RIT

Rochester Institute of Technology

Staff Pay Administration Guidelines

August 2026

Introduction

These pay administration guidelines serve as the framework for managing staff career architecture and compensation at Rochester Institute of Technology (RIT).

The compensation program has been designed to compensate staff in a fair, consistent, and fiscally responsible manner while supporting the attraction, retention, and engagement of a highly qualified and talented workforce to meet RIT's strategic objectives. The University provides compensation that is based on job responsibilities, is competitive with the markets in which RIT competes for talent, rewards performance, promotes internal equity, and considers the financial resources of the University.

These guidelines are intended to be a reference for administering pay and related programs regardless of position funding type, consistent with the compensation program.

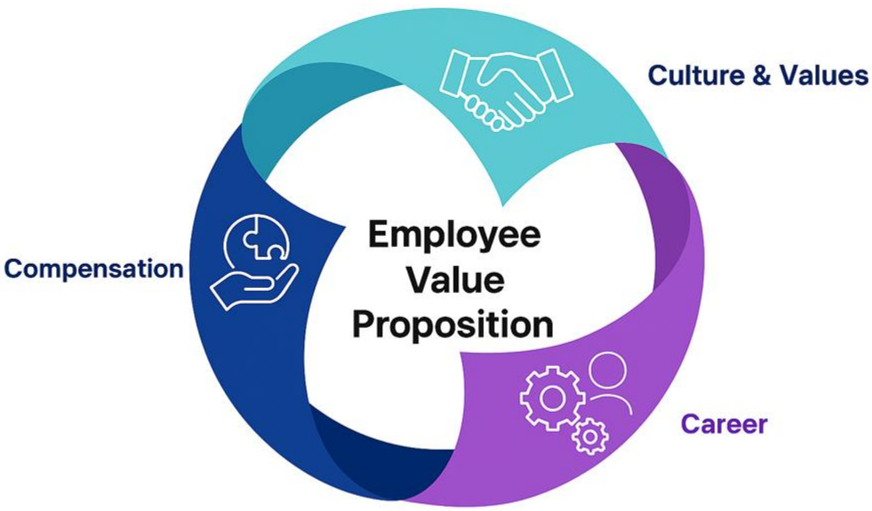
RIT reserves the right to interpret the policies, rules, sections, and provisions contained in these guidelines as it deems appropriate. The University also reserves the right, in its sole discretion, to amend, modify, change, cancel, terminate, or withdraw any or all the policies, rules, sections, and provisions of these guidelines at any time, unilaterally, with or without prior notice.

These guidelines, their attachments and all subsequent revisions supersede and/or replace all staff compensation-related administrative policies, rules, and program descriptions issued previously.

Staff Career Architecture and Compensation Program Overview

Total Compensation Philosophy

Staff are highly valued across the University and play a pivotal role in RIT's success. In alignment with the University's mission and strategic objectives, the Staff Compensation Philosophy provides a framework that identifies the guiding principles and key elements of RIT's compensation program. The philosophy is a part of the compensation component of the employee value proposition which, taken together with culture, values, and career, highlights why RIT is a desirable place to work.



RIT is committed to attracting, retaining, and engaging a varied, high-quality workforce. The Staff Compensation Philosophy supports this goal through the following guiding principles:

- Acknowledge that individual staff contributions and collaboration with others are critical to the achievement of the University's missions, goals, and objectives.
- Encourage excellence by rewarding exceptional performance based on individual achievement, effective teamwork, and contribution to the growth and success of the University.
- Foster understanding of pay decisions and responsible pay practices.
- Maintain a fair, consistent, and transparent process for compensation decisions.
- Provide market competitive compensation through benchmarking against higher education institutions and relevant external organizations.
- Support competitive and equitable compensation through a university-wide staff job framework and pay structure(s).

- Allow flexibility to address and be responsive to market and University needs and challenges.
- Support, reinforce, and align compensation decisions with budgetary and financial strategies with a goal of growth and sustainability.
- Prohibit discrimination, adverse impact, or adverse treatment of protected classes as identified in applicable law and policies.

In support of these guiding principles, there are six key elements of the compensation program:

Market Competitiveness

RIT regularly conducts external market benchmarking to the applicable labor and talent markets for compensation comparisons. These markets reflect the organizations and locations where the University attracts and competes for staff talent. RIT uses published survey market data from local, regional, and national surveys, including pay information from both higher education and general industries, to help determine the market competitiveness of base pay. These surveys are conducted annually by reputable firms that use proven methods for collecting, analyzing, and presenting data. External market data is used to help establish the staff pay structure(s) and assign jobs.

