes. Salary grades with associated salary ranges are used to set the compensation rates for positions in relation to each other and to the relevant market comparison.

**JOB FAMILIES**

Positions with similar functional responsibilities and duties are assigned to a common job family. This enables the Department of Human Resources to review positions within a job family and across job families to ensure consistency in job evaluation results. The established job families are also used in defining career paths and career levels.

**Academic Administration & Programs**

Staff with academic program development and delivery or general administrative responsibilities in the schools, centers of distinction, academic programs, and academic support areas.

**Academic Staff**

Librarians, academic advisers, and staff whose primary responsibility is to provide instruction in the laboratory or field experience component of a course or engage in research under the general direction of a faculty member as designated in the *Faculty Handbook*.

**Administrative/Clerical**

Staff who are responsible for office management and coordination, office services (e.g., word processing, calendar management, records retention), data processing, records analysis, and other administrative support activities.

**Athletic Coaches and Sport Operations Managers**

Coaches of intercollegiate athletic sports and sport operations managers under specific employment agreements with the University.

**Auxiliary and Administrative Services**

Staff who are responsible for auxiliary and other ancillary services that support the academic programs, student life programs and services, and administrative operations of the University and provide for the safety of faculty staff, students, and campus property.

**Development/Fundraising**

Staff who support or manage the fundraising activities of the University, including special events and programs, major gifts, planned giving, annual giving, corporate and foundation relations,
stewardship, and gift processing.

**Executive**
Administrators who represent the executive leadership at this level are responsible for strategic planning, program operations, approving resources and budget, interpreting laws and regulations, and hiring and evaluating management and other employees.

**External Relations**
Staff who support or manage the marketing, communications, and alumni relations programs with external constituencies, including public relations, news media relations, and information office services.

**Facilities/Grounds**
Staff who are responsible for the construction and maintenance of facilities and equipment, including coordination of building space allocation, facility modifications, facility expansion.

**Finance/Accounting**
Staff who are responsible for the accounting and financial management activities of the University, including budget and accounting systems, financial records, financial reporting, and financial policies and procedures.

**Human Resources**
Staff who are responsible for the human resource and personnel activities of the University, including compensation strategies and administration, employee benefit administration, hiring and staffing strategies, personnel and payroll records, employee relations, and training and development efforts.

**Information Services**
Staff who provide access to, facilitate the use of, and manage the collection, processing, storage, maintenance, and preservation of information and the associated services, including administrative computer systems, technology applications, media services, library and archival services, and communication systems.

**Student Services**
Staff who are responsible for services and programs that support the enrollment of students and enrich their cocurricular and extracurricular experience at the University, including admissions, financial aid, registration, counseling and health services, career services, campus ministry, student activities and organizations, recreational activities and services, and intercollegiate athletics.

**SALARY GRADES AND SALARY RANGES**
The compensation structure includes salary grades with associated salary ranges that reflect the key skill differences and reporting relationships, the opportunity for career progression, and the need to attract and retain talent with competitive levels of compensation. Staff positions are assigned to a salary grade, and each salary grade has an established salary range. These ranges
define the minimum and maximum salaries to be paid for a job, but also allow for sufficient latitude for an individual to progress through the salary range as a result of merit increases.

The staff salary grades and ranges were developed in conjunction with a professional consulting firm based on appropriate market data. Salary ranges are reviewed annually and may be adjusted periodically to respond to economic and market conditions.

The staff salary grade ranges for the current year are in Attachment A.

**RECRUITMENT AND APPOINTMENT OF STAFF**

The recruitment and appointment of staff is administered by the Department of Human Resources to assist the hiring manager consistent with the applicable recruitment practices, position posting process, and appointment procedures. Salary offers are made in accordance with the following guidelines to ensure that salary offers are consistent with the University’s compensation strategy for market competitiveness and do not create internal inequities with current employees within the hiring department or across campus in similar positions in other departments. *No salary should be discussed with a candidate without prior authorization from the Department of Human Resources.*

**Salary Offers - External New Hires**

The standard hiring range for new employees to the University is in Zone 1 of the applicable salary range for the position, or between the minimum of the range and the 25th percentile of the range. Salaries for most new employees will fall within the standard hiring range, or Zone 1, of the applicable salary range for the position. Offers are made to applicants within Zone 1 based on analysis of the qualifications of the particular candidate by the Department of Human Resources in consultation with the hiring manager. Consideration will also be given to internal equity. Salary offers in Zone 1 require the approval of the Department of Human Resources.

