



These guidelines only apply to non-represented Manager and Senior Professional Staff (MSP), and Professional and Support Staff (PSS).

The Equity Program Guide is not intended to be directional in nature, and is intended as an informational resource for supervisors.

Use these guidelines in conjunction with [University of California – Policy PPSM-30: Compensation](#)

UC DAVIS Human Resources

Equity Program Guide 2019

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Eligibility Criteria for UC Davis Equity Program

1. Non-represented, Manager and Senior Professional Staff (MSP) and Professional and Support Staff (PSS).

PLEASE NOTE: equity adjustment requests for union-represented staff, requires consultation with Employee and Labor Relations to ensure compliance with collective bargaining agreements and other factors.

2. Employee must be on active pay status.
3. Employee status is career, per diem or probationary.

NOT ELIGIBLE: contract, limited and floater positions.

Glossary of Terms

Equity Increase: a pay increase made to appropriately align an employee's base salary with the base salary of comparable internal and external employees.

Salary Compaction or Salary Compression: occurs when the salaries of subordinate employees approach or exceed, the salary of their supervisor(s).

UC Davis Equity Program Annual Review: administered in January annually. Provides Schools, Colleges and Divisions the opportunity to holistically review salary equity of their non-represented MSP and PSS staff.

Off-Cycle Equity Review: occurs on a very limited basis, and generally to address retention issues outside of the Equity Program Annual Review.

Legacy Classification System: was the University's job classification system prior to Career Tracks implementation in December, 2017. Job classification is a system for defining and evaluating the duties, responsibilities, tasks, and authority level of a job.

Career Tracks Classification System: is used systemwide to define jobs using consistent definitions of function, category and career level to allow for accurate pay comparisons with other employers in relevant labor markets for comparable jobs. The Career Tracks classification system was implemented at UC Davis in December, 2017.

Midpoint Compa-Ratio or Midpoint Comparative Ratio: is the measurement of an employee's salary compared to the midpoint of the salary range they occupy.

Position Description: describes the major duties, responsibilities and supervisory relationships of a position. Specifically, a position description indicates the work performed by an individual in that position.

Purpose of UC Davis Equity Program

Provides consideration to salary administration problems resulting from external labor market pressures, internal salary compaction, increased duties that do not warrant a reclassification, or a significant salary lag to comparable internal positions.

- a) The **annual equity review** process allows departments to consider equity issues holistically, reviewing all employees at the same time
- b) On a more limited basis, **off-cycle equity increases** are intended to address immediate employee retention requirements.

Timing: Equity adjustments will be effective on January 1, 2019 and will be reflected on February pay statements.

Annual Review Process: Assessing Salary Equity

In partnership with Compensation Services, Managers and HR Business Partners support salary equity by continuously working toward fair and consistent compensation practices for all compensation actions. The Annual Equity Program is an additional review opportunity to assess for salary equity.

Impact of Career Tracks

The implementation of the Career Tracks classification system and salary structure has resulted in broader salary ranges and increases to salary range maximums. In turn, this resulted in an increase to salary range midpoints. Further, the broader Career Tracks salary ranges encompass positions that occupied separate salary ranges in the legacy salary structure (i.e., differing position descriptions and/or title codes assigned to the same salary grade).

Identifying Outliers

HR Business Partners and Managers are asked to compare the salaries of individuals in comparable job titles to identify outliers. HR Partners/Managers should look for outliers where there is a substantive salary difference amongst title codes within departments, and the salary difference is not explained by individual qualifications, type of experience, length of experience, performance or market. In general, an approximate 10% difference in salary is a good starting point to determine substantive salary differences.

Compensation Services will provide a final review of recommendations and may approve as is, request further information, or suggest a revised recommendation.

Guiding Criteria for Equity Increases*

Can help to determine if an equity increase is applicable where substantive salary differences are not explained by individual qualifications, type of experience, length of experience, performance or market.

- Difficulty retaining or recruiting staff in specific functions or with specialized skills, or due to competitive market salaries;
- Salary inequity between employees with comparable job responsibilities;
- Salary compression between supervisors and their employees
- Changes in assigned functions or work tasks that increase the scope and complexity of the position but do not elevate the position to a higher classification.

