

## Dearborn Human Resources Human Resources Consultant – Compensation Processes

### Merit Increases

- Faculty and staff have the opportunity to receive annual merit increases.
- The budgeted amount of the increase is proposed by the Senior Officers and Deans and approved by the University of Michigan's Board of Regents.
- Departmental and unit leaders distribute the budgeted merit dollars based on performance for the prior year for each eligible staff member.

### New Hire

- In an effort to attract and retain the most qualified candidates for positions on campus, the HR consultant works with the hiring manager to define a job description, posting and/or advertisements and sourcing plan, and salary range.
- Job description and posting information is based on current and anticipated job expectations and market classification data (from the Career Family Navigator).
- Compensation data is compiled from a number of sources: the unit's budget (incumbent budget line); HR Consultant also reviews internal UMD pay points (minimum, maximum and average); review of all campus minimum, maximum and average; review of external market data. This data is used to identify a salary range for the posting as well as determine a final salary offer for the top candidate.
- Also taken into consideration in a salary determination are the candidate's experience, education and expertise for the position.
- HR Consultant ensures communication between the hiring manager, unit budget office and human resources to agree on a starting salary for the position. The HR Consultant documents the hiring process and decision through the hire justification form which is reviewed by HR Lead Consultant/HR Director.
- HR Consultant ensures that the offer is clearly communicated and all aspects of orientation are coordinated efficiently for the new hire or transfer employee. (verbal offer, offer letter, 1<sup>st</sup> day orientation, unit orientation, campus orientation, etc)

### Promotions (recognizing the level and scope of duties increasing over time)

- In an effort to retain talented individuals, units and HR work together to ensure that appropriate promotional opportunities exist on campus.
- As positions evolve as a result of organizational or strategic changes, job duties and descriptions are updated as necessary to clearly define expectations and roles.
- HR Consultant works in conjunction with the unit leader to determine appropriate elements of the job description and reviews market classification to ensure the most appropriate match is selected.

- Compensation data is compiled from a number of sources: the unit's budget (incumbent budget line), HR Consultant also reviews internal UMD pay points (minimum, maximum and average); review of all campus minimum, maximum and average; review of external market data. This data is used to identify a salary increase for the promotion.
- Unit leader and HR consultant communicate the updated job description, promotional title change (if applicable) and salary change to the employee.

### **Equity Salary Reviews**

- In an effort to retain talented individuals units and HR work together to ensure that appropriate reviews of salary are completed to address compression issues or to reward exceptional performance. (HR suggests an annual review of all staff salaries based on job expectations and performance as well as available internal and external market data reported to unit leaders through the HR consultant).
- HR Consultant works in conjunction with the unit leader to review the market classification to ensure that it is still the most appropriate match for the work the incumbent is performing.
- Compensation data is compiled from a number of sources: the unit's budget (incumbent budget line), HR Consultant also reviews internal UMD pay points (minimum, maximum and average); review of all campus minimum, maximum and average; review of external market data. This data is used to identify an appropriate salary increase.
- Unit leader and HR consultant communicate the salary change (amount of new salary and justification) to the employee.