Consideration may be given to extending an offer in Zone 2 (between the 25th and 75th percentiles) or Zone 3 (between the 75th percentile and the maximum) of the salary range for the position. Offers in Zone 2 or Zone 3 may be considered when the position meets a justified and demonstrated strategic need and an applicant’s education, skills, and previous related experience significantly exceed the minimum requirements in the position description. The strategic need must be approved by the responsible Vice President, Provost, or President prior to posting of the vacancy. Offers are made to applicants within Zones 2 and 3 based on analysis of the qualifications of the particular candidate by the Department of Human Resources in consultation with the hiring manager. Salary offers in Zone 2 require review by the Office of Affirmative Action and approval by the responsible Vice President, Provost, or President. Salary offers in Zone 3 require review by the Office of Affirmative Action and approval by the President’s Staff.

**Salary Determination - Internal Hires**

The salary for current University employees who are being hired in a different position is determined in accordance with the following guidelines.

*Internal Hires to a Position with a Higher Salary Grade:* When a current University employee is hired into a different position with a higher salary grade than their current position, the
employee is eligible for a salary increase of 5% or an adjustment to the appropriate place in Zone 1 of the new salary grade, whichever is greater, based on analysis by the Department of Human Resources.

Consideration may be given to extending an offer in Zone 2 or Zone 3 of the salary range when the position has been approved as a strategic hire and the employee’s education, skills, and previous related experience significantly exceed the minimum requirements for the position.

Internal Hires to a Position with the Same Salary Grade: When a current University employee is hired into a different position with the same salary grade as the position that he/she is vacating, the employee is not eligible for a salary increase since both assignments are in the same salary grade.

Internal Hires to a Position with a Lower Salary Grade: When a current University employee is hired into a different position with a lower salary grade than their current position, the salary of the employee is adjusted to the 25th percentile of the new (lower) salary grade.

Salary Determination – Reclassifications and Demotions
Upward reclassification: When a position is reclassified to a higher salary grade as a result of a reorganization, the employee’s salary is adjusted by 5% or to the 25th percentile of the new salary grade, whichever is greater.

Demotion: When there is an authorized reassignment from one position to another position in a lower salary grade, the employee’s salary may be adjusted to the maximum of the salary grade of the new position to reflect the reassignment. Involuntary demotions may occur if work is eliminated, abolished or reorganized, or if a staff member is unable to perform the work satisfactorily and is involuntarily reassigned.

Salary Offers – Fixed Term Positions
Salary offers for fixed term positions are generally made at the minimum of the applicable salary grade. If there is a demonstrated and justified strategic need for exceptional background and skills for a particular fixed term position, a salary offer above the minimum of the applicable salary range must be approved by the responsible Vice President, Provost, or President.

ANNUAL SALARY PLANNING
The Department of Human Resources is responsible for coordinating the annual staff salary planning process with the deans, vice provosts, and associate/assistant vice presidents. During the annual salary planning process, administrators make recommendations for merit increases and also identify possible internal equity issues. Based on an annual review of market competitiveness, the Department of Human Resources makes recommendations for market adjustments to the ranges. Merit increases, internal equity adjustments, and market adjustments are approved by the responsible Vice President, Provost, or President.

Merit Increases
Annual merit increases based on employees' performance and contributions are a key element in the pay-for-performance component of the University’s compensation philosophy and strategy. Consequently, the supervisor’s responsibility to complete and submit a performance evaluation for those employees with whom they have a direct reporting relationship is an integral component of the compensation strategy. Based on those performance evaluations, the authorized merit pool is allocated by staff salary planners to assign individual merit increases during the annual salary planning process. Merit increases assigned during the annual salary planning process are effective on July 1.

Provided the introductory period has been successfully completed, employees whose appointment to a position begins between July 1 and December 31 of a fiscal year may be eligible for a merit increase on the following July 1. Employees whose appointment to a position begins between January 1 and June 30 of a fiscal year may be eligible for a merit increase at the beginning of the pay period following successful completion of their introductory period. Appropriate funding for such increases should be designated during the annual salary planning process.

Librarians who are promoted to a new rank will receive a promotion increase of 8% in their base annual salary in addition to and before any merit increase is applied to their salary consistent with the applicable University policy. Promotion increases will be effective on either January 1 or July 1 depending on the effective date of the promotion.

