



Compensation Services



# COMPENSATION GUIDE



**BROWN**  
University Human Resources



The non-union staff compensation program at Brown University provides total compensation that is externally competitive and internally equitable to recruit, engage, and retain a high-performing, diverse workforce. University Human Resources (UHR)-Compensation Services uses organizational data, internal salaries and external market data to support this effort. UHR-Compensation Services, collaborating with department heads, managers and Human Resources Business Partners (HR Business Partners), advises on job descriptions, job evaluations and salaries for staff.

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# JOB DESCRIPTIONS

Every staff position at Brown has a job description that outlines the position's major responsibilities, details how the responsibilities are accomplished, and identifies the knowledge, skills, and abilities needed to perform the job.

## RESOURCES

- [How to Write Effective and Inclusive Job Descriptions](#)
- [Guidelines for Completing a Job Description](#)
- [Job Description Templates](#)
- [Generic Job Descriptions](#)

Provide the basis for assignment of grade, title and Fair Labor Standards Act (FLSA) exemption status

Outline roles, major responsibilities and qualifications

*\*Staff can request job descriptions from their manager, their HR Coordinators, their HR Business Partners or UHR Compensation Services directly.*

A  
**JOB DESCRIPTION**  
is used to:

Guide the recruiting and hiring process

Identify the physical demands and working conditions of the position

Facilitate development of performance expectations

**Job titles should:**

- Represent the role and responsibilities of the position
- Align with titles in the same job family and grade
- Be consistent within a department and division
- Be short and concise

# JOB FAMILIES AND JOB PROFILES

A **job family** is a group of positions involving similar work and requiring similar training, skills, knowledge, and expertise. Within each job family there are job profiles. **Job profiles** link positions with the same grade, similar work and qualifications.

