



Policy Title: HR5010 - Staff Compensation and Classification

Subject Area: Human Resources

Responsible Official(s): Executive Vice President and Chief Financial Officer

Responsible Office(s): Human Resources

Policy Statement

The University of Memphis administers employees' compensation in accordance with federal laws, state laws and regulations, and University policies and guidelines. Compensation practices are also subject to limitations imposed by the General Assembly. The University of Memphis does not discriminate against employees, or applicants for employment on the basis of race, color, religion, creed, national origin, sex, sexual orientation, gender identity/expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class with respect to all compensation and classification-related actions. It is the University's intent to pay salaries and wages that are equitable, promote growth and recognize the value of its employees; maintain and increase morale, reduce turnover, instill loyalty, and reward individual contributions and exemplary service; attract and develop a diverse workforce; balance the need for internal equity and the desire to be market competitive.

Definitions

Bonus – One-time monetary incentive pay for work above and beyond normal duties. This would include participating on a special project, implementation of a new initiative or other related activities as defined by the department head. Requires review and approval by the AVP/Chief Human Resources Officer and final approval by the President, Provost or Divisional Leader, as appropriate.

Counteroffer – An offer made to retain an employee who has been offered an external job. Documentation of the offer must be secured prior to the counteroffer being extended.

Demotion – A change from one position to another where the new duties require less skill, responsibility and /or scope of authority and typically includes a decrease in salary.

Employment Classifications – Each employee is assigned one of the following designations:

- **Regular Full-Time Employees** – All personnel (executive, administrative and professional, and clerical, support, technical, maintenance and operations) who are employed on a continuing basis, expected to exceed one year, and who have a regular work week of at least 37.5 hours.
- **Regular Part-Time Employees** – All personnel (executive, administrative and professional, and clerical, support, technical, maintenance and operations) who are employed on a continuing basis, expected to exceed one year and who have a regular work week of less than 37.5 hours.
- **Limited Employee** – All personnel (executive, administrative and professional, and clerical, support, technical, maintenance and operations) hired for a finite period of time usually to assume responsibilities or fill a vacancy in a department or area needing support. This appointment is benefits-eligible but not base funded. A review of this position is required each fiscal year to determine if the department has the funds and/or the need to continue the assignment for an additional fiscal year.
- **Temporary Employees** – Any personnel hired full-time or part-time for a finite period of time to meet a specific employment need such as a project or peak workload. This appointment may be benefits-eligible under the Affordable Care Act (or American Health Care Act) guidelines but not base funded. A review of this appointment is required each calendar year to determine if the department has the funds and/or the need to continue the assignment.

External Equity – The average salary of a position directly comparable to similar jobs in like institutions and industries, factored for general economic variances and adjusted to reflect the local, state or national marketplace.

Interim Appointment – An employee assigned on a provisional basis to perform functions of a vacant position with greater responsibility and/or scope of authority. Interim assignments should not exceed twelve months unless an exception is approved by the AVP/Chief Human Resources Officer. Salary increases for these actions will be evaluated by Human Resources in conjunction with the department/division head.

Internal Equity – The average salary of a position when comparing the required level of job competencies, education, formal training and experience, responsibility, accountability and scope of authority of one job to another similar job within the University.

Job Analysis/Audit – A comprehensive review of a position's duties conducted by Human Resources to determine if the position is classified appropriately based on the functions being performed by the incumbent.

Lateral Transfer – A change from one job (or job title) to another where the new job requires similar skill, responsibility, and/or scope of authority than the previous job. This action may warrant a salary adjustment based on the new job responsibility and /or scope of authority.

Lateral Transfers with a salary adjustment require a job analysis/audit completed by Human Resources.

Merit Increase – Salary increases based on the employee's job performance. This increase may be for meritorious service above and beyond the employee's regular job assignment or in relation to pre-established goals. May require prior written objectives/goals and an approved University plan to measure the employee's performance.

Pay Band – The range of pay rates, from minimum to midpoint to maximum, established for positions. Typically used to set employee pay rates.

Promotion – A job change where an employee applies for or is selected for a vacant position where the new job is in a different classification, different position number and requires greater skill, responsibility and/or scope of authority.

Reclassification – An action where an employee position has a change in job function, title, and/or salary without a recruitment process. Reclassifications for filled positions require a job analysis/audit completed by Human Resources.

Retention Adjustments – Salary increases granted in extraordinary circumstances to retain a uniquely qualified employee where the University is in danger of losing the employee and failing to act in a timely manner could result in harm to the University.

Technical Adjustments – Any type of salary adjustment or omission to a previously approved salary for the employee.

Temporary Added Duties – Salary increases associated with the assumption of additional duties outside the scope of the current position for a defined period of time, as determined by Human Resources. Temporary Added Duties assignments should not exceed twelve months unless an exception is approved by the AVP/Chief Human Resources Officer. This type of increase does not carry a change in title.

Procedures

Guidelines

The Department of Human Resources evaluates all staff compensation-related actions prior to approval. Internal and external equity is reviewed and included in all analyses. The Office for Institutional Equity is responsible for ensuring actions are equitable and in compliance with the Affirmative Action Plan.

Each job title is assigned to a job classification and pay band. A unique job description is written for each regular staff position and updates may be required for any compensation related changes.

