



Questions and Answers about Staff Compensation at UVA

The UVA Staff Senate has assembled this document to help you be more knowledgeable about how compensation and merit raises work, so that you can be an effective advocate for yourself.

How is my salary determined? How do I get a raise? How can I advance my career?

These are all great questions! Staff Senate believes it is important that all UVA staff understand how compensation works at UVA. It is not simple, but without this information and understanding, employees cannot advocate for themselves. Moreover, bad feelings — that may or may not be justified — can develop, leading to poor performance and morale.

Talking about compensation is difficult. It can be stressful to talk with your supervisor about how much you are paid, how well you do your job, and your career goals. To help, Staff Senate has collected information from University Human Resources (UHR) on its [Resources Page](#). In addition, this [video](#) from UHR provides information about how Compensation works at UVA. In addition, the Staff Senate Advocacy and Issues Committee has put together this list of common questions and answers to help you better understand compensation at UVA.

Am I University Staff or Classified Staff?

Most of the confusion about compensation at UVA arises from that fact that there are two types of staff - Classified Staff and University Staff. The policies and rules that govern these two types are very different. So, it is important to know whether **your** position is Classified Staff **or** University Staff.

If you do not know, you can find out by checking “My Information” which can be accessed through the Integrated System using [Employee Self-Service](#); you can also email askHR@virginia.edu or call 434.982.0123 to find out.

What is my official Job Title?

All positions at UVA are given a “UVA Job Title” and “Job Family”. Your UVA Job Title is probably not the same as your Working Title. To find your UVA Job Title:

- Go to the [Integrated System](#) and login.
- Select “UVA Employee Self-Service” and then “My Information”.
- On the right hand side, note your Job Title next to the label “Job”. Note that it is very possible that your Job Title is different from your Working Title.

What is my Performance Rating?

Your Performance Rating is generated through the Lead@ process. Ideally, your manager discussed your Performance Rating with you in your in-person, end-of-year performance review.

If you do not know your current rating, repeat the process above to log in to Employee Self-Service and access “My Information”, on the right-hand side of the display, you will find your Performance Rating (a number from 1 to 5 and a label such as Effective or Highly Effective).

To see if your Performance Review is current/complete:

- Login to [Lead@](#). Click on Performance and under “My Evaluations” confirm that your review process is up-to-date and complete.
- Make sure this information matches what you found for your Performance Rating in the Integrated System.
- If your Lead@ assessment is not complete and/or the rating from your manager does not match the rating you noted in the Integrated System, ask your manager for an explanation.
- Your manager should always offer to hold an in-person, end-of-year performance review with you. The exact timing can vary, but ask your supervisor about the review if two months have passed after the end of the review cycle and you have not yet had a discussion. This is part of the Performance Review, and your review is not complete without it.

How is my salary determined?

A set of compensation factors are considered when determining employee pay. Since the factors are intended to be consistent and well-defined, managers can consider salary decisions systematically, making salary-related decision-making more equitable across Grounds. The factors are:

- Qualifications (education, experience, unique skills).
- Job content and individual performance contributions.
- Employee's pay relative to similar jobs at UVA.
- Pay history.
- **UStaff** — The position of the employee's pay within the Market Pay Range (details below).
- **Classified** — The position of the employee's pay within the Pay Band (details below).

To find your Job Title's Market Pay Range (UStaff) or Pay Band (Classified):

- Go to the [Title Summary Tool](#).
- Enter the Job Family and Job Subfamily that best describes your area.
- Determine whether your title appears in the resulting list. You may have to try a few Family/Subfamily combinations. (If you need help, email askhr@virginia.edu and ask them what Job Family includes your UVA Job Title.)
- Once you find your UVA Job Title, select and click GO.

Once your Job Title Information appears...