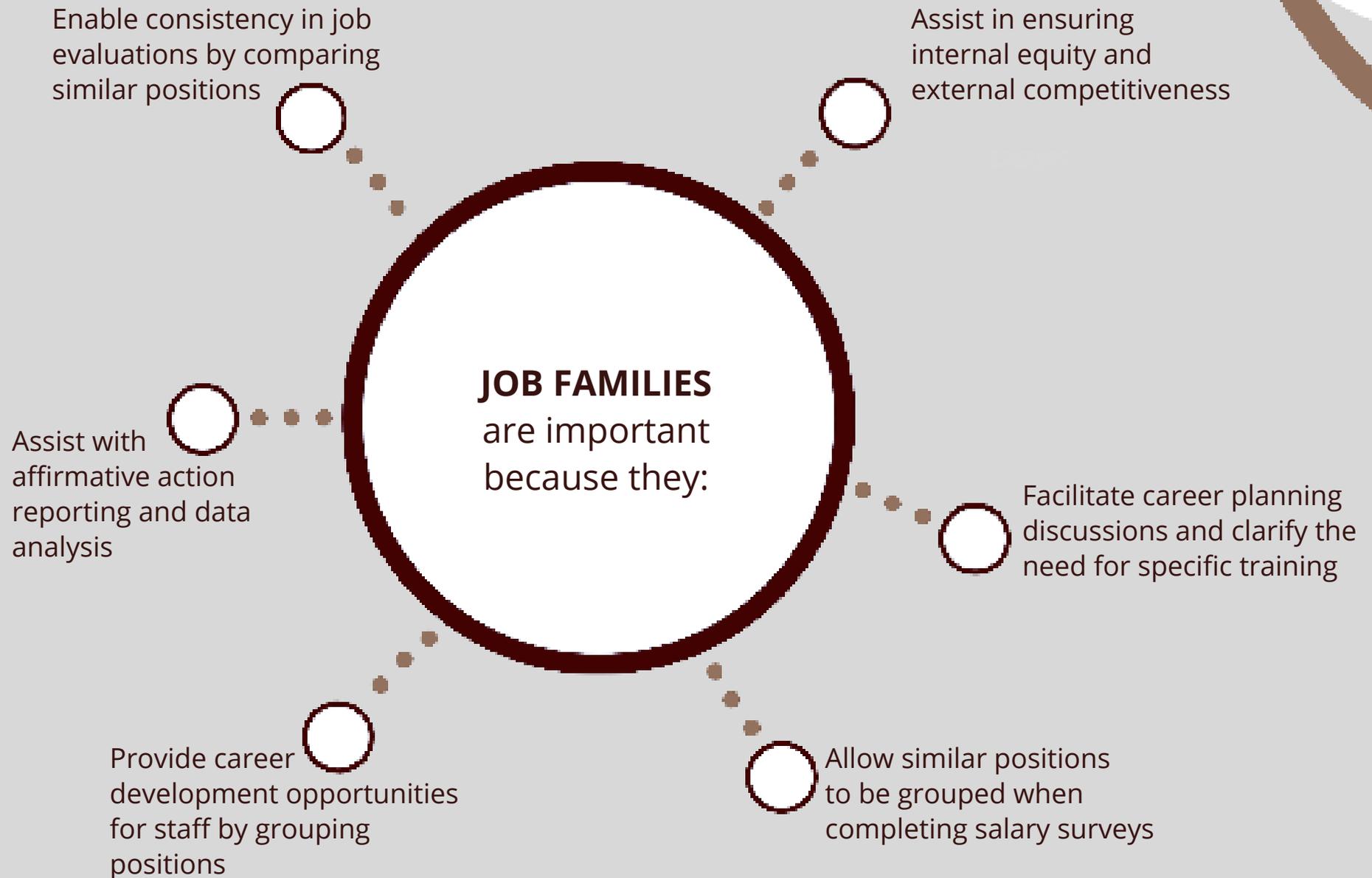
*Example:*

*Job Family: Research Administration*

*Job Profile: Grant and Contract  
Coordinator, Grant Financial Manager*

## RESOURCES

[Job Families](#)  
[Staff Job Catalog](#)



