



Juniata College

P E N N S Y L V A N I A

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Staff Salary Administration Guidelines - Manager

August 2022

Table of Contents

INTRODUCTION.....	1
COMPENSATION PHILOSOPHY.....	2
ROLES AND RESPONSIBILITIES.....	4
STAFF SALARY STRUCTURE	6
2022–2023 SALARY STRUCTURE	7
COMPENSATION DECISIONS	7
ASSIGNING JOBS TO A BAND.....	7
SETTING STARTING SALARIES	8
MANAGING PAY WITHIN A BAND.....	10
EQUITY AND MARKET ADJUSTMENTS	10
ANNUAL SALARY INCREASES	11
EXEMPT/NON-EXEMPT STATUS AND OVERTIME PAY	11
JOB-BASED CHANGES	12
RECLASSIFICATION OF A JOB	12
INCUMBENT-BASED CHANGES	14
TRANSFER TO A JOB IN THE SAME BAND	14
PROMOTION TO A JOB IN A HIGHER BAND.....	14
TRANSFER TO A JOB IN A LOWER SALARY BAND	18
TEMPORARY ASSIGNMENTS/INTERIM APPOINTMENTS	18
SALARIES ABOVE BAND MAXIMUM	19
EARNING A DEGREE OR CERTIFICATION	20
APPENDIX A.....	21
FACULTY AND ADMINISTRATORS COMPARISON GROUP.....	21
STAFF COMPARISON GROUP	22

Introduction

These Salary Administration Guidelines serve as the standard for managing pay for College staff. The program has been designed to provide transparent, competitive, fair, and equitable compensation in order to attract, retain, and engage qualified employees. To this end, we will:

- Provide salary opportunities that:
 - are based on job responsibilities,
 - are competitive within the markets in which Juniata competes for talent (see Comparison Groups, Appendix A),
 - promote internal equity with jobs that have similar duties, and
 - consider the financial resources of the College.
- Recognize and reward sustained contributions towards achieving the College's vision and strategic objectives, high levels of performance, and expertise.
- Ensure understanding of the compensation program through open and clear communication, accessible information, and continued training for leaders, managers, and staff on key components of the program.

These guidelines are intended to be a reference for ongoing administration of salaries in a manner consistent with the program. Human Resources (HR) is responsible for administering the program. The College will make an earnest effort to update this program regularly (e.g., salary program updates, benchmarking reviews) in order to keep it current.

While we intend to lend stability in our policies and practices, Juniata College reserves the right to interpret the policies, rules, sections, and provisions contained in these guidelines, as it deems appropriate in its sole discretion. The College 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.

These guidelines, as well as its attachments and all subsequent revisions, supersede and/or replace all policies, rules, and salary program descriptions issued previously.

Compensation Philosophy

The compensation philosophy is the foundation of the compensation program. This philosophy serves as a framework for salary benchmarking and administration at Juniata College. The strategy addresses the overall vision for the program, which is consistent with Juniata College's core mission, the balance between external competitiveness and internal equity, comparison markets for evaluating salaries and managing pay, and how the salary program will be administered and communicated.

Mission Statement	<ul style="list-style-type: none">• Juniata College is a private liberal arts institution dedicated to providing an engaging personalized educational experience. The College is committed to empowering our students to develop the skills, knowledge, and values that lead to a fulfilling life of service and ethical leadership in the global community.• To support the College in achieving this mission, our compensation program is designed to be competitive and equitable in order to attract, retain, and engage a diverse group of mission-driven, qualified faculty and staff.
Total Compensation	<ul style="list-style-type: none">• Juniata's total compensation includes base pay and a comprehensive benefits package designed to attract and support the needs of faculty and staff.• Base salary is just one component of the total compensation package. Other components include competitive health, wellness, and retirement benefits, generous paid time off, tuition reimbursement, and other perks.• In addition to compensation and benefits, the College prides itself on providing faculty and staff with other intangible benefits such as a collaborative work environment, work-life balance, career development, and opportunity to shape the future of Juniata's students. The College aims to be a desirable place to work and thrive both professionally and personally.
Compensation Programs	<ul style="list-style-type: none">• Base salary is used to compensate faculty and staff for fulfilling defined duties and responsibilities. The College balances internal equity of base salaries with market competitiveness relative to comparable institutions and organizations. Juniata also aims to be fiscally responsible and attentive to the budgetary resources of the institution and long-term financial sustainability.• While Juniata aims to pay competitively within our comparison markets, certain jobs and/or individuals may be positioned differently based on internal factors and/or unique incumbent characteristics.• Base pay reflects the value of each role both externally and internally, as well as the capabilities and contributions of the individual.<ul style="list-style-type: none">○ Faculty pay recognizes an incumbent's rank, tenure, teaching discipline, time in rank, as well as contributions to the College and students.○ Staff pay recognizes the content of the work (including responsibilities, scope, and experience/education requirements), skills, time in role, and an employee's contributions to their department and the College.