Classified Salary	UStaff Salary																	
<ul style="list-style-type: none"> Read the Job Overview. Your job duties should align with the information provided. Scroll down until you see a graphic like this one with Salaries listed for each category. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="background-color: #0070c0; color: white;">Typical State Classified Equivalent:</th> </tr> </thead> <tbody> <tr> <td style="background-color: #0070c0; color: white;">Classified Role Title:</td> <td>Financial Services Manager II 19035</td> </tr> <tr> <td style="background-color: #0070c0; color: white;">Classified Pay Band:</td> <td>6</td> </tr> <tr> <td style="background-color: #0070c0; color: white;">Classified Pay Range:</td> <td>\$55,672 - \$124,244 <small>(Pay Band ranges are determined by the State Department of Human Resources Management and are only applicable to classified staff.)</small></td> </tr> <tr> <td style="background-color: #0070c0; color: white;">Occupation Family:</td> <td>Administrative Services</td> </tr> <tr> <td style="background-color: #0070c0; color: white;">State Career Group:</td> <td>Administrative, Financial Services</td> </tr> </tbody> </table> <p>In general, when you first start a job, your salary will fall in the lower end of the pay band and then it will move up over time.</p> <p>The Pay Practices chart illustrates the many ways your compensation can be adjusted within the Classified Staff system including:</p> <ul style="list-style-type: none"> Role changes In-band adjustments Competitive salary offer Reassignment within the Pay Band Temporary Pay Promotion Voluntary transfer 	Typical State Classified Equivalent:		Classified Role Title:	Financial Services Manager II 19035	Classified Pay Band:	6	Classified Pay Range:	\$55,672 - \$124,244 <small>(Pay Band ranges are determined by the State Department of Human Resources Management and are only applicable to classified staff.)</small>	Occupation Family:	Administrative Services	State Career Group:	Administrative, Financial Services	<ul style="list-style-type: none"> Read the Job Overview. Your job duties should align with the information provided. Scroll down until you see a graphic like this one with Salaries listed for each category. Determine where your salary falls on this spectrum. <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="background-color: #c6e0b4;">Lower Reference</td> <td style="background-color: #d9ead3;">33rd</td> <td style="background-color: #fff2cc;">Mean Salary</td> <td style="background-color: #fce4d6;">67th</td> <td style="background-color: #ead1dc;">Upper Reference</td> </tr> </table> <ul style="list-style-type: none"> Green correlates with Emerging Qualifications/Emerging Competence Yellow correlates with Fully Qualified/ Proficient Red correlates with Advanced or Unique Qualifications/Consistently Exceeds Performance Expectations/Industry Experience <p>In general, when you first start a job, your salary will fall in the green area (Lower Reference), and then it will move toward the yellow area (Mean Salary) over time. Salaries above the 67th percentile are exceptions and require approval from HR.</p> <p>Occasionally, base pay is adjusted outside of the typical merit raise cycle. This is typically a result of one of the following:</p> <ul style="list-style-type: none"> Significant changes in employee responsibilities New certification, license, or other professional qualification Demonstrated need to improve equity between employees with very similar duties and qualifications Retention or counter-offers Market-based adjustments, such as an increase in the minimum hiring rate 	Lower Reference	33rd	Mean Salary	67th	Upper Reference
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If you believe that you may be eligible for a pay adjustment, or supplemental pay, initiate a conversation with your immediate manager, or seek out your UHR consultant for a conversation.

There are also instances in which supplemental pay for temporary changes to responsibilities may be appropriate. If you believe that you may be eligible for a pay adjustment, or supplemental pay, initiate a conversation with your immediate manager, or seek out your UHR consultant for a conversation.

How is my yearly raise determined?

Classified Salary

UVA has no direct control of yearly raises for classified staff. Raises for Classified Staff are determined by the General Assembly of Virginia. In order to qualify to receive the raise your evaluation score must be a "2" or above.

UStaff Salary

First, while it is a common myth, it is not true that all University Staff at UVA get the same percentage raise in a given year. University Staff pay increases are, in part, MERIT-BASED and refer to your Lead@ Performance Rating. This table summarizes the average pay increases for University Staff in 2015. All University Staff received a 1% market adjustment to which a merit percentage increase was added. For example, a Performance Rating of 3-*Effective* resulted in an average pay increase of 2.52% (1% market plus 1.52% merit).

2015 Merit Statistics for University Staff

	Proportion of eligible staff within range	Average merit percentage increase	Average percentage increase with 1% market adjustment
[1/2] Unsatisfactory/Inconsistent	1%	0.25%	0.25%
[3] Effective	39%	1.52%	2.52%
[4] Highly Effective	46%	2.36%	3.36%
[5] Exceptional	7%	3.09%	4.09%

University staff (7%) with no ratings are primarily probationary employees with probationary evaluations, but no annual evaluation.