Many job profiles at RIT are “benchmark” jobs: similar responsibilities and skill requirements are found in the external labor market and reliable pay data can be found in published surveys. Staff job profiles are reviewed for internal equity before finalizing grade assignments to ensure jobs are assigned to pay grades with comparable positions.

At times, staff job profiles are developed around emerging skill sets or to accommodate specific University needs, and market data is not available. These are called “non-benchmark” jobs. Non-benchmark jobs are assigned to the pay structure through comparison to similar benchmark job(s) at the University by considering factors as defined in the job level framework. When a close match is found between a benchmark job and a non-benchmark job, the grade assignment of the benchmark job can be considered for the non-benchmark job in the context of other similar job comparisons.

Pay Structure

Staff jobs are assigned to pay grades (pay ranges) within the University’s pay structure(s) based on job content, the job market rate, placement within the university-wide job leveling framework, and the organizational structure. The pay structure supports consistent, equitable, and competitive compensation practices.

Reward for Contributions and Growth

Individual pay within the job’s defined pay grade considers factors such as the employee’s demonstrated knowledge, skills, capabilities, and experience relevant to their job, as well as their performance and contributions to their role. Internal equity and ensuring equitable compensation for similar work, skills, and performance is also a factor. A staff career architecture framework serves as a foundation for staff to explore meaningful career development opportunities.

Benefits and Work-Life Rewards

In addition to base pay, RIT provides staff with a comprehensive, competitive, and attractive suite of health, wellness, retirement, education, and work-life benefits that demonstrate a strong commitment to care for employees and their families.

Administration and Maintenance

HR provides consultative expertise and partners with managers and senior leaders in compensation and career architecture related matters. The work includes monitoring market pay trends/practices, including regularly updating pay structure(s) to sustain competitiveness, assisting in the review of internal equity, and maintaining and updating practices, tools, and resources.

Transparency and Communication

RIT is committed to transparency in communication and education around the total compensation program. Overall program design, policies, tools, and resources are clear and communicated regularly to promote awareness and understanding, as well as to ensure compliance with federal, state, and local regulations.

Staff Career Architecture Program Components

Introduction

A career architecture framework is the structure, or overall organization, of jobs by clearly defining the discipline/occupation of work and the level of work performed. The framework introduces the concepts of job family groups, job families, streams, levels, and job profiles to describe and organize jobs that make it easier to see how jobs are related to one another across the University.

The framework is the foundation of RIT's compensation program and ensures consistency and transparency in how staff roles are classified and compensated. This structure provides a clear link between job responsibilities and pay decisions, supports internal equity, and aligns compensation practices with market benchmarks. It also enables career development by illustrating pathways for progression within and across job families, ensuring that compensation decisions reflect both the nature of the work and the level of responsibility.

Job Family Group and Job Family

A job family group and job family describe the field or general occupation of a job.

- A job family group is a broad grouping of jobs that involve work in the same field or occupation, such as Student Services, Facilities Operations, or Information Technology. A job family group is different from a department, division, or college.
- A job family is a specialized group of roles within a job family group that perform similar work and require similar skill sets, such as Student Engagement (within Student Services), Grounds and Landscaping (within Facilities Operations), or Applications Engineering (within Information Technology).

Career Streams and Levels

Career streams and levels organize, and structure jobs based on the level of work performed and show how jobs are related to one another.

- Streams represent the nature of the primary duties and responsibilities of a job, independent of the functional or occupational nature of the work. There are three career streams:
    - Operations, Administrative, Service, or Technical Support (Stream O)

- Specialized Contributor (Stream S)
- Management and People Leadership (Stream M)

Levels describe progressive differences in jobs within a Career Stream across four key criteria:

- University and Business Impact
- Independence, Autonomy, Discretion, and Problem Solving
- Communication and Collaboration
- Knowledge, Skills, and Abilities

These criteria aim to drive consistency and transparency in how jobs are leveled across the organization. Job levels describe the job, not the performance or skills of an individual. There is no specific weighting assigned to the criteria. Criteria are assessed holistically, and the level assigned represents the best fit overall.

Job Profiles

Job profiles describe the overall nature and function of the work. They outline (at a high level) the core responsibilities, minimum requirements, skills, and competencies required to perform the job.

Job profiles are created, administered, maintained, and updated by Human Resources, and are visible to the campus community via an online Staff Job Profile Catalog. Job profiles are an essential management tool and can be used for many purposes, including recruitment, organizational planning, compensation benchmarking, FLSA classification, and conveying expectations for job duties and performance.

As part of the Staff Career Architecture, staff positions are assigned to a job profile and level that reflects the majority of the position's responsibilities. Each job profile is then assigned a pay grade as described in the Staff Compensation Program Administration section.