Comparison Markets	<ul style="list-style-type: none"> • Juniata benchmarks base salaries against institutions and organizations with which the College competes for talent. • Juniata’s higher education comparison institutions are selected based on a variety of factors including size, type, and geographic location. Consideration is also given to market data availability and institutions with whom we primarily compete for talent. General industry data is also used for jobs that also exist outside of higher education. All sources meet consistent criteria applied for evaluating the reliability and quality of published survey data. • Specific comparators may differ among job levels and/or functional areas. All comparison markets are reviewed and validated on a regular basis by Human Resources and the Senior Leadership Team.
Pay Communication	<ul style="list-style-type: none"> • Juniata is committed to open communication and education around the compensation program. This transparency is aimed at creating confidence in the compensation program outcomes and decisions. • Human Resources maintains up-to-date and accurate information around compensation policies and processes to ensure understanding among leaders, managers, faculty, and staff. • Human Resources, leaders, and managers partner together to provide regular communications to employees around compensation decisions affecting them and any significant changes to the compensation program design.
Pay Governance	<ul style="list-style-type: none"> • The President and Senior Leadership Team are responsible for approving, endorsing, and championing the compensation philosophy and compensation programs as well as ensuring alignment with institutional and talent goals. • Stakeholder groups (including faculty and staff) are engaged on regular basis to provide feedback on the compensation program. • Human Resources administers and maintains all aspects of the compensation program. This includes ongoing review and updates to job descriptions, external market data, salary ranges, and pay administration guidelines. • The Board of Trustees is responsible for approving the institutional compensation budget and base salary increases.

Roles and Responsibilities

To ensure that the program is administered in a consistent, impartial manner, the roles and responsibilities for key constituents involved in compensation decision making are defined in the table below.

Senior Leadership Team	<ul style="list-style-type: none">• Communicate openly, regularly, and clearly with the College's community on compensation related matters• Endorse compensation program design and implementation processes• Establish and communicate institutional philosophy and operational goals to the community• Set the standard for performance planning, coaching and feedback, and holding direct/indirect reports accountable for the same• Review and endorse updates of the salary structure, as appropriate• Within the constraints of limited resources and the prioritization process for the annual operating budget, provide the resources needed to maintain the salary program• Hold other leaders and managers accountable for adhering and upholding the principles of the compensation program and effective, consistent compensation management• Approve relevant salary actions, where applicable
Human Resources	<ul style="list-style-type: none">• Provide leaders and managers with tools and resources needed to make salary recommendations for their employees (benchmark data, hiring ranges, federal/state policies, etc.)• Collaborate with leaders and hiring managers to establish and maintain appropriate salaries• Design, develop, and maintain the compensation program, including salary guidelines, and ensure fairness in and consistency of application• Provide strategic and operational advice to Senior Leadership Team on compensation issues, market trends, and relevant regulations• Regularly collect benchmark data from the appropriate sources, assess salary competitiveness, and recommend adjustments to the salary structure as well as individual salaries• Regularly monitor the effectiveness of the salary program and practices, its continued competitiveness, and on-going equity• Communicate the salary program and ensure understanding within the community• Work with managers to ensure job descriptions are current and accurate• Conduct compensation program training to ensure understanding of program components• Review salary decisions for final approval

Managers

- Provide HR with the necessary information to establish and maintain appropriate salaries
- Understand job responsibilities and requirements of jobs in area of responsibility, and the skills, knowledge, experience, and performance levels of staff in their areas
- Maintain accurate and current job descriptions
- Ensure titling consistency by conforming to benchmark job guidelines in consultation with HR
- Foster open and trusting relationships with staff in area of responsibility, and with colleagues across the College
- Set performance expectations, provide clear and helpful feedback, and evaluate performance
- Communicate openly with staff about compensation topics
- Provide guidance for staff development and progression
- Consult with Human Resources on any salary actions

Staff

- Understand own job responsibilities, requirements, and expectations
- Work with manager to ensure job description is current and accurate
- Actively participate in self-education on the specifics of the compensation program (attend trainings, become familiar with tools and other resources available, etc.)
- Proactively reach out to manager to obtain feedback on performance
- Communicate openly and regularly with manager to address any issues and concerns
- Seek opportunities for development and advancement through outreach to manager, functional leader, and/or HR

Staff Salary Structure

Juniata College maintains a market-based compensation program that supports the institution's strategic vision, mission, values, and its diverse staff population. The salary structure is developed using survey salary information gathered from market benchmarking. Juniata's salary structure:

- Is relatively simple with less frequent maintenance and reevaluation of grading of jobs required due to flexibility built into the structure
- Allows for increased flexibility in cross-functional job movement
- Allows for balancing pay for both the job and the person, rather than to an inflexible control point

Periodically, the College will conduct a comprehensive market assessment to evaluate the structure's competitiveness and alignment with Juniata College's mission and objectives. Any revisions will be established and implemented as approved by the Senior Leadership Team (SLT), given the financial resources of the institution.

Juniata College's staff salary structure consists of eight salary bands that represent a continuum of salaries based on the market for a range of positions. Market salary data were used to develop the salary band ranges and band assignments for each benchmark job were initially determined based on matching the market median salary data to the closest midpoint in the salary band structure. Salary band assignments within and across departments are reviewed for internal equity.