**Market Review and Adjustments**

Annually, the Department of Human Resources will review the salary grades and associated salary ranges to determine if they are competitive in the relevant market. If market adjustments to the salary grades and ranges are warranted based on the analysis completed by the Department of Human Resources, salary grades and ranges will be adjusted appropriately. Incumbents whose position is in a salary grade that was adjusted or was reassigned to a new salary grade will be reviewed by the Department of Human Resources to determine if a market adjustment is warranted and, if so, to recommend an appropriate adjustment. Recommended market adjustments are approved by the responsible Vice President, Provost, or President. All approved market adjustments will be effective on July 1 of the new fiscal year.

**Internal Equity Adjustments**

Equity adjustments are made to address internal compensation disparities that cannot reasonably be explained by market differences, years of experience and service, or performance over time.

During the annual salary planning process, the deans, vice provosts, and associate/assistant vice presidents are asked to identify possible compensation internal equity issues in their school or administrative division. In addition, the Office of Affirmative Action will annually review all staff positions for possible internal equity issues within a school or administrative division and across organizational units. The Department of Human Resources, with consultation from Office of Affirmative Action, will review all identified possible internal equity issues to determine if an equity adjustment is warranted and recommend appropriate adjustments. Recommended equity adjustments are approved by the responsible Vice President, Provost, or President. All approved equity adjustments generally will be effective on July 1 of the new fiscal year.
Concerns about internal salary inequity initiated by an employee are investigated by Office of Affirmative Action and the Department of Human Resources. If the Office of Affirmative Action and the Department of Human Resources determine that an internal equity adjustment is warranted, they will recommend the amount of the adjustment and an effective date based on the circumstances of the particular situation. Recommended equity adjustments are approved by the responsible Vice President, Provost, or President.

**Cash Bonus Awards**
Individual cash bonus awards may only be awarded as part of recognition programs that are authorized by the responsible Vice President, Provost, or President.

**TEMPORARY ASSIGNMENTS AND REPLACEMENTS**
When a position is vacant or an employee is on an extended leave of absence, an employee who is assigned responsibility for a major component of a position at a higher salary grade and is accountable for the scope of the position on a temporary basis is eligible for additional compensation. Such assignments must be approved by the responsible Vice President, Provost, or President upon the recommendation of the responsible dean, vice provost, or associate/assistant vice president. Approval of a temporary assignment must be made in advance, be for a specified period, and include an appropriate source of funding confirmed by the University Finance Office. The amount of additional compensation will range from 5% to 10% of the current base salary for the vacated position, depending on the range of responsibilities.

Temporary replacements for vacant positions or staff who will generally be on an extended leave of absence must be approved by the responsible Vice President, Provost, or President upon the recommendation of the responsible dean, vice provost, or associate/assistant vice president. Approval of a temporary replacement must be made in advance, be for a specified period, and include an appropriate source of funding confirmed by the University Finance Office. Temporary replacements for less than six months will be from a University designated employment agency. Temporary replacements for six months or more will be hired as a fixed term employee.

**APPROVAL AND FUNDING OF STAFF POSITIONS**
Continuing and fixed term staff positions are approved and funded through the University’s annual operating budget process or by the responsible Vice President, Provost, or President in accordance with the applicable policies and procedures. Staff positions are funded from a general University allocation or from revenue for which a school, center of distinction, or administrative division is responsible. Fixed term staff positions are generally authorized for no less than six months and generally cannot extend beyond the end of a fiscal year, except when authorized in conjunction with a grant or designated gift. Procedures associated with the approval and funding of staff positions are outlined in the separate document, *Approval and Funding of Staff Positions*. Guidelines governing base budget salary adjustments and the use of temporary staff salary savings are also outlined in the separate document, *Approval and Funding of Staff Positions*.

**REORGANIZATIONS**
The University recognizes the need to provide deans, vice provosts, and associate/assistant vice presidents the opportunity to align their organizations and staff more effectively based on administrative effectiveness and efficiency, use of new technology, and/or changes in direction of the organization. The responsible dean, vice provost, or associate/assistant vice president develops a reorganization proposal for presentation to the responsible Vice President, Provost, or President with the assistance of the Department of Human Resources and the University Finance Office. The process used for the review and approval of reorganizations is outlined in the separate document *Approval and Funding of Staff Positions*.

Questions about the Compensation Administration Guidelines should be directed to the Department of Human Resources.
## 2015 Standard Salary Ranges
### Department of Human Resources
#### Santa Clara University

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<th>Salary Grade</th>
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*Note: The table represents the salary ranges for various salary grades. The minimum, 25th percentile, midpoint, 75th percentile, and maximum values are listed for each grade.*