Position descriptions for staff are not required. If desired, a job or position description can be developed and managed at the local (unit or department) level. Position descriptions should contain all information on the job profile, can include more specific responsibilities/tasks, and often reflect unit or department-specific language (e.g., systems, tools, resources).

Staff Compensation Program Administration

Introduction

The compensation program provides guidance for new-hire salary offers as well as pay adjustments when University employees experience job changes. Guidelines for managing pay are outlined and illustrated below. Managers should consider these principles when making pay decisions to support competitive and equitable pay across the University.

Pay Grades

A pay grade has a minimum and maximum rate of pay that is determined by the job's responsibilities, skill requirements, complexity, scope, and market value as informed by market data. Two positions assigned to the same level may be placed in different pay grades when external market data indicates significant differences in compensation for those roles. Similarly, positions in different streams or levels may share the same pay grade when their market value and internal equity alignment warrant such placement. This approach ensures that compensation structures remain competitive in the labor market.

Staff Pay Band

Minimum *Maximum*

- New to job profile and field.
- Has little or no direct, related prior experience.
- On learning curve, building both skills and knowledge as well as ability to handle job responsibilities.

- Performs some/most responsibilities effectively.
- Possesses all/most of base knowledge and skills required; may need to build upon them through experience.
- Still learning some aspects of job or developing expertise to handle them more independently or effectively.
- Exhibits many or most desired competencies to perform successfully.

- Performs all aspects of job effectively and independently.
- Experience in job; possesses and uses required knowledge and skills.
- Exhibits desired competencies to perform job successfully.
- Seasoned and fully proficient at job.

- Expert in all job criteria.
- Applies broad and deep knowledge of own and related areas.
- Demonstrates depth and breadth of experience in job; utilizes specialized skills and adds substantial value.
- Serves as an expert resource or role model; may mentor others.

Individual experience, qualifications, skills, performance, contributions, competency, internal equity, and available budget inform the positioning of pay within the grade.

Starting Pay

Establishing a starting pay rate for both internal and external candidates involves a comprehensive and collaborative review by senior leaders and HR. It is important to establish a pay rate within the pay grade based on the candidate's skills, knowledge, and experience, and that remains equitable in comparison to current University staff.

Performance-Based Merit Increases

RIT is committed to recognizing staff whose performance supports both departmental objectives and the University's overall goals. Merit increases, awarded primarily based on performance, are typically provided annually when financially feasible and approved by senior leadership.

Employees are eligible for merit consideration except for individuals:

- hired or promoted within three months of the merit review date
- on a performance improvement plan or with a Does Not Meet Expectations rating on the corresponding year's performance evaluation
- individuals hired or promoted outside of this three-month period whose offer or promotion letter specifies alternate merit eligibility timing or conditions

Each year, University leadership reviews the budget, market conditions, and institutional performance to determine whether to authorize a merit increase program. This budget is generally expressed as a percentage of payroll; however, individual awards vary based on performance and an employee's position within their pay grade.

Although RIT aims to consistently invest in staff compensation, annual increases cannot be guaranteed. When a merit program is approved, Human Resources will issue guidelines to support informed decision-making.

Employees with base pay below the maximum of their pay grade will receive their merit increase as an adjustment to base pay, even if it results in pay exceeding the grade maximum. Employees already paid above their grade maximum will receive their merit award as a lump-sum payment. As pay ranges adjust over time, employees whose pay falls back within range will have their base pay adjusted accordingly.

Career Movement and Growth in the Staff Career Architecture

The Staff Career Architecture supports career exploration and development at RIT. Career movement occurs when staff move through job profiles, levels, and streams, or grow in their current job profile and level, based on changes in job responsibilities, scope, and/or complexity. Beyond the annual merit process, staff may experience changes to their pay through several additional mechanisms. The following sections describe these types of changes and provide corresponding pay guidance.

Promotion

A promotion is the advancement of a staff member to a **higher job level with more responsibility, scope, and/or complexity,** within or across streams, for example: O1 to O2, S2 to S3, S4 to M2.

Moving forward, staff may be considered for promotion to the next level within the current job profile in Stream O and Stream S once per year, concurrent with the annual performance review cycle. Stream M positions are subject to competitive search. In limited circumstances (e.g., retention), an employee may be considered for an off-cycle promotion or a promotion into or within Stream M. The staff promotion process is described in the last section of the guidelines.

Lateral Movement

A lateral move occurs when a staff member moves into another job at **the same career stream and level,** for example: S2 to S2. Any pay adjustment is predicated on the staff member's current pay relative to their new position and internal equity.

