

What are target salaries?

Target salaries are a way to move exempt and non-exempt staff within pay ranges outside of yearly increases based on established criteria. The goal is to move exempt and non-exempt staff employees to the midpoint of their pay range if meeting the requirements of their position within ten years. Employees exceeding requirements of the position (additional relevant education or certifications) may reach their target salary in as little as three to five years.

Why are we implementing target salaries?

The ISU Strategic Plan, *The Pathway to Success*, has identified improving faculty and staff compensation as a priority for the University. Over the past year, the University has been conducting a comprehensive review of the current staff compensation and classification program for the purpose of making improvements and enhancements. Specifically, we have been working to address inequities in staff pay within the ranges.

What are the criteria for determining a target salary?

There are five different criteria when determining a target salary. The definitions for each are below:

- **Time in position** – time in position should not be confused with time at the university. The time within the position would start at the point of being placed into the position. If the position changes in nature and a promotion takes place then the time in position starts over. However if the position title only has changed and not the position itself and no monetary award has taken place as a result of the change in title then the time in the position continues rather than starting over.
- **Performance** – Performance is based on the criteria established in the performance appraisal process. To qualify for the step process the performance must be as identified within the step as Good Performance, Very Good Performance, or Outstanding. For implementation of this program, the assumption is that all employees have had good performance unless otherwise noted for the past five (5) years.
- **Disciplinary Actions** – Discipline can occur for a variety of reasons. It can be based on attendance, behavior, or performance issues. For the purpose of this document, any discipline is considered as a disqualifier for the next step or target salary.
- **Education** – Education is in reference to education that is considered beyond the normal requirements of the position, adds to the value of the employee, and is relevant to the position. For example, an Administrative Assistant's position may require only an Associate's Degree but a Bachelor's degree would be relevant and beneficial to the position.
- **Certification** – Certification is considered as a developmental item for a person within a position. It is a preference and not a requirement but is an additional demonstration of proficiency for a staff person. An example is an individual who is working as an Accountant and takes and passes the CPA.

Who is eligible to receive a target salary adjustment?

Benefits eligible exempt and non-exempt staff who meets established criteria are eligible. Non-exempt police officers, coaches, and executive staff are excluded because of separate salary guidelines.

How will I know if I am receiving a target salary adjustment?

Staff employees receiving a target salary adjustment will receive a letter no later than February 3, 2012.

What should I do if I think I am eligible based on the criteria but did not receive a target salary adjustment?

Time in position, performance evaluations, relevant certifications and degrees used to determine target salaries is based on the date of November 1, 2011. Disciplinary actions received will be considered up until target salaries are implemented. If you think that you have met the criteria based on the above dates, discuss this with your supervisor first. If you both agree that you met the criteria, your supervisor should work with your department head or Dean who will work with the respective vice president. If it is determined that an error has been made and you are eligible for a target salary adjustment, the correction will be made effective February 1, 2012 for exempt staff and February 4, 2012 for non-exempt staff.

When must HR be notified of target salary errors?

HR must be notified no later than February 29, 2012. Information received after that date will be considered the following year.

How often and when will target salary adjustments be made?

The University hopes to be able to determine target salary adjustments annually; however, this is not an entitlement. As with salary increases, the University will need to determine what it can or cannot do on an annual basis. There may be years when it is not feasible to give target salary adjustments.

When will data be reviewed, target salaries determined, and adjustments be made again?

The process will take place in the fall as part of the normal annual salary review process. Target salary adjustments will be made contingent on available funding.

How is the target salary determined?

The target salary is determined based on established criteria for movement to the first quartile or midpoint of the appropriate pay range.

What is the first quartile of the pay range?

The first quartile is the midpoint between the range midpoint and the minimum of the salary range. This number is located on the document titled Salary Structure (with 1st Quartile) Effective 11-1-2011.

Why is the University not calculating target salaries beyond the midpoint of the pay range?

Financially the University cannot afford to project salaries beyond the midpoint of the pay range.

How is my target salary affected when I receive a promotion?

When promoted, you will receive a promotional increase based on established compensation criteria. You will start over for the determination of target salary since one of the criteria is based on time in position.

How is my target salary affected if I transfer to another department but keep the same job title?

If you retain the same job title and pay grade, then you retain the years of service in position.

What types of disciplinary action are considered when determining a target salary?

Any discipline that has occurred in the past five years based on performance, behavior, absenteeism etc. is considered.

How is my target salary affected if I am demoted voluntarily or involuntarily?

If placed in another position the time in position will start over.

How is my target salary affected if my job duties do not change but I receive a new title?

If the change is just a title change but not reflecting different duties, you will not start over in time in position unless the change resulted in a promotional increase.

What types of certifications are considered “relevant” when determining a target salary?

The type of certifications must be relevant to the position and require recertification on a regular basis by meeting requirements by the certifying organization.

What type of education is considered “additional relevant education” when determining a target salary?

Relevant education must be determined based on the position the employee is in. The education must add value to the work performed by the employee.

What do I need to do if I receive relevant certifications or education?

First, note the information on the performance evaluation. Next, please submit your original transcript or a copy of the certification to Human Resources.

If I receive credit for relevant certification or education and I obtain additional certification or education, will I receive additional credit?

No. The only time this may be considered is if you move to a different position with different qualifications required.

How is time in position determined?

Time in position is determined by looking at the time the employee started working in their current position at ISU.

Why can't my previous experience from another job be considered?

That information is too difficult to determine objectively, therefore we are considering only direct experience here at ISU.

Why can't my years of service with the University be considered?

Years of overall service does not necessarily reflect proficiency in a particular job.

How can five years of "Good Performance" be determined when we only have three years worth of on-line performance evaluations?

We are assuming there are no performance issues beyond the three years if there is no documentation of such in the employee files.

Why are the target salary steps different for exempt and non-exempt?

Most exempt positions require a level of education and experience that exceeds that of non-exempt and as a result, those positions are more market sensitive.

When are the increases effective?

The increase for exempt staff is effective February 1, 2012 and reflected in the March 1, 2012 paycheck. The increase for non-exempt staff is effective February 4, 2012 and reflected in the February 24, 2012 paycheck.

Is the faculty part of the target salary program?

A separate process was utilized to establish target salaries for faculty based upon other criteria. That program has already been implemented.