2022–2023 Salary Structure

Salary Band	Annual Base Salary			Hourly Rates		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
1	\$29,800	\$35,000	\$40,200	\$15.28	\$17.95	\$20.62
2	\$33,600	\$40,300	\$47,000	\$17.23	\$20.67	\$24.10
3	\$38,600	\$46,300	\$54,000	\$19.79	\$23.74	\$27.69
4	\$46,300	\$55,600	\$64,800	\$23.74	\$28.51	\$33.23
5	\$53,400	\$66,700	\$80,100	\$27.38	\$34.21	\$41.08
6	\$64,000	\$80,000	\$96,000	\$32.82	\$41.03	\$49.23
7	\$76,800	\$96,000	\$115,200	\$39.38	\$49.23	\$59.08
8	\$92,200	\$115,200	\$138,300	\$47.28	\$59.08	\$70.92

Compensation Decisions

Assigning Jobs to a Band

For purposes of consistency, managers should plan to conform job titling to benchmark job whenever possible. Benchmark jobs are assigned to salary bands primarily based on their market value. These jobs are typically assigned to the band with the closest band midpoint to the market data. The internal equity of all assigned jobs is reviewed before finalizing band assignments. The majority of jobs at Juniata College are benchmark jobs.

For other jobs, market data may not be available; these are called “non-benchmark” jobs. Non-benchmark jobs include jobs that are created to meet a unique need at the

College, jobs that are a blend of multiple functions, and jobs for which viable survey data is not available. Non-benchmark jobs are assigned to salary bands through a process of documenting component of the job through a Position Description Questionnaire (PDQ) and comparing them to similar benchmark jobs by considering:

- **Skills and Knowledge:** The formal/informal expertise needed to perform the duties of the job on a day-to-day basis. Example: Accounting rules, standards, and procedures
- **Impact:** The impact that a job has on key institutional imperatives. Example: Financial health or effectiveness and quality of services provided within the institution
- **Scope of Responsibility:** The breadth or range of the job's operational influence within the institution. Example: Institution-wide, division, or department

Setting Starting Salaries

The salary program's bands are wide enough to accommodate a variety of experience and performance levels and, generally, all staff can expect to be paid within the salary guidelines associated with their job's band.

Setting a starting salary involves a review by Human Resources of a job's responsibilities and requirements from the PDQ as well as the skills and experience of the candidate, using the salary range associated with the job's band. Final starting salaries must be reviewed and approved by Human Resources and the supervisor before they are implemented.

Step 1: Review the job and determine its band assignment (Human Resources)—If the job currently exists at the College, proceed with Step 2.

If the job is new to Juniata College, Human Resources will determine if the job is a benchmark job. This means that jobs with similar responsibilities and skill requirements are typical in the market and reliable salary data can be found in published surveys, using the same peer group as previously established.

Non-benchmark jobs include jobs that are created to meet a unique need at Juniata College, jobs that are a blend of multiple functions, and jobs for which good salary survey data are not available. If the job is a non-benchmark job, Human Resources and the supervisor will evaluate the job relative to its most similar job at the College based on:

- Knowledge and Skills
- Impact
- Scope of Responsibility

Step 2: Review skills and experience of the individual—Based on the assigned range for the job, the individual's starting pay will be set within the guidelines for the range collaboratively by HR and the hiring manager (or other appropriate stakeholder) based

on the individual's skills and qualifications as defined in "Managing Pay within a Band." Together they will evaluate the identified candidate based on their skills, knowledge, and relevant experience. This evaluation, along with internal equity and available budget, will typically result in a recommended pay level between the minimum and the midpoint of the Juniata pay range. It is important to note that relevant experience will be considered relative to the experience both required and preferred to fully contribute in the job. Starting pay above the midpoint may be considered in exceptional circumstances and requires SLT approval.

Step 3: Review internal equity—Before any pay is finalized, HR will conduct a review of current staff pay in similar jobs and jobs in the unit to ensure internal equity. HR in conjunction with the hiring department will determine the appropriate starting pay for the employee.

As a general guideline, if an individual meets the minimum requirements and has limited relevant work experience, their pay will be set at or close to the minimum of the pay range for their job. Additionally, pay rates for newly hired employees will generally not exceed the midpoint of the pay range for their job, unless exceptional circumstances can be demonstrated.