Growth Within Role

In the case that an employee is assigned expanded job duties that do not warrant movement to a higher job level, the employee can remain in their job and **grow within their current role**. In this case, leaders may assign expanded, additional job duties and provide an in-grade pay increase (2 – 5%), if warranted. Leaders have the authority to make this type of pay adjustments with senior leadership approval; Human Resources is available to assist as needed.

Demotion

A staff member may move - voluntarily or involuntarily - to a position with a lower job level or different stream involving reduced responsibilities (e.g., M2 to S3, S4 to S3). Such changes occur when the new role is a better fit for the employee's capabilities or when requested by the employee, subject to managerial approval and Human Resources review. Typically, a demotion will include a decrease in base pay to align with the new role's pay grade.

Additional Pay

RIT utilizes different compensation mechanisms to address different types of work and contributions. Selecting the appropriate type of pay depends on the nature of the work and its timing, scope, and impact on the employee's primary role. Human Resources may review requests and assist in determining the appropriate approach.

Additional pay refers to temporary compensation provided either during a defined assignment period or as a one-time Exceptional Contribution Payment for temporarily assuming additional job duties at a higher level or for exceptional contributions. Additional pay differs from increases related to promotions, permanent job changes, and market or retention adjustments. Additional pay should not be used in the computation of raises, promotions, or any other employment decision regarding compensation.

Human Resources may review requests and assist in determining the appropriate approach. General parameters are:

Interim/Temporary Assignment Pay	Supplemental Pay	One-Time Exceptional Contribution Payment
✓Assume higher level of responsibility due to vacancy or leadership absence ✓3 to 12 months ✓Approved in advance ✓Temporary increase to base pay ✓Exempt or non-exempt	✓ Assume additional job responsibilities or project work ✓ Generally fewer than 6 months ✓ Approved in advance ✓ Paid over duration of assignment ✓ Full-time exempt	✓Recognition for successful project implementation, exceptional individual effort, measurable cost savings, or meaningful process improvements ✓Approved after work is completed ✓One-time payment

Interim/Temporary Assignment

An interim/temporary assignment occurs when an individual is assigned higher-level job responsibilities for a defined period due to a vacancy or leadership absence. Interim appointments/temporary assignments are generally recognized through a temporary increase to base pay. While the employee remains in their current job profile, a business title may be assigned or adjusted as appropriate to reflect the interim role. Such arrangements typically last 3 to 12 months; extensions may be requested as needed.

Temporary base pay adjustments should be proportionate to the scope, duration, complexity, and level of responsibility of the assignment. As a general guideline, interim pay increases should typically fall within a range of 5% to 15% of the staff member's base pay. Interim pay adjustments should not exceed 20% of the staff member's base pay.

Managers (with senior leader approval) should submit a Staff Interim/Temporary Appointment Request Form to their HR Business Partner for review and approval to ensure internal equity, consistency, and alignment with institutional compensation practices.

Once the interim/temporary assignment is reviewed and approved by Human Resources, a Staff Interim Job Letter should be created and shared with the employee prior to the start of the assignment outlining the interim duties and title, the nature and expected duration of the assignment, the corresponding base pay adjustment, and the requirement that the employee return to their prior title and pay at its conclusion, with any annual merit or salary increase program adjustments applied as applicable.

After the employee has been notified, the leader should initiate the **Start Job Change > Start/End Interim Assignment** transaction and attach the Staff Interim Job Letter.

Prior to the conclusion of the interim assignment, the leader should initiate the **Start Job Change > Start/End Interim Assignment** transaction to return the staff member to their original business title (if changed) and pay, with any annual merit or salary increase program adjustments applied as applicable.

Supplemental Pay

Supplemental pay is intended to recognize full-time exempt staff who temporarily assume clearly defined responsibilities or project work that is distinct from, but does not replace, the employee's primary role or represent a formal interim appointment.

Supplemental pay is tied to work performed over a defined period of time and is typically provided across that period rather than after completion. Such arrangements are generally short-term in nature (typically less than six months), with payment aligned to the expected duration, level of effort, and scope of the work being performed.

Such arrangements should occur under exceptional circumstances and must be approved in advance by the requesting department, the staff member's home department (if different from the requesting department), and Human Resources before the additional work begins.

To qualify for supplemental pay:

- **Employment Status:** The employee must be a full-time, exempt staff member. Non-exempt staff are not eligible for supplemental pay and are instead compensated in accordance with applicable wage and hour laws, including payment for all time worked at their regular rate of pay plus overtime, as applicable.

