

The authority to set salaries is delegated to specific university administrators and is detailed in the [Delegation of Authority for Pay Actions](#) tables. Salary delegation is related to the pay range of the new classification or to the relationship of the employee's current and proposed salaries. Since Administration and Staff jobs are assigned to formal pay ranges, any salary above or below the pay assigned range requires appropriate approval from Central Human Resources. Recommended hiring ranges, based on external market and internal pay practices, are provided for most Administration and Staff jobs.

Because many factors play a role in setting an appropriate salary level for a given job, contact your Classification and Compensation team, or branch Human Resources office for assistance. The following factors will be considered when determining an appropriate salary.

### **Availability of Qualified Applicants in the Labor Market**

The labor market for a given position is determined by the level and scope of the job. Generally, applicants for lower level jobs are found in the local market. As the level and scope of the job grows larger, the labor market expands to regional and national levels. Some jobs may have many qualified applicants in their market and will be fairly easy to fill. Other jobs may require specialized competencies that limit the number of qualified applicants. Those harder-to-fill jobs usually warrant higher salaries compared to the market range.

### **External Market**

One of USF's compensation strategies is to pay competitively based on both internal and external market. A pay rate that is below what the competition in the area is paying may cause difficulty in attracting and retaining employees. Paying well above the competition may result in an exceptional applicant pool and/or reduced turnover; however, it may not be the most fiscally responsible decision given USF's limited resources. Your Classification and Compensation team has access to a number of sources of market data and can provide you with the most appropriate salary range for a given position.

### **Internal Equity in a Promotional Rate**

Internal pay equity involves considering the rates of pay of USF employees in similar jobs. The primary considerations for internal equity are the salaries of other employees in the university who perform jobs with similar duties and responsibilities. There are acceptable reasons for the rates of pay of employees performing similar work, or who are in the same class, to be different. These reasons include differences in competencies, education, performance, the work itself, and, in some cases, length of service. Length of service, however, should not be the sole reason for paying one person more than another after five years of service. The Classification and Compensation team can provide data on these factors to help determine the appropriate pay level from an internal equity standpoint.

### **Individual Factors**

For each salary decision, consider first the individual's competencies and their appropriateness for the job. If the individual has competencies that will help the unit and the university progress substantially, the hiring department may wish to pay a higher salary than for an individual who barely meets the minimum qualifications. An employee who has a higher level of education than the minimum required for the position may warrant consideration for a higher salary, provided that education is directly related to the job and the mission of the unit/university. An employee with more directly related training and experience might warrant a higher salary than one whose training and experience meet just the minimum requirements. However, more is not necessarily better. The value of that additional training and experience to the unit and the university must be considered. For example, a Staff Assistant with a Ph.D. may or may not have the skills and competencies necessary to be a successful Staff Assistant.