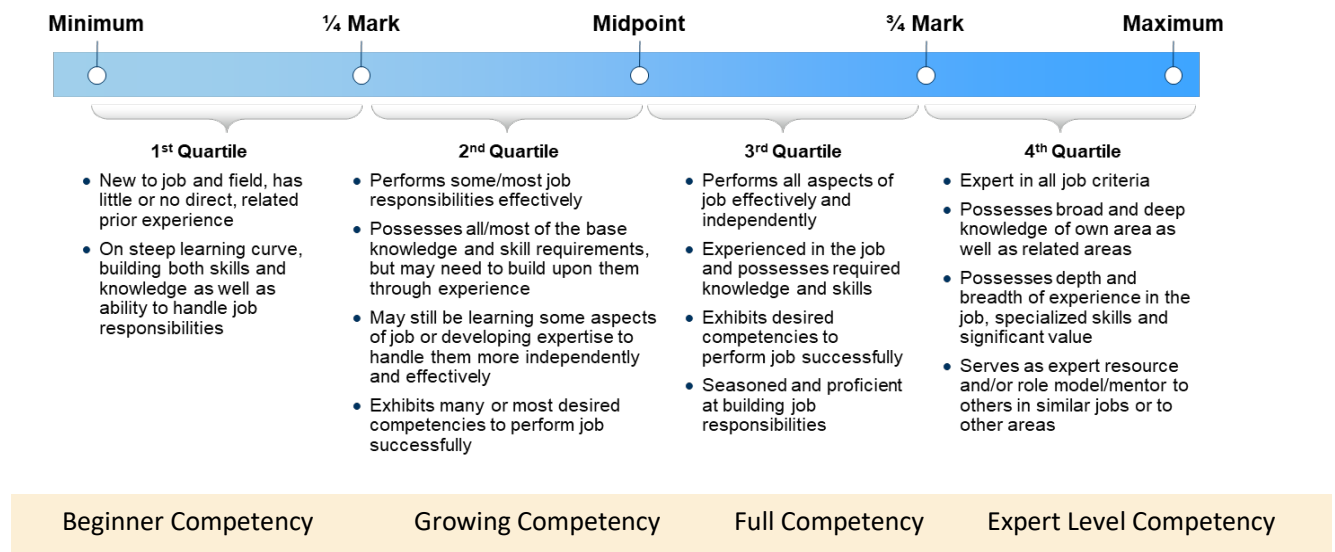
Step 4: Final approval of pay level—The final pay recommendation supported by HR is submitted for approval to department/divisional leadership. The pay must be approved by the appropriate member(s) of the senior leadership team before the offer of employment is made.

Managing Pay within a Band

The salary structure consists of a series of bands that are designed to provide competitive salary opportunities for the responsibilities and requirements of jobs at Juniata College. The guidelines below provide direction on how pay should be managed within a band, taking into account both the external market and individual performance and skills accumulated. Individuals within a job will progress through the band based on growth in their knowledge and experience as well as performance.

All incumbents can generally expect to be paid within the guidelines associated with their job's salary band. As a general policy, no one should be paid above the salary band maximum or below the salary band minimum.

Each band provides the range of salary opportunity for jobs assigned to that band. Salaries of individual incumbents will be determined by comparing their skills, knowledge, experience, and performance to the guidelines below:



Equity and Market Adjustments

Human Resources will review survey data and internal salaries regularly. From time to time, it may be necessary and appropriate for HR to adjust salaries to establish/maintain internal equity or to recognize significant market changes.

- **Equity Adjustment:** an adjustment that is made to ensure that an individual's salary appropriately reflects his/her skills, knowledge, experience, and performance. Equity adjustments may be made at the same time as the annual increase, and, if so, will be clearly communicated to the staff member to avoid confusion with the annual increase.

- **Market Adjustment:** an adjustment that is made to recognize changes in the competitive market salary for a job using the market pricing process described later in this document. Market adjustments are unlikely to occur often because the salary program is based on benchmarking and is updated regularly to ensure continued competitiveness. Occasionally, however, unusual market circumstances may warrant an adjustment.

All ad-hoc individual adjustments will be approved by the appropriate SLT member and Human Resources prior to being implemented. The Senior Leadership Team will approve any institution-wide adjustments. Competitive offers will not necessarily dictate pay changes or result in counter offers.

Annual Salary Increases

While it is the intent of Juniata College to provide salary increases when finances permit, the institution cannot guarantee that such increases will occur every year. When the College implements approved annual pay increases, senior leadership and HR will communicate guidelines for appropriate distribution to managers at the appropriate time.

Exempt/Non-Exempt Status and Overtime Pay

Federal and state laws require that overtime be paid for certain jobs. All jobs fall under one of the two categories below:

1. **Exempt Position:** A job that is exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) based upon the duties, responsibilities, and level of decision-making authority of the person holding such position. Exempt employees are not entitled to overtime pay.
2. **Non-Exempt Position:** A job that is not exempt from the overtime provisions of the FLSA. This means that employees in non-exempt jobs are entitled to overtime pay for all time worked beyond 40 hours in a week. The overtime rate of pay is 1½ times the regular hourly rate for each hour worked. Prior to working beyond the normally scheduled hours, the incumbent must obtain approval from their manager/supervisor. According to the FLSA, Juniata can be penalized for failure to pay for unauthorized time worked.

In accordance with legal requirements, the classification of a job as exempt or non-exempt depends on the content of the job as outlined in the federal regulations. Criteria include type of job responsibilities, reporting relationships, and/or qualifications of the person. It does not depend on how the staff member (or manager/supervisor) wants to classify the job. HR will make the final decision as to whether a job meets the regulatory criteria to be classified as exempt or non-exempt based on an analysis of the job as compared to federal regulations.

Please refer to the Department of Labor's website for additional details on FLSA: <https://www.dol.gov/agencies/whd/flsa>.

Job-Based Changes

It is essential to distinguish between a change in the job content and a change in the incumbent's skills, knowledge, or performance. This section applies only to job content changes.

A job may change in two possible ways (described in the chart below). Any changes to salary will be determined by the results of both benchmarking and internal equity analyses. If an increase is warranted, Human Resources and managers will collaborate to determine the appropriate parameters for the increase, with the final approval of the Senior Leadership Team (SLT) member.

