

Pay Bands in Ignite

FAQs

Pay Transparency

In order to achieve Baylor's strategic plan, Illuminate, Baylor must continue to attract, reward and retain the best and brightest. This guide is intended to equip managers with resources that preempt staff questions about the new staff pay band information shared.

1) What is pay transparency?

- a. The extent to which Baylor is being proactive in sharing compensation information with employees.
- b. Baylor has decided to share pay rates and pay band information with each manager of staff. Staff pay and their associated pay band will not be disclosed outside of their supervisor and respective leadership chain.
- c. In higher education, public institutions are required to disclose salary data. Baylor's move towards pay transparency aligns with this industry practice.

2) Why we are now being more transparent with pay information?

- a. In order to achieve Baylor's strategic plan, Illuminate, Baylor must continue to attract, reward and retain the best and brightest. Transparency in pay can increase intent to stay by 34% (Source: Gartner, Inc.). Additionally, a guiding principle of Ignite, is Transparency and Inclusion of information through-out campus. Compensation information is one piece of information that will now be shared in a more transparent fashion.
- b. Improve perceptions of pay fairness.
- c. Supports and clarifies lateral movement across the University.
- d. 86% of organizations are either taking action or intending to take action to increase transparency (Gartner, Inc.). This allows us to provide a greater line of sight into pay and professional development.
- e. Increased demand for pay transparency reflected in the growth of pay information websites such as salary.com and glassdoor.com. In 2018, 30% of employees in the US consulted an online pay information source (example: Glassdoor, Payscale) in the last year (Source: Gartner, Inc.).
- f. On average, organizations will need to be 60% more transparent two years from now than they were two years ago (Source: Gartner, Inc.)

3) What is a pay band and how do we use it?

- a. It's a structure that allows Baylor to group like jobs with similar rates of pay. Baylor utilizes wide ranges for our pay bands. Multiple jobs can be placed on the same pay band. Wide pay bands also allow for differentiation for individual staff based on experience, education, and performance.
- b. It's a structure that supports paying jobs at market competitive rates, reflective of judicious stewardship, and internal equity.

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4) What is a pay band NOT?

- a. A set pay structure that determines exact pay. Discretion for pay remains with managers and leadership.
- b. A structure that never changes. Baylor's pay bands are reviewed annually and updated as the market changes.
- c. A structure that can be changed by a direct manager. It is reviewed by HR from a holistic review of the entire university, not individual departments or positions.
- d. Baylor values experience and will compensate for experience however it is not the primary driver in a pay band.
- e. Staff pay bands are not the same as the structure for Baylor's health insurance premiums.
- f. A view of the total compensation package. A pay band does not account for Baylor's rich benefit package.

5) Where do I find the pay band for my team? Who do they apply to?

- a. Log-into Ignite and you will find it on the 'My Team' page.
- b. All staff positions are placed on a pay band, including temporary employees, part-time and grant-funded.

6) Are these pay bands correct for my team?

- a. Jobs that require similar experience, education and job duties are grouped on the same pay band.
- b. For example, all Office Managers across campus are on Pay Band 3. This does not mean all office manager jobs are the same, differentiation in pay can and will exist, however it will be remain consistent within the pay band.
- c. If a question exists in regards to the right pay band for the job: the manager and employee should review the associated job profile to understand if it accurately represents the role. If the employees role varies significantly (greater than 40%) from the job profile, document the differentiation and reach out to your HR Consultant to discuss a more accurate job profile.
- d. Additionally, a different job profile does not necessarily mean a different pay band.

7) Can I discuss my employee's pay with them without HR present?

- a. Absolutely! It is expected employee's will have questions about their pay and you will be the person most familiar with their job. Review the provided resources and reach out to your HR Consultant if you need additional help in preparing for your conversation with your employee.
- b. With the support and partnership of HR, market data, internal equity, and job profiles managers own pay decisions.
- c. Employees believe their direct manager is the most trustworthy source of pay information compared to other sources such as senior executives, compensation function, coworkers and external internet sites. (Source: Gartner, Inc.)

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8) Why is the staff member on my team close to the entry of the job's pay band?