- **No Interference or Conflict:** The additional responsibilities must not interfere with the staff member's ability to perform their primary job duties. If performance or availability is adversely impacted, the employee's regular supervisor may withdraw support. Additionally, the supplemental work must not create a real or perceived conflict of interest including situations that compete with the interests of the employee's primary assignment or department, as determined by the employee's direct supervisor and Dean/VP.

- **Nature and Scope of Responsibilities:** The additional responsibilities must be substantially elevated or distinct from the staff member's regular duties and must be tied to specific projects or tasks. The additional work must be short-term, non-repetitive, and defined in both the expectations for time worked and the duration of the assignment. Supplemental pay is not appropriate for a higher volume of routine work or duties that evolve into ongoing or permanent expectations of the role. If responsibilities become ongoing or permanent, Human Resources should be consulted to determine whether a job reclassification or base pay adjustment may be considered.

- **Payment Structure:** Supplemental pay is typically provided in installments over the duration of the assignment and should be proportionate to the expected duration, level of effort, complexity, and impact of the work.

- **Equity and Consistency:** Supplemental pay decisions should be reviewed to ensure internal equity, consistency, and alignment with institutional compensation practices. Approval of supplemental pay in one instance does not establish a precedent for future requests.

Supplemental Pay Parameters

As a general guideline, supplemental pay should typically fall within a range of 3% to 10% of the staff member's base pay. Supplemental pay should not exceed 20% of the staff member's base pay.

Prior to the start of the assignment, the requesting department (with senior leader approval) should submit a Staff Supplemental Pay Request Form to their HR Business Partner for review and approval to ensure internal equity, consistency, and alignment with institutional compensation practices. Once the request has been reviewed and approved by Human Resources, the requesting department should document the arrangement. Documentation may take the form of an email or other written communication to the employee outlining the scope of work, expected duration, and payment structure.

After the employee has been notified, the leader should initiate the **Manage Period Activity Pay Assignments > Add Period Activity Pay > Special Assignment > Additional Work** and attach the employee notification documentation to the transaction.

One-time Exceptional Contribution Payment

A one-time Exceptional Contribution Payment is a discretionary form of recognition, separate from the annual merit program, used to acknowledge and reward staff for exceptional contributions that significantly exceed normal performance expectations. One-time Exceptional Contribution payments recognize outcomes or results - such as the successful completion of a special project, exceptional individual effort, meaningful improvements to business processes, or measurable cost savings - after the work has been completed. One-time Exceptional Contribution payments should not be tied to hours worked, workload volume, or additional assigned duties.

One-time Exceptional Contribution Payments should be proportionate to the scope, duration, and impact of the contribution and should not be combined with other forms of additional pay for the same work or timeframe.

Senior leaders should consider the following:

- **Discretionary and Non-Recurring:** A one-time Exceptional Contribution Payment is not guaranteed, should not be promised in advance, and must not create an expectation of recurring payments.

- **Leadership Determination:** RIT retains sole discretion to determine whether a One-time Exceptional Contribution Payment is awarded and the amount of the payment. One-time Exceptional Contribution Payments are typically paid after or near the end of the period corresponding to the recognized achievement.

- **Equity and Consistency:** One-time Exceptional Contribution Payment amounts must be comparable to those awarded to other employees for similar accomplishments and are reviewed to ensure internal equity and consistency.

- **Frequency:** Typically, a staff member should not receive more than one Exceptional Contribution Payment in any given year.

One-Time Exceptional Contribution Payment Parameters

To promote consistency while preserving discretion, one-time Exceptional Contribution Payments should generally align with one of the following categories, based on the scope, duration, effort, and impact of the contribution:

Focused Impact	Significant Impact	Broad Impact
✓ Discrete achievement or contribution ✓ Moderate scope and duration ✓ Impact is localized to a team, unit, or specific process ✓ Examples: completing a time-sensitive deliverable, resolving a localized issue, or improving a team-level process ✓ **Up to $1,000**	✓ Defined project or body of work requiring sustained effort or accountability ✓ Meaningful and sustained impact within a departmental, function, college, or division ✓ Examples: leading a departmental initiative, implementing a substantial process improvement, or producing measurable cost savings within a unit ✓ **Up to $2,500**	✓ Complex, measurable, high-visibility contribution requiring substantial effort, accountability or institutional importance ✓ Impact extends across multiple departments, divisions, or systems ✓ Examples: major system-wide implementation, cross-functional change initiative, or project with measurable institutional outcomes ✓ **Up to $5,000**

One-time Exceptional Contribution Payment requests exceeding $2,500 require senior leader approval and should be discussed with the HR Business Partner prior to submission in Workday.