Additional Resources

Classified Salary

- [Department of Human Resource Management \(DHRM\)](#)
- [DHRM Pay practice chart](#)
- [DHRM Compensation for Classified Employees](#)
- [DHRM Compensatory Leave](#)
- [DHRM Overtime Leave](#)
- [HR's starting page for Classified Staff](#)
- [Employee Recognition Policy](#)
- [Frequently Asked Questions \(FAQ\)](#)

UStaff Salary

- [HRM-024 Compensation Program for University Staff Employees](#), a detailed policy document outlining definitions and procedures.
- [University HR's Compensation](#) this is an introductory page which links to the Compensation Management Toolkit, it also includes an informational video: [Compensation 101](#).
- [University HR's Compensation Management Toolkit](#) describes compensation practices, and includes much of what was covered in this handout.

What can I do if I don't think I am appropriately compensated?

The best option is to meet with your immediate supervisor for an explanation of your compensation and to discuss your most recent performance review and opportunities to improve your performance rating. You can also explore the option of adjusting your job title, duties, or other ways to advance your career.

If you are not comfortable talking to your manager right away, you may also speak with your UHR consultant in Central HR, who can offer advice and support. If you are uncertain whom to contact, call or email UHR and ask for an appointment with the Central UHR consultant assigned to your area. Note: If your office has its own designated Human Resources representative, you can, but do not have to, go to that person.

When I am working on my self-evaluation in Lead@, should I give myself a lower rating than I think I deserve? Won't my boss praise me and reward my humility with a higher rating if I do?

This is not a good idea. You are undermining yourself and you are undermining the whole basis for merit-based pay increases. When doing your self-evaluation, you should give yourself the rating that honestly reflects your work. If your rating is higher than your supervisor's rating of you, then that is a great opportunity for you to find out why and how to better meet his or her expectations.

My manager told me that all the employees he/she manages are rated as "3-Effective" in Lead@ every year, and so this is the only rating I can give myself. Apparently, this is because there is a separate process by which raises are determined that does not involve Lead@ Performance Ratings. Is this true?

No, this is not true. This is a persistent and wide-spread problem in the Lead@ process and its function for determining merit raises for University Staff at UVA. The reasons for this problem are myriad, but the bottom line is that UHR sees this as poor practice by managers. Not only does it undermine the purpose of merit-based pay increases, it damages morale and has significant financial consequences for high-performing employees.

The "separate process" is the Calibration Process, in which performance ratings are aligned to the annual budget for raises. In this process, Lead@ ratings are the input, but other factors such as equity, flight risk, low market range/high performance can be considered in determining an employee's final merit-raise. These are the Merit Recommendations ultimately provided to your manager. If you are confident your performance deserves a rating higher than 3-Effective, your recourse is to first make sure that your job description accurately defines your work, and then to do a complete self-evaluation in Lead@, collecting data throughout the year of your high-performance (examples could include emails praising you for a job well-done, evidence of new skills learned and so on). You can then work with your HR consultant to appeal the rating from your manager.

According to my manager, I cannot get the maximum raise this year, despite my strong performance, because my co-worker is getting the maximum, and there is only so much money to go around. Is this right?

No. This is not an appropriate way for your manager to talk to you about your compensation and raise. Raises to your compensation are tied to your annual Performance Rating and should be determined by the Merit Recommendations provided to your manager for the current budget cycle. Merit-based pay increases are not a head-to-head competition between you and the other employees your manager supervises.

I am stuck. I am at the top of the pay scale for my job and so I will not get a pay raise unless I completely change jobs. What can I do?

If your base salary puts you in the top of the Market Range for your Job Title, you may not receive a merit-based raise or your merit-based raise could be limited. However, you are still eligible for a lump-sum bonus as an alternative to a percentage increase to your base pay. In addition, it is possible you could move to the next appropriate Job Title within a Market Range, with room to allow for merit-based pay increases to your annual base salary. You should talk to your manager or HR consultant to see if that is possible.

I applied for another job at UVA and got it. What can I expect my current manager to do to counter-offer and retain me?

There is a lot of confusion about counter-offers and how they impact pay increases. First, only a written offer from an external source is considered an offer to which a counter-offer might be made.

If you are offered another job at UVA that is essentially the same as the one you have (i.e. has the same Job Title), but it pays better, your current manager can work with HR to seek an Alignment, so that he/she can meet that salary if he/she wants to retain you. It is a good idea to talk to your manager and the HR consultant for your area if you have questions, since there are many factors that can impact your decision to move to the new position.

How do I get more information?

If you have issues regarding compensation, please feel free to email the [Advocacy and Issues Committee](#) of the Staff Senate.