Change in Responsibilities	Impact on Salary	Example(s)
Permanent Expansion of Responsibilities Not Warranting a Reclassification	<ul style="list-style-type: none"> Job remains assigned to its current band Pay for additional duties assigned permanently should be calibrated to the magnitude of change Salary change can vary 	<ul style="list-style-type: none"> Additional task added to the job function (e.g., performing a periodic analysis)
Significant and Permanent Changes Warranting a Reclassification	<ul style="list-style-type: none"> Some changes or additions may impact the job definition significantly enough to influence its market value or internal role These types of changes warrant a review to determine if a reclassification is appropriate Salary change will vary based on the band into which the job is placed 	<ul style="list-style-type: none"> Change in level of supervisory responsibility (e.g., team leader to supervisor)

NOTE: A change to how work is done (e.g., changes to the tools or processes used to perform duties) does not normally warrant a salary adjustment. While such a change may require training to learn new software or methods, it does not usually change the purpose or overall accountabilities of the job.

To enact this change, the manager will be asked to prepare a form. The staff member should not be informed of the proposed change(s) until the form has been signed by the appropriate SLT member and approved by Human Resources.

Reclassification of a Job

During the normal course of operations, changes in primary/essential responsibilities may make it necessary to rewrite or update the job description. If there are substantial changes, the modifications should be noted and forwarded to the manager for review and approval. In conjunction with a staff member from Human Resources, the manager should review changes to ensure equitable distribution of departmental workloads and appropriate assignment of tasks. When both the manager and HR staff member are satisfied with the revised job description, the position will be evaluated for band assignment by HR.

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

- Department reorganization and job restructuring
- Addition of full-time employees reporting to the job
- Addition of new and significant 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 Juniata College and, therefore, would not warrant reclassification (e.g., different software to handle same job responsibilities, procedural changes to existing work). In addition, a job would not be reclassified 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.

Requests for reclassification should be made by the manager to whom the job reports, and not by individual employees. If an employee believes that their job needs to be reclassified, they should discuss this with their manager, who will review the request with Human Resources to determine the appropriate course of action. If the manager agrees with the request, they can forward the request for re-evaluation to Human Resources for review. In the case of a re-organization, HR can initiate the re-evaluation process.

Incumbent-Based Changes

Transfer to a Job in the Same Band

Not all career advancement opportunities are promotions. An individual can also advance in his or her career by taking a different job in the same band. This enables them to become broadly skilled, therefore enhancing his or her ability to contribute to the College and may eventually lead to promotion to a job in a higher band.

The impact of a lateral band move on an incumbent's pay level will be reviewed by Human Resources and their manager based on the incumbent's skills, knowledge, experience, performance, and current position within the pay band.

Promotion to a Job in a Higher Band

Being promoted involves taking on a job that is assigned to a higher pay band. Such a move generally warrants an increase in salary to recognize these additional responsibilities and to ensure that salary for the new job is consistent with market and internal equity. An exception may occur if the incumbent's current salary is very high in the band for his or her current job.

Human Resources and managers will collaborate to determine an appropriate salary within the band, based on the individual's skill, knowledge, experience, and performance. The manager will recommend a salary, which Human Resources will review and approve, with the SLT member, if appropriate. Since circumstances vary and each individual has a different pay history, it is important to consider multiple factors when making salary decisions related to promotions. These factors are shown in the chart on the next page.

Use this chart to determine an appropriate increase for a promotion. Consider how each statement applies to the incumbent and plot the assessment on the corresponding line. After plotting each item, a pattern is likely to be evident. This pattern will help develop an appropriate increase recommendation.

Criterion	Assessment of Staff Member		
Degree of increase in responsibilities			
	<i>Moderate</i>		<i>Significant</i>
Performance compared to expectations ¹			
	<i>Effective</i>		<i>Exceptional</i>
Current salary in relation to new band			
	<i>High</i>		<i>Low</i>
Current salary relative to others in similar jobs in new band (with similar skills, knowledge, competencies, and experience)			
	<i>High</i>		<i>Low</i>
Depth and breadth of skills and knowledge demonstrated			
	<i>Moderate</i>		<i>High</i>

The following pages show two examples of how to use this chart. In all cases, promotional increases are dependent upon available financial resources and internal equity considerations. Resulting new salaries should be cross-checked with the position in the new band.