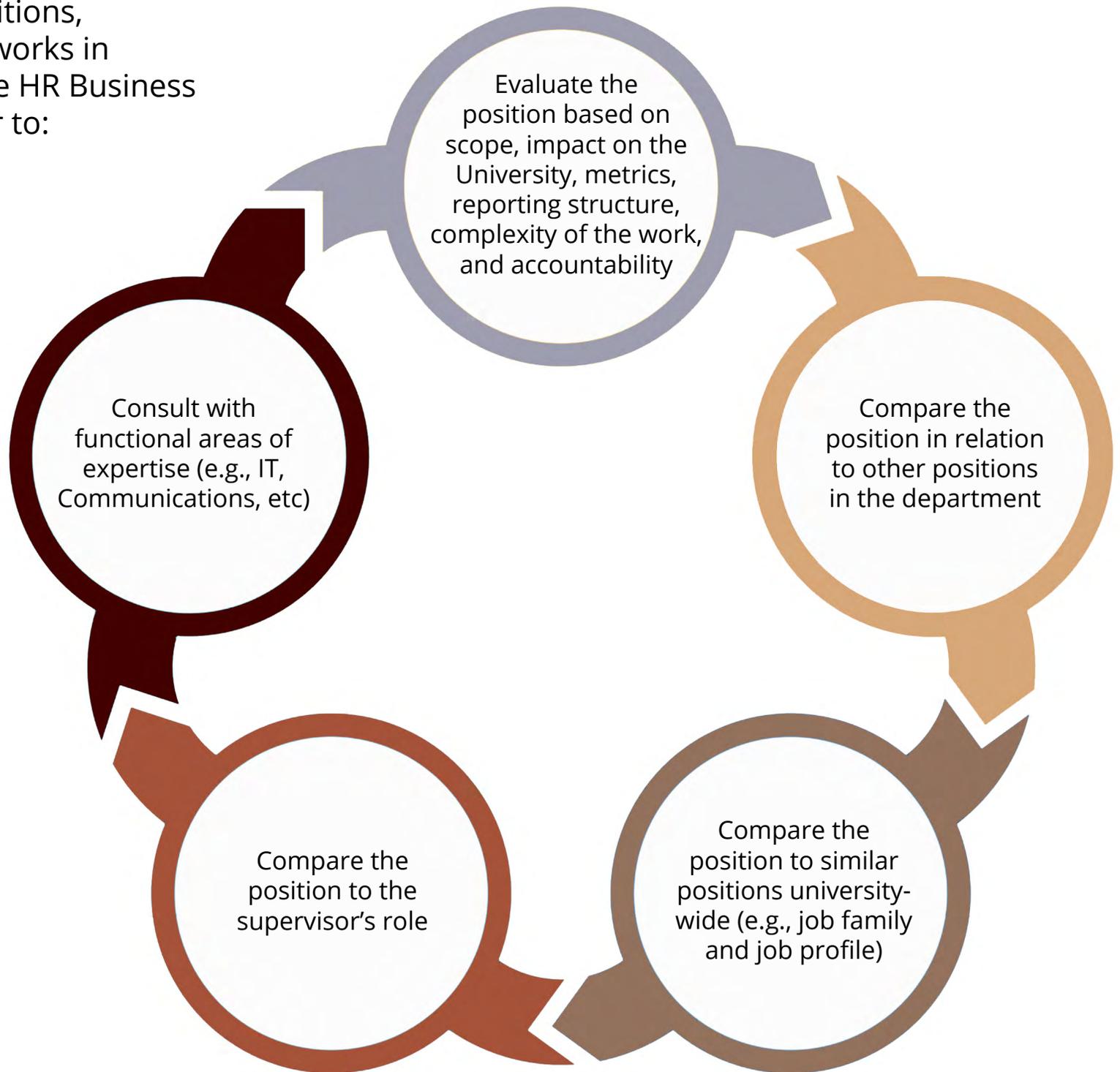
# HOW POSITIONS ARE EVALUATED

The job evaluation process provides a consistent and equitable method of determining the appropriate compensation and grade for a position at Brown University. To ensure consistency, all job descriptions are centrally reviewed by UHR-Compensation Services to determine the grade, title, and the Fair Labor Standards Act (FLSA) exemption status.

## RESOURCES

- [Job Evaluation Rubric](#)
- [FLSA Exemption Classifications](#)
- [Non-Exempt Staff Pay Policy](#)
- [Exempt Staff Pay Policy](#)
- [Understanding Federal and State Laws Governing Compensation Online Module](#)
- [FLSA Frequently Asked Questions](#)

When evaluating positions, UHR-Compensation works in collaboration with the HR Business Partner and manager to:



# HOW SALARIES ARE DETERMINED

University Human Resources reviews and approves all salaries, including salaries for new hires and staff who are promoted or transferred. Salaries are determined based on internal equity, market data and individual qualifications.

## RESOURCES

- [FY21 Salary Ranges](#)
- [FY22 Salary Ranges](#)



## **INTERNAL EQUITY**

Salaries of similar positions in the job family that are in the same grade or job profile across the University, and salaries within the department or organizational area are analyzed to ensure fair and equitable pay internally.

## **MARKET DATA**

UHR-Compensation Services participates in salary surveys to access market data by industry, geographic location, and size of institutions in markets where Brown recruits. Typically, Brown targets the 50th percentile for the appropriate market, but this will vary depending on the individual's experience and skills, and internal comparisons.

## **INDIVIDUAL QUALIFICATIONS**

The candidate's/employee's education, skills, performance history, level of contribution, and years of related experience are taken into account when determining the salary.

# EQUITY INCREASES

Equity increases are used to address internal salaries which are low compared to market data, salaries in functional areas of high market demand, internal equity issues and retention issues.

Department heads and managers who are concerned about internal equity within their department should consult with their HR Business Partner and UHR-Compensation Services to determine if an equity issue exists and, if so, to determine the appropriate amount and timing of an equity increase.

# JOB AUDITS

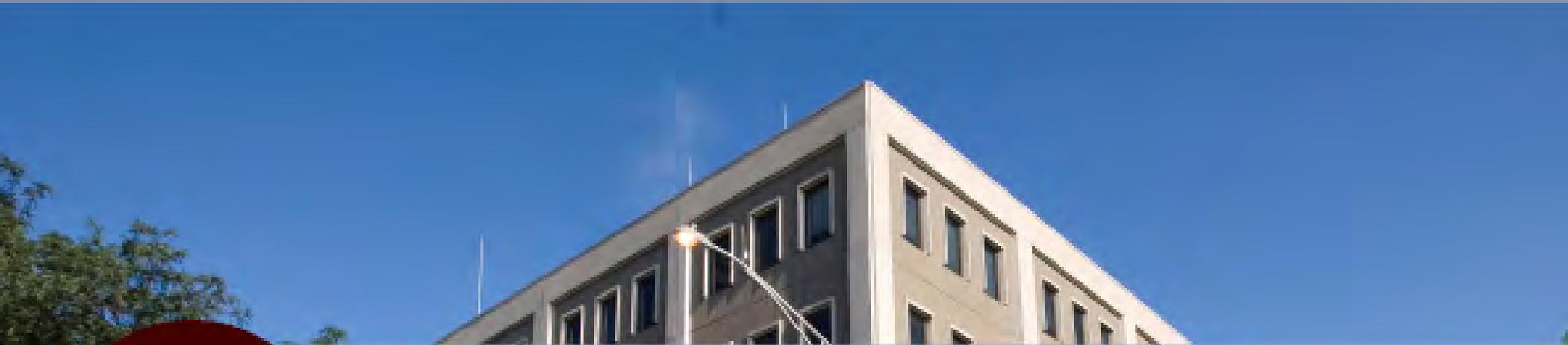
A job audit is a request to evaluate the grade of an occupied position to determine if a promotion to a higher grade is warranted.