[*Policy PPSM-30: Compensation Section III.B.3.c.](#)

Equity Spreadsheet Distribution

- **Davis Campus**
Begins Nov. 2 to HR Partners/Managers by applicable school, college or division.
- **UC Davis Health**
Begins week of Nov. 12 to offices of applicable senior executives for hospital and department managers.

Return Spreadsheets No Later than December 21, 2018

This will allow equity adjustments to post on February 1 (monthly) and February 6 (bi-weekly) pay statements.

Pre-Populated data fields in the spreadsheet include:

- Employee Name
- Hire Date
- School, College or Division
- Job Family
- Job Function
- Title Code
- Career Tracks Title
- Employee Salary
- Salary Range Information: Minimum, 1st Quartile, Midpoint, 3rd Quartile

Fields to be completed by HR Partner/Manager include:

- Reason for Equity Request (as defined by PPSM 30-Compensation)
- Proposed Increase
- Comments

Davis Campus Timeline

Week ending Oct 26
HR develops spreadsheets
listing non-rep & career
employees by applicable
School, College, or Division

Workbooks distributed
Week ending Nov 2

HR Business Partners / Managers
review and return spreadsheets
with recommendations
Week ending Dec 21

Send File to Service
Channels/
Departments to key
in changes
**Week ending
Jan 18**

Salary adjustments
appear on pay
statements
**Feb 1 (monthly)
Feb 6 (biweekly)**

UC Davis Health Timeline

Week ending Nov 9
HR develops spreadsheets
listing non-rep & career
employees by applicable
School, College, or Division

Workbooks distributed/
posted to SharePoint
Week ending Nov 16

Compensation
Completes Reviews
**Week ending
Jan 11**

Send Letters to
Employees
Jan 28

Address any
necessary retroactive
payments

SAME TIMELINE FOR DAVIS CAMPUS AND UC DAVIS HEALTH

Appendix: Scenarios

Scenario 1: Different Positions Occupying Same Salary Grade

In some situations, implementation of the Career Tracks classification system has resulted in different positions occupying the same salary grades, whereas formerly these different positions had also occupied different salary grades. Example, former Analyst 1 and Analyst 2 positions now occupy P2-Salary Grade 18.

Recommendation: Look for groupings of staff under the same position description and see if there are outliers. For example, former Analyst 1 positions may be grouped in Quartile 1 of P2, and former Analyst 2 positions may be grouped closer to midpoint of P2. Where you see outliers, apply against Guiding Criteria for Equity Increases.

Scenario 2: Supervisor Compaction

The outcome of the collective bargaining process provides salary increases for represented staff, which results in salary compaction between the staff and their immediate supervisor.

Recommendation: Depending upon an employee's experience and skillset, it may not be unreasonable for an employee's salary to meet or exceed their supervisor's salary. However, an equity increase may be applicable if salary differences between a supervisor and their employee have been substantively reduced over time, due to collective agreement salary increases only. In general, an approximate 5% salary differential may be used as a threshold to identify salary compaction.

Scenario 3: New Hire Salary Exceeds Current Employees' Salary

A department hires an external candidate at a higher salary than what existing employees are making in comparable positions.

Recommendation: This assessment is best done at the time of Equity Program Annual Review, which allows departments to consider staff equity holistically. That said, once the hire has occurred, take some time to assess for any equity implications. It is not necessary to make an immediate adjustment.

1. Determine type, quality and quantity of related experience of both new hire and existing staff. 'Time in title' is just one factor of an overall determination
2. Determine how substantive the differential is. You are assessing non-represented staff in a large, diverse and complex organization that operates in a pay for performance environment. Accordingly, employee salaries will not be exactly the same. Look for outliers and then apply against 'Guiding Criteria for Equity Increases'.

Scenario 4: Difficulty Retaining or Recruiting Staff Due to Specialized Skills or High-Demand Market

Market fluctuations and industry changes can impact a department's ability to recruit and/or retain staff due to increased external competition for certain skillsets.

Recommendation: Review historical trends on vacancy rates, meet with your Talent Acquisition Partner about how to attract better candidate pools, and discuss with your HR Business Partner the market salary indicators for this position. Once confirmed, please request a consultation with HR Compensation to discuss an equity increase that may help to alleviate this difficulty.