After Human Resources has reviewed and approved the request (as appropriate) and the employee has been notified, the leader should initiate the **One Time Payment > Exceptional Contribution Payment** transaction in Workday. The transaction should include a business justification in the comments section outlining the nature and impact of the contribution, and senior leadership and HR approvals (if required) should be attached to the transaction.

Other Pay Changes

Retention Adjustment

A counteroffer and retention adjustment may be considered if the University is at imminent risk of losing a high-performing staff member in a critical role, supported by:

- Verifiable documented evidence of an external offer from another employer
- The employee is actively being recruited from outside the University
- Other strong evidence that the University is at risk of losing the staff member

The employee must be a sustained high-level performer and deemed operationally critical:

- Employee has specialized or unique skills/knowledge or experience that could not be replicated by the recruitment of a new employee without significant disruption to critical operations of the unit in which the individual is employed.

- Loss of the employee would cause a significant reduction of federal or other sponsored research funds from contracts and grants or seriously compromise the institution’s ability to compete for sponsored research contracts or grants.

- Employee is in a position in which the institution has experienced retention and/or recruitment issues in recent years.

Leaders should review proposed retention adjustments with their HR Business Partner to ensure internal equity, consistency, and alignment with institutional compensation practices. After Human Resources has reviewed and approved the request and the employee has been notified, the leader should initiate the **Request Compensation Change > Retention** transaction in Workday. The transaction should include a business justification in the comments section, and senior leadership and HR approvals should be attached to the transaction.

Market and Equity Adjustments

Human Resources regularly reviews market data and internal salaries. Occasionally, it may be necessary and appropriate to adjust salaries or other aspects of the compensation program to recognize significant market changes and/or to maintain internal equity.

<u>Market Adjustments</u>

A market adjustment recognizes significant and sustained changes in the competitive pay for a job. Market adjustments occur infrequently, as the staff pay structure is maintained and reviewed regularly. Occasionally, however, unusual market conditions may warrant an adjustment. Human Resources usually initiate such adjustments, though a senior leader may request a review if they believe there is a significant pay disparity as compared to the external market.

After Human Resources has reviewed and approved the request, the leader should initiate the **Request Compensation Change > Market Adjustment** transaction in Workday. The transaction should include a business justification in the comments section, and senior leadership and HR approvals should be attached to the transaction.

Equity Adjustments

An equity adjustment is intended to ensure that an individual staff member's pay compared to their peers appropriately reflects their skills, knowledge, experience, and performance. Leaders typically consider equity during the annual merit increase program. However, if a senior leader identifies a significant equity issue, they may request an off-cycle review.

After Human Resources has reviewed and approved the request and the employee has been notified, the leader should initiate the **Request Compensation Change > Compression/Equity** transaction in Workday. The transaction should include a business justification in the comments section, and senior leadership and HR approvals should be attached to the transaction.

Pay Guidelines

Managers have the authority, with approval from their senior leader, to recommend and approve pay adjustments within the established guidelines below. Human Resources is available to provide consultation and support.

Proposed adjustments that exceed the defined guidelines or involve exceptional circumstances require review and consultation with Human Resources to ensure compliance with regulations and to support internal equity. When determining a pay adjustment, consideration will be given to the employee's skills, knowledge, and experience, as well as internal equity and funding.

Type	Guidance
Starting Pay	• Consult with HR to establish a pay rate that is based on the candidate's skills, knowledge, and experience and is equitable compared to current University staff.
Promotion	• Promotion may occur through the annual review process or selection through a competitive search. • Promotions to a job with a higher pay grade may warrant an increase of 5% to 10% with approval from the senior leader.

Type	Guidance
Lateral Movement	• Typically occurs through competitive search or job profile change at the same job level. • Lateral moves to a job at the same level but with a higher pay grade may warrant an increase of up to 5%, depending on the nature of the change and internal equity, with approval from the senior leader. • Lateral moves to a job at the same level but with the same or lower pay grade typically do not warrant a pay adjustment. Depending on the circumstances and the pay rates and ranges, the manager, with approval from the senior leader, may consider an increase of up to 3%.
Demotion	• Pay may be decreased, immediately or over time, with consideration given to the new pay grade, the knowledge, skills, and performance of the staff member, and internal equity. • Each situation is unique and must be evaluated carefully. Leaders should consult with Human Resources when a demotion, whether voluntary or involuntary, is being considered.
Interim/ Temporary Appointment	• Depending on the nature of the interim/temporary assignment, corresponding changes to pay may be warranted. • HR and the leader will assess these situations on a case-by-case basis given the facts and circumstances of the situation. • Temporary performance of job duties at the same or a lower level typically does not result in additional pay. • Additional pay, if warranted, ends when the vacant position is filled, or the staff member is no longer needed to perform the interim/temporary responsibilities.
Supplemental Pay	• Managers, with approval from their senior leader, may approve supplemental pay for full-time exempt staff. • Paid over the duration of the assignment.
One-Time Exceptional Contribution Payment	• Managers, with approval from their senior leader, may approve a One-time Exceptional Contribution Payment. Payment amount should be determined based on impact. • Requests above $2,500 require senior leader and Human Resources approval.
Retention Adjustment	• Following the guidelines and with support from their senior leader, managers may approve an increase of up to 5%.
Market Adjustment	• Typically initiated by Human Resources. Managers review during the annual salary increase process.
Equity Adjustment	• Typically initiated by Human Resources. Managers review during the annual salary increase process.