A job audit should be considered if the position has assumed greater responsibilities, expanded scope and authority, and higher level qualifications and experience are required.

A job audit is not appropriate as a way of recognizing superior performance, longevity, or an increase in workload.

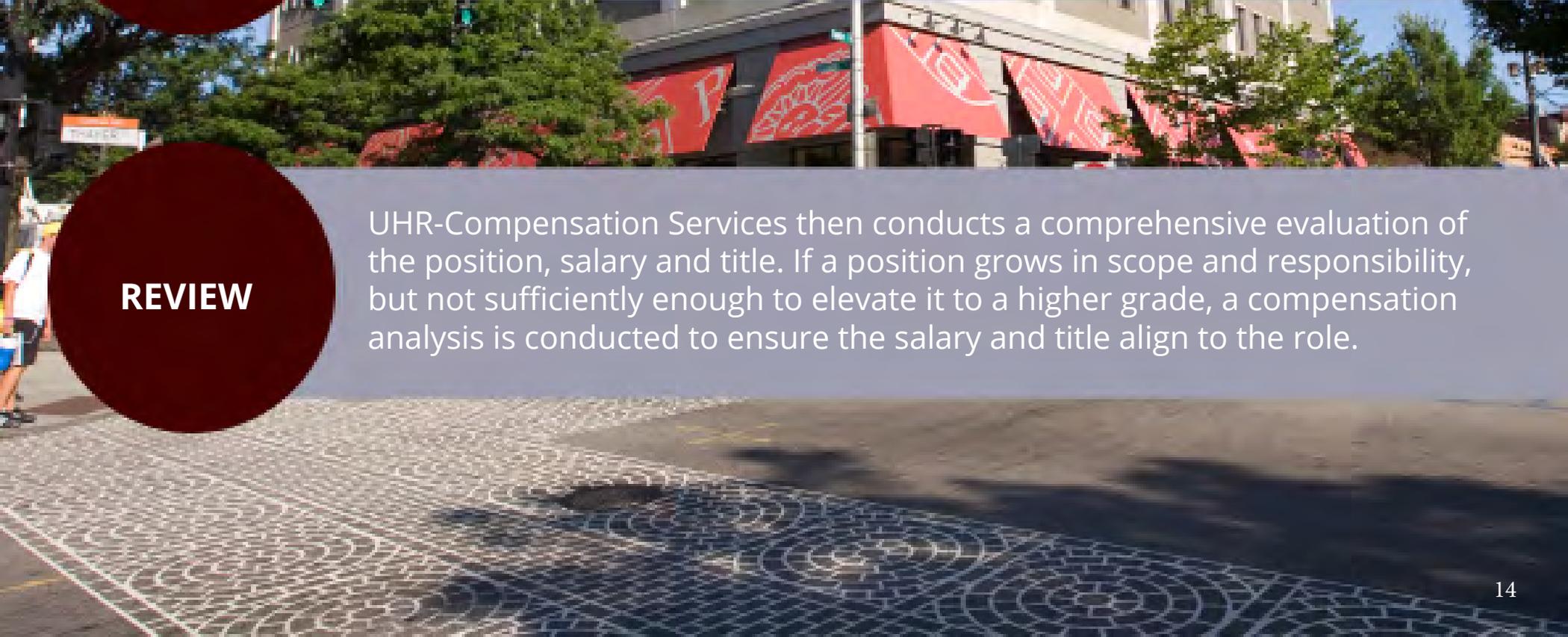
## RESOURCES

- [Job Audit Request Form](#)
- [Job Evaluation Rubric](#)
- [Moving from Bi-Weekly to Monthly Payroll](#)
- [Moving from Monthly to Bi-Weekly Payroll](#)



## SUBMIT

A revised job description and Job Audit Request Form must be completed and approved by the department head and senior leader in consultation with their HR Business Partner before being submitted to UHR-Compensation Services for review.