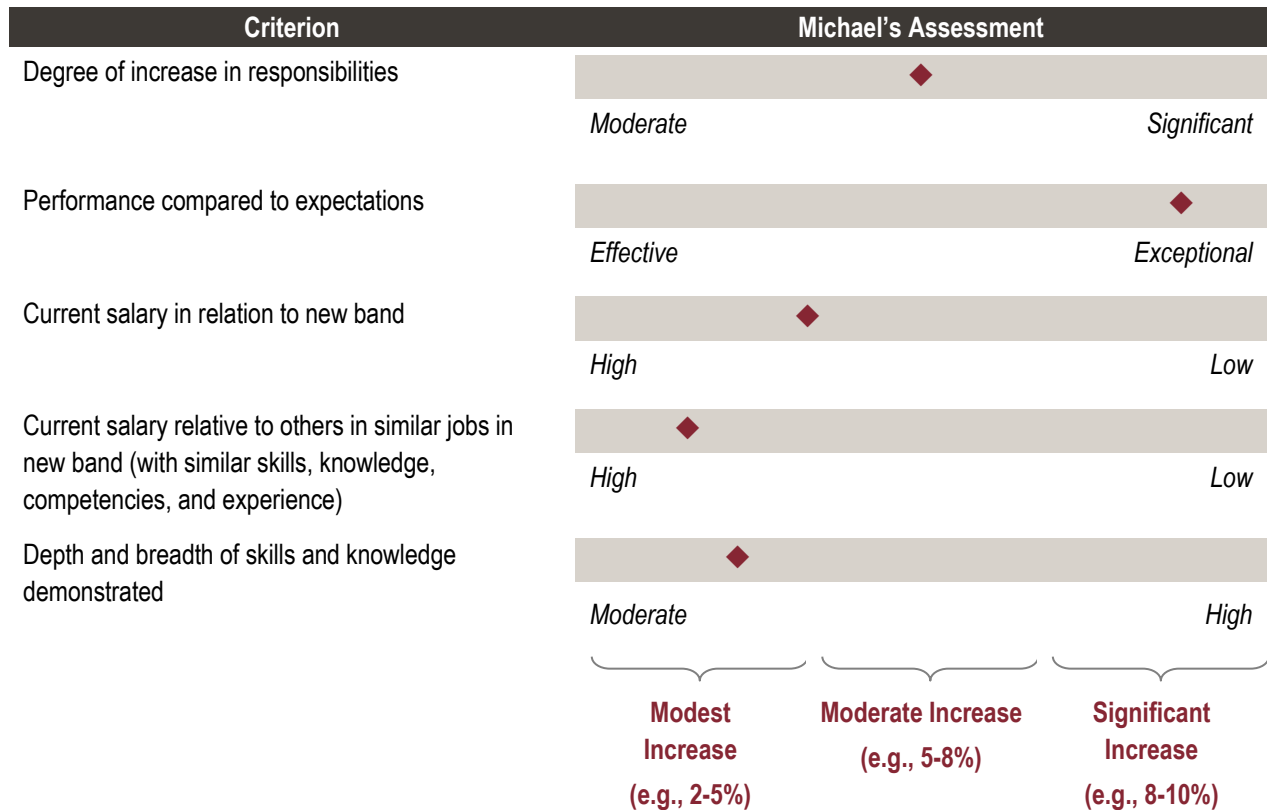
The SLT member approves assessments related to the employee that, after review by Human Resources, will determine the percentage increase. The increase should take into account internal equity and financial viability within the College.

If an increase were to exceed 10%, it may be necessary to phase the increase, first ensuring the incumbent is at least at the minimum of the band, and then increasing their salary to the appropriate place in the range over a few years.

¹ Employees would not typically be eligible for promotion unless they are effective in their current position, at a minimum.

Example 1

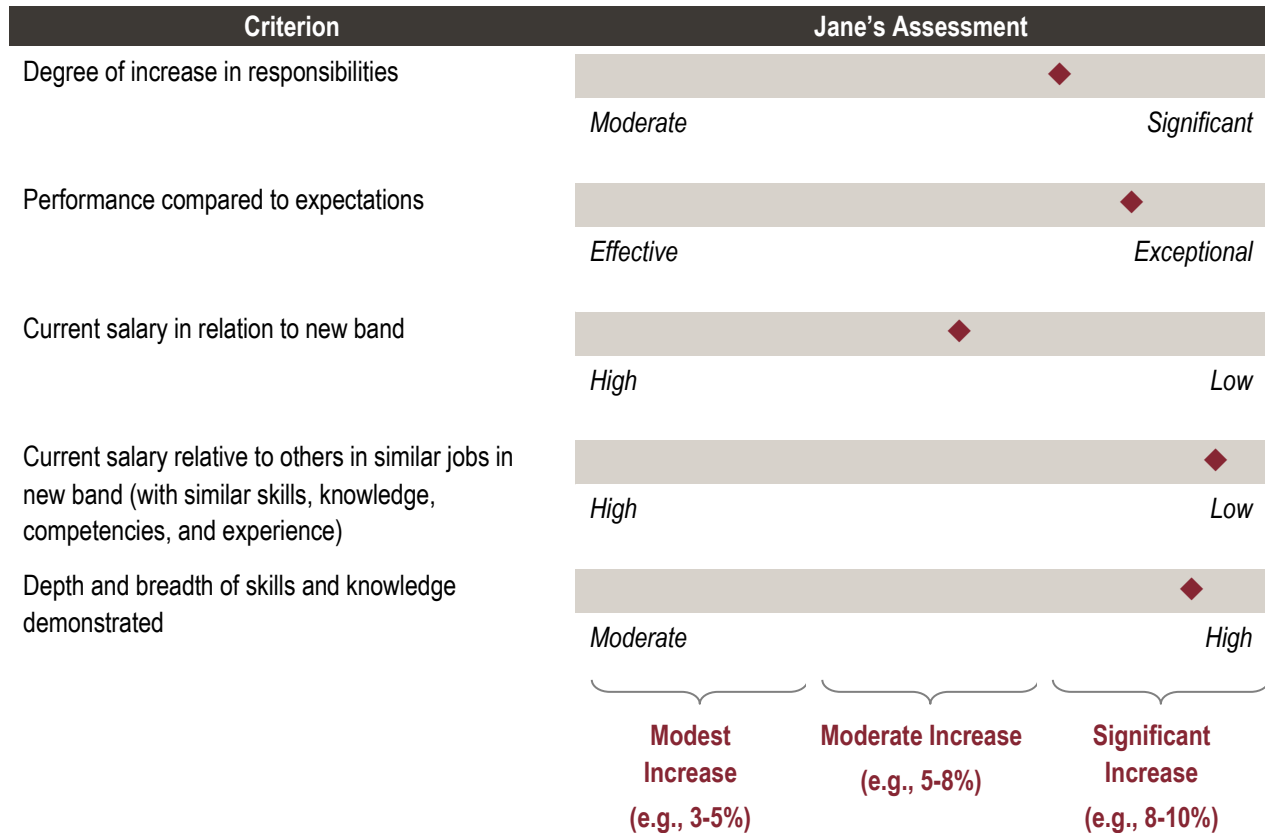
Assume Michael is moving to a job one band higher than his current job. He is a good performer, consistently performing at an above-expectation level; however, the depth and breadth of his skills is only somewhat above a moderate level. His salary is relatively high compared to peers in the new band. When this information is plotted on the chart, the pattern appears as follows:



Since the pattern is skewed towards the middle range of the increase options, a modest or moderate increase is appropriate for Michael.

Example 2

Assume Judy is moving to a job one band higher than her current job. Her performance consistently exceeds expectations and the depth and breadth of her skills is very high. Her salary is relatively low compared to peers in the new band. When this information is plotted on the chart, the pattern appears as follows:



This pattern is clearly skewed towards the high range of the increase options. Jane would be eligible for a significant increase.

Transfer to a Job in a Lower Salary Band

At times, an individual may be reassigned or choose to move to a position in a lower salary band. This most likely will occur as a result of a more appropriate fit between the individual's capabilities and the skills and expectations of a different job. Salary impact will be evaluated in this circumstance. The salary may be adjusted downward to fit within the new salary band.

Involuntary Transfer to a Job in a Lower Salary Band

When an employee is reassigned to a job in a lower salary band on an involuntary basis based on disciplinary or other performance issues, the incumbent's salary may be adjusted to reflect the responsibilities of the new job. In cases where a position is reassigned to a new salary band due to a reorganization or restructuring, HR, the supervisor, and if appropriate, the SLT member will evaluate these situations on a case-by-case basis to determine if any salary adjustments are necessary and appropriate.

Voluntary Transfer to a Job in a Lower Salary Band

If an employee elects to take a job in a lower salary band, his or her salary will be reviewed in relation to the salary range for the new position. Depending on the new salary range for the incumbent, salary level of the incumbent, and salary level of other incumbents in the same or similar positions, the incumbent's salary may be lowered to reflect the new job. HR, the supervisor, and if appropriate, the SLT member will evaluate these situations on a case-by-case basis to determine if any salary adjustments are necessary and appropriate.

Temporary Assignments/Interim Appointments

From time to time, it may be necessary for employees at Juniata to take on additional or different duties and responsibilities temporarily. Depending on the nature of these assignments, corresponding changes to pay may be warranted. The nature of these assignments will be assessed by HR and the appropriate manager on a case-by-case basis. Any/all Temporary Assignments and Acting Appointments will be limited to 6 months, at which time they can be reviewed for renewal of up to an additional 6 months. Requests to extend beyond a second 6-month period will require the approval of the Chief Human Resources Officer.

Temporary Assignments

When an employee is temporarily assigned additional duties on a short-term basis (less than 30 calendar days), the individual will continue to be compensated at their regular pay.

When an employee is temporarily assigned additional duties for an extended period of time (30+ calendar days, excluding vacations and other short-term situations), the employee's pay may be increased if warranted based upon a review of the position by HR and the appropriate senior leadership member(s). Upon completion of the temporary assignment, the individual resumes their former pay.

Acting Appointments

An acting appointment is when an employee is appointed to a different job (either in the same or higher pay range) on a temporary basis where there is a vacancy expected to last for an extended period of time. The individual will be held accountable for the entire scope of the acting role that is identified at the time of the appointment.

- **Acting appointment in the same pay range:** Since the acting position has the same pay potential as the individual's own position, pay for the individual may not change. Depending upon the duration of the appointment, the degree of complexity and/or importance of the additional work, and the level of performance demonstrated, HR and the appropriate senior leadership member(s) will determine if any additional pay is necessary and appropriate.
- **Acting capacity in a higher pay range:** Since the interim position has a higher pay potential than the individual's own position, an individual taking on such an appointment may be eligible for a temporary increase in pay, determined under the College's guidelines as if the individual were being promoted to this position, and remaining in effect until the appointment is completed. Upon returning to their position, the employee will receive the pay they had been earning prior to the acting appointment, adjusted for any intervening pay increases.

Prior to any employee performing work in excess of their normally assigned duties, which requires additional payment, their supervisor must obtain written approval from the appropriate Division Head and the Office of Human Resources. This written request and approval must specify the need for additional pay, the tasks assigned and/or the person from whom the tasks are being reassigned, including the expected timeframe for which the additional/changed duties apply. Absent such advance approval, the work performed will be deemed a part of the staff member's normally assigned compensation. Additional duties pay will not be paid retroactively, as all paid interim/acting assignments must have prior approval.