Classification and Compliance Considerations

RIT complies with all federal, state, and local regulations. As legislation changes frequently, RIT will continue to monitor the laws and administer compensation accordingly.

Exempt/Non-Exempt Status

Federal and state laws require that certain jobs receive overtime pay. Under the FLSA, job classification as exempt or non-exempt is determined based on the duties and responsibilities of the position, as well as a salary basis test, as defined in applicable regulations. Factors considered include the nature of the work performed, the level of discretion and judgment required, reporting relationships, and any qualifications specified by law. Human Resources conducts job analysis and makes the final determination of exempt or non-exempt status.

Employees in *exempt jobs* are not eligible for overtime pay, regardless of the number of hours worked in a workweek.

Employees in *non-exempt jobs* are eligible for overtime pay for all hours worked over 40 in a workweek, in accordance with New York State and federal law.

Pay for All Time Worked and Overtime Pay

It is the responsibility of the leader to communicate when overtime is and is not necessary to be worked by the staff member and to approve any request for overtime in advance of the work being done. Considering the available budget and staffing needs, leaders must inform staff in advance of expectations regarding the number of overtime hours to be worked, including any restrictions on overtime hours.

Overtime is compensated at one-and-a-half times the employee’s regular hourly rate for each hour worked beyond 40 in a workweek. Employees must obtain approval from their manager before working beyond their normally scheduled hours. Failure to follow the required approval process may result in corrective action. However, under the Fair Labor Standards Act (FLSA), RIT is legally required to pay non-exempt employees for all time worked—even if the work was not authorized in advance.

Program Governance: Roles and Responsibilities

Key stakeholders play an important role in fair and consistent program administration.

University Leadership

- Champion staff compensation program implementation and ongoing administration processes.
- Review and endorse updates to the staff career architecture and compensation programs, as appropriate.
- Consider available resources and the annual operating budget in compensation decision-making.
- Set and communicate campus-wide strategy, policies, and strategic priorities/goals.
- Set the standard for upholding the principles of the compensation program and hold direct/indirect reports accountable for the same.
- Provide final approval for annual individual pay adjustments, calibration, and exceptions.
- Communicate regularly and clearly with staff on compensation-related matters.

Managers

- Establish and maintain equitable pay practices within their areas of responsibility.
- Ensure current and accurate job documentation for staff.
- Understand the responsibilities and requirements of the jobs, as well as the skills, knowledge, experience, and performance of staff in their areas of responsibility.
- Communicate with staff about staff career architecture and compensation topics.
- Actively participate and learn the specifics of the staff career architecture and compensation program (attend training, utilize tools and other resources).
- Collaborate with HR to recommend job profile assignments and pay actions.

Human Resources

- Maintain the staff career architecture and compensation programs, including pay administration guidelines, and ensure fair and consistent application.
- Provide strategic and operational advice to all levels of leadership on staff career architecture and compensation issues, market trends, and relevant regulations.
- Provide leaders with the tools and resources needed to make pay recommendations for their staff (benchmark data, hiring ranges, policies, etc.) and to establish and maintain appropriate pay levels.
- Analyze benchmark data from appropriate sources, assess pay competitiveness, and recommend adjustments to pay structures, ranges, and individual pay.

- Regularly monitor the effectiveness of programs and practices, and their continued competitiveness and equity.
- Communicate to ensure understanding of the University's compensation program.
- Maintain a centralized repository for all job profiles (staff job catalog).
- Provide education and resources to support understanding of program components.

Staff

- Understand their own job responsibilities, requirements, and expectations.
- Work with their leaders to ensure their job documentation is current and accurate.
- Communicate openly and regularly with leaders to address career and compensation questions/concerns.
- Seek development or advancement through outreach to leadership and HR.