## REVIEW

UHR-Compensation Services then conducts a comprehensive evaluation of the position, salary and title. If a position grows in scope and responsibility, but not sufficiently enough to elevate it to a higher grade, a compensation analysis is conducted to ensure the salary and title align to the role.

# PERFORMANCE INCREASES

The level of funding, if any, for annual staff performance increases are determined at the discretion of the University. Annual staff performance increases are typically distributed on July 1. Information about completing the year-end performance appraisals and the guidelines for administering the staff salary increase process are distributed to senior officers and department heads in the spring.



## PERFORMANCE INCREASE ELIGIBILITY

- All non-union staff who are regular or fixed-term employees
- Employees hired on or before March 31 of the fiscal year

## RECOMMENDATIONS AND APPROVAL

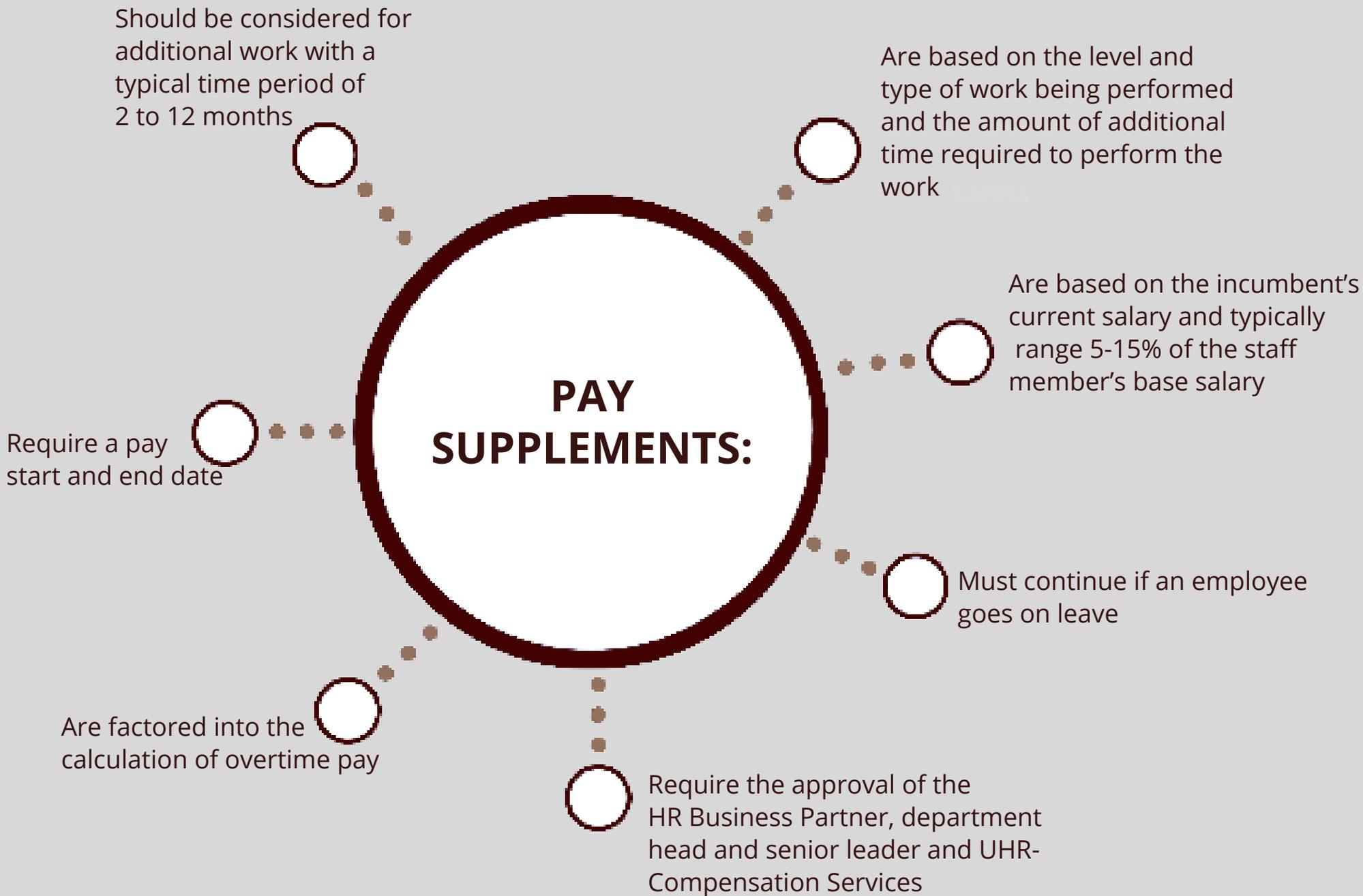
Individual supervisors will recommend performance increases on the basis of the employee's performance evaluation. Senior officers must approve all increases within their divisions.