Salaries Above Band Maximum

Employees whose salaries are above the maximum of their salary band may not be eligible for increases to base salary. For employees whose current salaries are above the maximum of the salary range for their job, any additional increases will be provided as a lump sum cash payment on the effective date of the increases. Employees whose pay is close to the maximum may receive an increase partially as an increase to base salary, and partially as a lump sum (see examples below). As salary bands are adjusted for market movement over time, employee salaries that were previously above the band's maximum may again fall within the structure.

Examples of Increases at the Maximum of the Range

Employee	Band	Current Salary	Salary Range Maximum	Annual Increase	Potential New Salary	Base Salary Increase	Lump Sum Payment	New Base Salary
Employee 1	4	\$47,100	\$64,800	2%	\$48,042	\$942	\$0	\$48,042
Employee 2	6	\$95,000	\$96,000	2%	\$96,900	\$1,000	\$900	\$96,000
Employee 3	8	\$138,300	\$138,300	2%	\$141,066	\$0	\$2,766	\$138,300

Earning a Degree or Certification

Earning a degree, certification, or accreditation, including an advanced degree, does not generally warrant a salary increase unless the current job requires the degree or job responsibilities change as a result of the degree attainment resulting in a movement of the job to a higher band.

Appendix A

Faculty and Administrators Comparison Group

Agnes Scott College	Kalamazoo College	Sarah Lawrence College
Albion College	Knox College	Scripps College
Allegheny College	Lake Forest College	Simpson College
Augustana College	Lawrence University	Stonehill College
Austin College	Linfield College-McMinnville Campus	Susquehanna University
Beloit College	Luther College	The College of Wooster
Bennington College	Manchester University	Ursinus College
Bridgewater College	McPherson College	Wabash College
Centre College	Millsaps College	Washington & Jefferson College
College of Saint Benedict	Muhlenberg College	Washington College
Concordia College at Moorhead	Pitzer College	Westminster College
Elizabethtown College	Presbyterian College	Westmont College
Gustavus Adolphus College	Roanoke College	Wheaton College
Haverford College	Saint Anselm College	Whitman College
Hendrix College	Saint Johns University	Whittier College
Hobart William Smith Colleges	Saint Mary's College	Wofford College
Houghton College	Saint Michael's College	
Illinois Wesleyan University	Saint Norbert College	

Staff Comparison Group

Albright College	Felician University	Lincoln University	Neumann University	The Sage Colleges
Alfred University	Ferrum College	Lock Haven University	North Central College	The University of Virginia's College at Wise
Allegheny College	Franciscan University of Steubenville	Lycoming College	Ohio Christian University	Tiffin University
Alvernia University	Geneva College	Malone University	Ohio Northern University	Trinity International University-Illinois
Augustana College	Georgian Court University	Manchester University	Ohio Wesleyan University	United States Merchant Marine Academy
Bloomfield College	Goucher College	Manhattanville College	Otterbein University	University of Charleston
Bridgewater College	Gwynedd Mercy University	Mansfield University of Pennsylvania	Pennsylvania State University-Main Campus	University of Lynchburg
Cabrini University	Hampden-Sydney College	Marietta College	Randolph College	University of Mount Union
Caldwell University	Hartwick College	Mary Baldwin University	Randolph-Macon College	University of Pittsburgh-Bradford
Carlow University	Haverford College	Marymount University	Roanoke College	University of Pittsburgh-Johnstown
Cedar Crest College	Heidelberg University	Marywood University	Roberts Wesleyan College	University of St Francis
Centenary University	Hiram College	McDaniel College	Saint Francis University	Ursinus College
Central State University	Hobart William Smith Colleges	McKendree University	Saint Vincent College	Virginia Military Institute
Chatham University	Hollins University	McPherson College	Sarah Lawrence College	Virginia Union University
Concord University	Hood College	Mercyhurst University	Seton Hill University	Walsh University
Concordia College-New York	Houghton College	Millikin University	Shepherd University	Washington & Jefferson College
Daemen College	Illinois College	Misericordia University	Shippensburg University of Pennsylvania	Washington Adventist University
Delaware Valley University	Illinois Wesleyan University	Monmouth College	St Bonaventure University	Washington College
DeSales University	Immaculata University	Moravian College	St. Mary's College of Maryland	Waynesburg University
Dominican College of Blauvelt	Keuka College	Mount Aloysius College	St. Thomas Aquinas College	West Liberty University
Dominican University	King's College	Mount Saint Joseph University	SUNY College of Agriculture and Technology at Cobleskill	West Virginia State University
Drew University	Knox College	Mount Saint Mary College	SUNY College of Environmental Science and Forestry	Westminster College
Eastern Mennonite University	La Roche University	Mount St. Mary's University	SUNY College of Technology at Canton	Wittenberg University
Eastern University	Lake Forest College	Mount Vernon Nazarene University	SUNY College of Technology at Delhi	
Elizabethtown College	Lancaster Bible College	Muhlenberg College	SUNY Morrisville	
Elmira College	Le Moyne College	Muskingum University	Susquehanna University	
Emory & Henry College	Lebanon Valley College	Nazareth College	The College of Wooster	