Promotion and Reclassification

All promotions occur through a recruitment process. Any exception to the recruitment process will require a waiver of search for the vacant position. All waivers must be approved by Human Resources and the Office for Institutional Equity in accordance with [GE2043 - Waiver of Search policy](#). Salary is determined using internal and/or external analysis, as well as the employee's experience and education.

If a position is being **reclassified** and the position has an incumbent, a job analysis/audit must be completed by Human Resources justifying the reclassification. Human Resources and the Office for Institutional Equity must approve the reclassification through a WorkforUM action. Salary is determined by Human Resources using internal and/or external analysis, as well as the employee's experience and education. The employee's department is responsible for any funding required as a result of Human Resources' salary analysis. All approvals must be obtained prior to notifying the employee of any changes impacting their position. If a department is reclassifying a vacant position, they can request changes by initiating an action in WorkforUM.

Interim Appointment

An employee assigned on an interim basis to perform functions of an existing position that carry higher level responsibilities and/or scope of authority. The employee will be eligible to receive additional pay over and above their current base rate. The amount of additional pay should be no more than twenty (20) percent of the interim appointee's current pay rate, unless an exception is recommended by the Provost or respective Vice President, and approved by the AVP/Chief Human Resources Officer. Interim appointments are limited to no more than 12 months without an exception approved by the AVP/Chief Human Resources Officer.

Temporary Added Duties

An employee assigned additional duties above and beyond their current position may be eligible for a temporary added duties increase. The amount of the additional pay should be no more than fifteen (15) percent of the appointee's current pay rate unless an exception is recommended by the Provost or respective Vice President, and approved by the AVP/ Chief Human Resources Officer.

Counteroffer

A department wishing to retain an employee who has been offered a position outside the University, must submit a memo requesting approval for a counteroffer. The memo must accompany documentation of the job offer. Memos should be signed by the Provost or respective Vice President and submitted to Human Resources for review and approval. An individual cannot receive more than one counteroffer increase from the University.

Retention Adjustments

A department may request a salary adjustment to retain an employee who is considered uniquely qualified. Evidence of another job offer is not required; however, a memo from the department, signed by the Provost or respective Vice President, must document the special circumstances which justify the recommended salary increase. These requests are considered under unique circumstances and will be reviewed and approved on a case-by-case basis.

Merit Increase

An increase based on the employee's job performance requires written documentation. Increases related to pre-established goals require an approved University plan with prior written objectives/goals. This increase is subject to University funding availability and must be reviewed and approved by Human Resources as part of a compensation strategy for the department.

Professional Certification/Licenses

Certified Administrative Professional (CAP) – An employee who works in a **non-exempt** clerical support position and passes all parts of the Certified Administrative Professional (CAP) Examination shall be granted a nine percent (9%) increase in salary according to Tennessee state law. **Exempt employees are not eligible for the increase.** An individual cannot receive more than one such salary increase from the University. The pay increase will become effective with the next pay period beginning after the employee's passing grades on all parts of the examination are certified by the [International Association of Administrative Professionals \(IAAP\)](#) or another nationally accredited association. It is the employee's responsibility to provide the appropriate verification to Human Resources. Documentation of successful examination results should be submitted to Human Resources upon receipt. Employees are to contact Human Resources for confirmation of eligibility of the increase.

Other Nationally Recognized Professional Certifications/Licenses – Upon receipt of a nationally recognized professional certification or a state license to practice in their field, administrative/professional and clerical/supporting employees may be eligible for an increase of five percent (5%) of their salary in effect at the time the certification or licensure is attained.

For the request to be approved:

- Employee must obtain approval prior to obtaining certification, in writing for the salary increase.
- If prior approval is not obtained, the department head may deny the increase.
- If funding is not available at the time of approval, the department may commit to honor the increase effective when funds become available, as long as it is within 36 months from the initial date the certification was attained.

- The certification must come from a nationally recognized organization generally acknowledged by professionals in the field as the primary professional organization for that field. State licenses to practice in a given field may also qualify.
- The employee must receive the actual certification or license while in the employ of the University. The certification/license must not be part of the job requirements.
- Appropriate documentation from the licensing/certifying body must be presented for inclusion in the employee's personnel file.
- The certificate or license must apply directly to the duties and responsibilities of the position currently held by the employee.
- Certification/licensure must include the passing of a comprehensive test demonstrating knowledge of the particular field.
- An individual cannot receive more than one such salary increase during their tenure at the University.

Upon obtaining the certification, the dean, director or department head should submit a request via memo with a copy of the certification/licensure attached and obtain the Executive Vice President for Academic Affairs and Provost or respective Vice President's signature. The increase will be effective the month following the date of certification. The documentation must be provided within the same fiscal year the certificate is earned. The memo and copy of certification/licensure must be submitted to Human Resources for review and final approval.

The University reserves the right to alter, amend or modify the Compensation Plan at its discretion.

Related Documents, Policies and Forms

[HR5000 - Recruitment for Staff Positions](#)

[HR5011 - Interim Extra Compensation and Outside Employment](#)

[GE2043 - Waiver of Search](#)

[Waiver of Search Form](#)

[Interim Appointment/Temporary Added Duties \(Staff\) Form](#)

Last Revision Update Log: 01/27/2025

HR5010 – Supersedes UM1515 March 28, 2018

UM1515 – Revised June 13, 2017

UM1515 – Revised August 19, 2010

UM1515 – Revised December 18, 2009

UM1515 – Issued December 7, 2006 (Supersedes policy number 2D:05:12C)