Staff Promotion Process

Introduction

The Staff Promotion Process provides a structured mechanism to advance staff to the next level *within their current job profile* for positions in Stream O and Stream S. Stream M positions are generally filled through competitive search. In limited circumstances (e.g., retention or critical organizational need), promotions into or within Stream M may be considered.

The promotion process runs concurrent with the annual performance review cycle and typically begins 16 weeks prior to the promotional effective date (e.g., September 1). Off-cycle promotions may be considered in limited circumstances where business needs require advancement outside the standard cycle.

Eligibility and Criteria

To be considered for a promotion, the following criteria must be met:

1. **Business need:** a clear and ongoing need exists for the sustained performance of higher-level work that aligns with institutional priorities.

2. **Sustained higher-level responsibility:** the staff member has consistently demonstrated capability to perform at the higher level, in accordance with the job level framework. Specific examples must be provided for each job level criterion to demonstrate that the staff member is meeting the level expectations. Typically, this includes at least 3-6 consecutive months of performing higher duties prior to the promotion request.

3. **Performance:** the staff member has consistently met or exceeded performance expectations.

4. **Skill level:** the staff member's knowledge, skillsets and abilities meet the minimum requirements of the higher-level role.

5. **Experience:** generally, the employee will have been in their current role for at least two years prior to being considered for promotion. Exceptions may be considered where all other criteria are clearly met and documented.

The following factors - alone or in combination - are not sufficient rationale for promotional consideration:

- Length of service with the organization
- Completion of a degree, credential, or training
- Increase in volume of work
- Addition of responsibilities of similar scope and complexity

Annual Staff Promotion Process and Timeline

The promotion process includes the following phases. Questions should be directed to your HRBP.

Phase	Responsibility	Action Item
Budget Planning (Prior Year)	Manager & College/Division Leader	Review promotion eligibility criteria and determine funding availability within the unit.
Nomination Submission (Due April 15)	Manager & College/Division Leader	Complete and submit the Staff Promotion Nomination Form to Human Resources.
HR Review & Equity Assessment (April-May)	Human Resources	Review nominations for cross-campus consistency, internal equity, and policy alignment.
Salary Determination (April-May)	Human Resources & Manager	Collaboratively determine proposed pay within the new grade, informed by internal equity and available budget.
Final Review & Approval (May)	Human Resources & Cabinet	Compile College/Division nominations; CHRO will work with Cabinet for final review and approval. *Recommendations may be approved, modified, or deferred based on equity and policy alignment.*
Communication of Decisions (June)	Human Resources	Notify College/Division leaders of approvals and provide Workday processing instructions and Staff Promotion Letter.
Employee Notification (July or August) Effective: September 1	Manager	Notify staff of their promotion and salary increase during performance appraisal. Provide Staff Promotion Letter and attach to Workday transaction.

Appendix

One Time Payment Codes

OTP > One Time Payment Plan

Code	Use For
Award	Used for formal award payments associated with an established award program or institutional recognition process. This code should be used only when the payment is tied to a defined award category or documented award selection process (such as those outlined in Policy E12.0 Faculty and Staff Awards), rather than general discretionary recognition.
Exceptional Contribution Payment	Used for discretionary, non-recurring recognition payments for exceptional contributions after the work has been completed, such as successful project implementation, exceptional individual effort, measurable cost savings, or meaningful process improvements. This is the standard code for one-time payments described in these guidelines.
Intellectual Property Release	Used for a one-time payment made in connection with the release, assignment, or transfer of rights related to intellectual property, when approved through the appropriate institutional process by the Intellectual Property Management Office.
Retention Payment	Used in limited circumstances for a non-recurring payment intended to encourage a staff member to remain employed for a defined period when there is a documented retention concern or critical business need. (Note: this is separate from a retention adjustment to base salary – see page 14.)
Royalty	Used for payments owed under an approved royalty or licensing agreement, such as payments related to licensed works, publications, inventions, or other revenue-generating intellectual property, when the payment is made according to the applicable agreement.
Signing Bonus	Used in limited circumstances for a one-time payment offered to a new hire as part of an approved employment offer to support recruitment for a difficult-to-fill, critical, or competitive role. When offered, the amount and terms should be approved by HR and documented in the offer letter.
Taxable Moving Expense	A fixed dollar amount communicated to candidates at the time of offer for moving and relocation assistance, paid during the employee's first pay cycle and taxed accordingly.
Taxable Moving Imputed Income	Used to record taxable imputed income associated with employer-paid or reimbursed moving or relocation expenses when the value must be reported as taxable wages. This code is generally used when the University

	pays a vendor directly or provides a benefit that must be reflected as taxable income to the employee.