Performance increase decisions are determined based on established increase guidelines and budgetary constraints.

# PAY SUPPLEMENTS

Staff may be eligible to receive additional compensation via a pay supplement for:

- temporarily assuming higher level work due to a vacancy
- a special project outside of the employee's regular job responsibilities or temporarily filling a vacant position that requires significant additional work



# ORGANIZATIONAL ASSESSMENTS

UHR-Compensation Services is available to consult with departments on organizational structures and operational efficiencies. Senior leaders and department heads should contact UHR-Compensation Services to request a formal organizational assessment. UHR-Compensation Services partners with Employee & Labor Relations and collaborates with HR Business Partners to develop an assessment report with findings and recommendations.

**FORMAL  
ORGANIZATIONAL  
ASSESSMENTS**

include:

Major responsibilities  
summary forms and  
questionnaires completed  
by staff members

A collection of information  
from customers

A consultation with  
subject matter experts

Interviews with  
staff and managers

A final report  
with recommendations

A collection of  
department and  
industry metrics

Department and individual  
professional development plans  
developed in consultation with  
Talent Development

Benchmarking  
of similar internal  
and external  
organizations

# COMMON MISCONCEPTIONS ABOUT COMPENSATION

## MISCONCEPTION

Years of service and experience determine whether an employee should be paid at midpoint.

There is a cap on the percent increase for a promotion.

An employee can be promoted to the next job grade based on seniority.

The current salary of a Brown employee restricts the new salary for a job audit or promotion.

Employees can't apply for a job that is two grades higher than their current grade.

## FACT

The midpoint represents the middle value between the minimum and maximum in the salary range and, therefore, should not be used as the salary target. Instead, the salary target for a position is based on the external market and internal equity.

There is no cap on the percent increase for a job audit or promotion. The salary is based on the market and internal equity.

Promotions/job audits are not based on seniority. Rather promotions/job audits are considered when the position has greater responsibilities, and expanded scope and authority.

Salary increases given for a job audit or promotion are based on the market and internal equity.

Employees can be promoted more than one grade if they meet the minimum requirements of the position.



# GLOSSARY OF COMPENSATION TERMS

*This glossary will assist you when learning more about Brown's staff compensation programs.*



**Base Salary:** The salary paid for a job performed. It does not include any premium pay such as shift differentials, overtime pay, supplemental pay or any pay element other than the base rate.

## B

**Benchmark Job:** A common job used to make pay comparisons either within the organization or to comparable jobs outside the organization. Pay data for these jobs are readily available in published market surveys.

**Bonus:** A discretionary one time award given to attract, retain, motivate or recognize an individual or group of employees. Types of bonuses:

- **Retention** – used to motivate key employees to remain at the university for a period of time beyond their potential or targeted departure date
- **Sign-On** – used to attract a prospective employee to fill a position at the university

**Career Path:** A series of defined levels within a job series where the nature of the work is traditionally similar (e.g., accounting, event planning, administrative coordinator) and the levels represent the organization's requirements for increased skill, knowledge and responsibility as the employee moves through a career.

## C

**Compensation Analysis:** A Compensation Analysis is a comprehensive analysis tool used to develop equitable and competitive salary recommendations. It is used primarily to develop salary recommendations for unique and higher-level positions, and for salary offers which require internal analysis. The Compensation Analysis tool includes internal comparisons, average salaries of similar positions, and external market data.

