

## Staff Pay Practices Guide

**Virginia Tech is committed to providing a fair, consistent, and competitive staff compensation program that will attract, retain and reward high-performing employees at all levels and is free of discrimination.**

### Staff Compensation Goals

- Attract and retain highly qualified employees with the required education, experience, and skills necessary to achieve the university’s mission.
- Compensate employees at a level consistent with comparable market benchmarks or other appropriate job markets for similar skills, responsibilities, educational qualifications, and working conditions.
- Maintain internal equity for all employees performing similar functions based on the requisite knowledge, skills, complexity, autonomy, experience, contacts, scope, and decision-making or supervisory responsibility required to perform those functions.
- Set salaries for new or vacant positions at market levels that recognize skills and experience required for the position while considering the salary level of current employees within the same or similar positions.
- Recognize superior performance and encourage development of qualifications that enhance the employee’s potential.
- Comply with all applicable federal and state laws and regulations.
- Be fiscally responsible.

Pay Practices	Application	Same position # or to Different position #	Competitive or Non-Competitive	Pay Guidelines (Applies to both classified and university staff employees)
Starting Pay	<ul style="list-style-type: none"> <li>• New Employee</li> <li>• Rehires</li> </ul>		Competitive	Negotiable from minimum of pay band, not to exceed posted hiring range or pay

				band maximum. Exceptions approved by Compensation Director.
Promotion	<ul style="list-style-type: none"> <li>• Movement to a different role in a higher pay band where the position has assumed higher levels of authority or broader scope.</li> <li>• Typically includes adding direct reports (increasing span) and adding organizational levels.</li> </ul>	Different position #	Competitive or Non-Competitive	Promotional increases are typically between 8% to 15%, depending on the increased level of responsibility and other key considerations. Salary should be at least 75% of median market. Salary may not be below the minimum of the new pay band.
Voluntary Transfer	<ul style="list-style-type: none"> <li>• Movement within the same role or to a different role in the same pay band at the request of the employee.</li> </ul>	Different position #	Competitive	Negotiable from minimum of pay band, not to exceed posted hiring range or pay band maximum.
		Different position #	Non-Competitive	Negotiable from minimum of pay band not to exceed posted hiring range or pay band maximum. Must be within Virginia Tech.
Voluntary Demotion	<ul style="list-style-type: none"> <li>• Movement to a different role in a lower pay band.</li> </ul>	Different position #	Competitive or Non-Competitive	Negotiable from minimum of pay band up to current salary, not to exceed pay band maximum. Non-Competitive: Must be within Virginia Tech.
Temporary Pay (assuming new duties and responsibilities on a temporary basis)	<ul style="list-style-type: none"> <li>• Different role in a higher pay band.</li> </ul>	Same position #	Non-Competitive	The amount of the temporary pay should be between 5% and 20% of current base salary depending on the degree of <b>complexity</b> of the additional responsibilities in addition to the <b>scope</b> of duties, not to exceed pay band

				maximum. Managers should consider the impact of adding duties that are typically performed in the higher pay band.
	<ul style="list-style-type: none"> <li>Temporary pay for same or different role in the same pay band.</li> </ul>	Same position #	Non-Competitive	The amount of the temporary pay should be between 5% and 10% of current base salary depending on the degree of <b>complexity</b> of the additional responsibilities in addition to the <b>scope</b> of duties, not to exceed pay band maximum.
Role Change	<ul style="list-style-type: none"> <li>Upward movement to a different role in a higher pay band.</li> <li>No change in organizational level or span.</li> </ul>	Same position #	Non-Competitive	Negotiable; not to exceed pay band or alternate pay band. Salary may not be below minimum of new pay band. Managers should consider if the new position has assumed higher levels of authority and is a promotion.
	<ul style="list-style-type: none"> <li>Downward movement to a different role in a lower pay band.</li> </ul>			No change in salary unless above maximum of the lower pay band. If salary exceeds pay band maximum, reduce to maximum after six months.
	<ul style="list-style-type: none"> <li>Lateral movement to a different role in the same pay band.</li> </ul>			Negotiable; not to exceed pay band or alternate pay band maximum.
In Band Adjustment	<p>No change in role title</p> <ul style="list-style-type: none"> <li>Change in duties.</li> <li>Application of new knowledge/skills/abilities from education,</li> </ul>	Same position #	Non-Competitive	Negotiable; not to exceed pay band or alternate pay band maximum.

	<p>certification, licensure, etc.</p> <ul style="list-style-type: none"> <li>• Retention.</li> <li>• Internal alignment.</li> </ul>			
In Band Bonus	<p>No change in role title</p> <ul style="list-style-type: none"> <li>• Change in duties</li> <li>• Application of new knowledge/skills/abilities from education, certification, licensure, etc.</li> <li>• Retention.</li> <li>• Internal alignment.</li> </ul>	Same position #	Non-Competitive	<p>No maximum based on current salary or fiscal year duration.</p> <p>Bonuses can be used to recognize how employee has accepted new responsibilities, exceeded their normal job scope, or completed task with especially high levels of impact.</p> <p>A bonus may also be awarded for achieving an educational milestone, either formal through a degree, or through less formal training. A retention bonus or alignment bonus should only be used when base funding is not available.</p>
Competitive Salary Offer	<ul style="list-style-type: none"> <li>• Outside offer, including other state agencies.</li> </ul>	Same position #	Non-Competitive	<p>Match outside offer not to exceed maximum of pay band. Employee may return to former position within 30 days with senior management approval at former salary or the salary that was offered during competitive offer process.</p>
Reassignment within the Pay Band	<ul style="list-style-type: none"> <li>• Departmental staffing or operational needs; same or different role in the same pay band.</li> </ul>	Different position #	Non-Competitive	<p>No change in base salary except to adjust for NOVA or competitive differential change. After any such adjustment, employee's salary must be with the pay band or alternate pay band of new position.</p>

Cost of Living Pay (Differentials)	<ul style="list-style-type: none"> <li>Competitive differentials based on local market conditions or Out of State differentials.</li> </ul>	Same position #	Non-Competitive	Differentials are authorized to provide payments as base pay adjustments to make salaries more competitive with the market. Based on market salary benchmarking.
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All salary actions require consideration of the following key considerations in pay decision making:

<b>Position</b>	<b>Person</b>	<b>Competitive Pay</b>
<ul style="list-style-type: none"> <li>Complexity of position – evaluate decision making/responsibility/judgment.</li> <li>Scope of work. – evaluate the range of activities.</li> <li>Determine level and/or reporting relationship.</li> <li>New role – evaluate degree of increased complexity of new role.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge – the subjects, topics, and items of information that an employee should know at the time he/she is hired or moved into the job.</li> <li>Skills – capabilities or proficiencies developed through training or hands-on experience.</li> <li>Abilities – personal and social attributes that can help a person do a job.</li> <li>Proficiency level – how skilled is the employee in meeting the requirements of the new job.</li> <li>Future Capabilities - beyond compensation what motivates him/her to achieve highest levels of performance</li> </ul>	<ul style="list-style-type: none"> <li>Compare current pay in relation to the targeted pay range.</li> <li>Compare recommended salary with that of others in the same or similar job.</li> <li>In the context of internal equity, compare the employee’s current salary with that of salaries to those in his/her new peer group.</li> <li>Consider impact of longevity in role on current salary.</li> </ul>