- a. This is largely dependent on years in role, market rate for the specific job, experience, education level compared to requirement for job and performance. Multiple jobs can be placed on the same pay bands.

9) My employee meets the preferred requirements on the job profile. Why do they not fall higher on the pay band?

- a. Pay consists of many different factors beyond the education and experience requirements listed on the profile. Performance, internal equity within your team and like roles on campus, and time in position may also be a factor.

10) Generally, what does it mean when a staff member is at:

- a. Entry – 25th: staff member may be junior in the role or just meet the required experience and education requirements as opposed to far exceeding them. As they progress in their experience and skill level and perform at a high level, there is opportunity to move deeper within the pay band. The staff member may also be within this range due to the specific range for their job.
- b. 25th – Midpoint: staff member is paid at market based on the role's duties, scope, responsibilities, education and experience.
- c. Midpoint – Max: staff member is paid above market. This is likely due to experience above and beyond the required or preferred. When an employee is towards the top of the pay band this should be a signal to the manager that the employee is currently being paid above what other organizations pay for this job. Employees should begin development conversations with their manager to understand the employee's plans and desires on career next steps.

11) I would like to provide an increase to a staff member and move them deeper into the Pay Band. How do I do that?

- a. Staff have a few tools they can utilize to move deeper into the pay band:
 - i. Obtain additional education that pertains to their current role (Degree above what is required by their job profile);
 - ii. Certification increases may be an option if the certification requires continued education and an examination, example: Certified Public Accountant (CPA);
 - iii. Performance. Baylor supports a pay for performance compensation philosophy and leaders have the ability and are encouraged to differentiate merit increases amongst high performers.
 - iv. Additional job duties or responsibilities. HR can help determine if the job should be shifted into a different job profile, and what increase would be appropriate given market data, internal equity, and the additional responsibilities.

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12) Why is this pay range different from what Salary.com and what LinkedIn says it should be?

- a. There are numerous online resources that are available for staff to research the rate of pay for a certain job. Typically, Salary.com and LinkedIn are not verified sources of information. Like other Universities and companies who follow best practice, Baylor Human Resources uses salary surveys that include verified data that is specific to that job and peer group.
 - i. Example: A staff member may find that Police Officer on Salary.com makes \$80,000 per year. The information leaves unanswered questions: Does this \$80,000 include overtime? How long has this police officer been on the job? Does this \$80,000 include retirement benefits? Was this \$80,000 before or after 2020 increases? Does this \$80,000 include a shift differential? These are all key pieces of data that are needed to understand a realistic market rate. In the data that Baylor HR utilizes, it provides accuracy in this information.
- b. Using validated data allows Baylor to compare to specific sets of institutions. Baylor utilizes validated salary data from the following sources:
 - i. CUPA
 - ii. CompData
 - iii. Western Management

13) My team knows about their pay band, now what?

- a. Familiarize yourself with each of your direct reports' salary and pay band information in Ignite
- b. Review training materials to understand Baylor's staff compensation philosophy
- c. Use provided tools to guide conversations when your employees have questions.
- d. Review the job profile for each staff member & the various requirements of the role (education, experience, competencies)
- e. Review your latest performance appraisal to determine progress towards required competencies
- f. If you have remaining questions, reach out to your supervisor or your HR Consultant to further discuss.
 - i. To find the HR Consultant (HRC) assigned to your department, visit:
<https://www.baylor.edu/hr/index.php?id=953685>

14) A member of my team does not meet the required qualifications of their new job profile. What do I do?

- a. The required qualifications listed on job profiles will not impact current staff in their roles.
- b. The required and preferred qualifications are primarily utilized to streamline recruitment activities and promotional opportunities.
- c. Please refer to your HRC for guidelines on experience or education substitutions.

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Dos	Don'ts
<ul style="list-style-type: none">✓ Tie individual staff performance to pay✓ Reiterate decision-making and approval process for any changes to pay✓ Report employee concerns and escalate questions requiring more complex responses to your supervisor or HR consultant, as appropriate	<ul style="list-style-type: none">✗ Address complicated technical questions✗ Make promises regarding pay or pay changes✗ Share an individual's compensation information with their peer