**Equity Increase:** A permanent increase to an employee's base salary made when an employee's salary is low compared to market data or internal peers.

## E

**Exempt Employees:** Exempt employees, as identified by UHR – Compensation Services in accordance with applicable state and federal laws, are exempt from being paid overtime. Employees at Brown must be paid a minimum of \$684 a week (\$48,000 annually) in order to maintain their exempt status.

## F

**Federal and State Wage and Hour Laws:** Federal and state laws governing minimum wage, overtime pay, child labor and record-keeping requirements. These laws also define the differences between exempt and non-exempt work.

## G

**Grade:** Salaries are driven by job families. Therefore, positions that are in the same grade can have different pay levels depending on the job families. A specific component in a salary structure that groups jobs for pay policy application. All jobs in a specific grade have the same salary range: minimum, midpoint and maximum.

## I

**Internal Equity:** Internal equity is the analysis and comparison of similar positions within Brown used to ensure fair pay. Internal equity is assessed by reviewing staff positions in a job family in the same grade or job profile across the University. The incumbent's or candidate's education, skills and total years of related experience are evaluated to determine an appropriate salary when compared to others.

**Job:** The total collection of tasks, duties and responsibilities assigned to one or more individuals who perform the same or similar type of work.

## J

**Job Audit:** A request to evaluate the grade of an occupied position to determine if a promotion to a higher grade is warranted.

**Job Description:** A summary of the most important features of a job, including the general nature of the work performed (core duties and responsibility), percentage of time spent on the responsibilities, and level (skills, education and experience). A job description describes and focuses on the job itself and not on any specific individual who might fill the job.

**Job Family:** A job family is a group of jobs involving similar types of work and requiring similar training, skills, knowledge, and expertise. A job family contains job profiles. Examples of job families include: Administrative Support, Finance/Budget/Planning, and Communications/Marketing/Events/Outreach.

**Job Profile:** The job profile groups positions having the same nature of work and compensation grade, and requiring a similar degree of experience. Examples of Job Profiles include: Administrative Coordinator 2, Financial Analyst 2, and Communications Specialist 2.

**Market Analysis:** An ongoing process conducted by UHR - Compensation Services to analyze job trends and salary levels/rates paid in the market.

**Market Data:** UHR - Compensation Services participates in salary surveys and uses compensation data management tools to access market data. Market data is a key component in Brown's compensation strategy and assists in attracting and retaining staff. UHR - Compensation Services works closely with HR Business Partners to ensure appropriate salary survey matches, and is an active participant on survey committees to ensure survey data collected meets institutions' needs. The compensation data management tools allow market data to be narrowed down by industry, geographic location, and size of institution to reflect the markets where Brown recruits.

The market data is compared across higher education and other industries to develop the right blend for market pricing. Local, regional or national market data is used based on the recruitment area. Typically, Brown targets the 50th percentile for the appropriate market, but this will vary depending on the individual's experience, skills, and internal comparisons.

**Non-exempt Employees:** Non-exempt employees are paid for each hour worked, and track their time worked on an hourly basis. If the employee works more than 40 hours in one workweek, the employee is paid a premium of time and one-half, which is also referred to as overtime compensation.

M

N

**Salary Survey:** The gathering, summarizing and analysis of relevant market data on wages and salaries for benchmark jobs. Salary surveys are used to analyze pay and/or adjust pay levels in response to competitive pay changes.

## S

**Salary Ranges:** The salary ranges for each grade are designed to be broad so they can accommodate the differences in market pay for different job families within each grade. The salary ranges comprise approximately 3,000 positions in 20 job families. Pay within each job grade varies based on the external market for each job family and internal equity. The midpoint represents the middle value between the minimum and maximum in the salary range and, therefore, should not be used as the salary target. Instead, the salary target for a position should be based on the external market and internal equity.

**Staff:** Staff at Brown are categorized as non-union and union employees who are full or part-time and who are employed on a regular, fixed term, or seasonal/intermittent basis. Faculty, postdoctoral students, student workers, and interns are not categorized as staff.

## T

**Total Compensation:** The complete pay package for employees, including all forms of salary, base pay supplements, bonuses, and benefits.



**BROWN**  
University Human Resources

**ENGAGE • DISCOVER • ACHIEVE**



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