

Pay Policies and Practices

New Hire Pay

To ensure internal equity, starting salaries are determined based on the applicant's prior experience and/or education directly related to the position. A department may pay starting salaries up to the market reference point or salary range midpoint of a job, or up to the average salary of similar university positions, provided internal equity is observed. With appropriate justification and documented approval by the divisional Human Resources Office or human resources manager and by the appropriate dean or vice president, a hiring official may offer higher starting salaries.

Click [here](#) for additional details.

Salary and Career Growth Opportunities

The compensation program is designed to reward staff members for developing skills and competencies in their current jobs. It also supports career development by giving a staff member the opportunity to move into a different job within a career path.

Many who join the university enjoy long and successful careers. The staff compensation program helps to make this possible by providing opportunities for:

- Salary growth—rewarding staff monetarily for significant contributions and increased skills/competencies while working in their current job—based on person changes
- Career growth—recognizing and promoting staff for meaningful or significant job changes with ever increasing job responsibilities—based on job changes

Staff members can build a career that is both financially and professionally rewarding without ever changing jobs or by advancing to different jobs on a career path. The new pay program recognizes that *growing in one's current job can be just as important as growing into another job*. So, both person-based changes (i.e., growth in individual skills and competencies within the current job) and job-based changes (i.e., movement to a different job at a different salary range) can be rewarded under the new program. All salary and career growth opportunities are dependent on departmental need and budgetary availability. The following are examples of salary and career growth opportunities:

Developmental Increase

A developmental increase may be granted to a staff member who has *acquired increased skills and competencies in their current job*. This recognizes the staff member's increased value to the university and in the marketplace without reclassifying the staff member to another job.

Developmental increases may happen at any time of the year and do not affect a staff member's annual merit increase or review date. To be eligible, a developmental growth plan is developed and approved by the department in partnership with Human Resources. The plan includes milestones for development of recognized skills and a competency required by a job and establishes a working timeframe for meeting those milestones.

Example 1: *Developmental Increase*
Chris, Administrative Coordinator
Administrative/Technical Operations, Level 2

Chris is an Administrative Coordinator, a job that is assigned an operations role and a level 2. The department wants to expand the budget support he provides to faculty. Chris's responsibilities currently include tracking and projections for general funds budgets; his new additional responsibilities will require him to learn about sponsored funds. Chris's supervisor works with Human Resources to create a developmental growth plan for the technical skills and knowledge that Chris will need to perform the new job duties. Once these milestones are reached, Chris will receive a developmental increase. His role, level, and salary range will not change; his salary will increase to reward his enhanced skills which make him more valuable to the university.

Example 2: *Developmental Increase*
Jane Smith, Budget Assistant
Administrative/Technical Operations, Level 2

Jane Smith is a budget assistant who joined the university in an administrative/technical operations role, level 2. Before Jane started her position, her manager worked with human resources to create a developmental growth plan to recognize and reward her as she increased skills and competencies. Jane had limited experience with grants and contracts, although her job requires helping monitor grant and contract expenditures. Since Jane still needed to fully develop all the required skills to fully perform her job, her starting salary was at the lower end of the salary range. A developmental growth plan was developed to document the specific additional skills and competencies Jane needed to develop to become fully competent in her job. Jane was a quick learner. In only five months, she learned the requirements of the grants and contracts and demonstrated her ability to do this part of her job well. As a result, she was rewarded with a developmental salary increase. Jane's anniversary date didn't change and at the end of the year she also received an annual increase.

Jane's role, level, and salary range remained the same. As Jane demonstrated increased skills and competencies required for her job, her manager was able to reward her financially.

Click [here](#) for additional details.

Promotional Increases

Staff members who are focused on career growth should think about the two types of promotions available in the staff compensation program: a *market-based promotion* and a *contribution level promotion*. The following are examples of each:

Example 1: *Market-Based Promotion*
Bob, Research Program Coordinator
Academic/Clinical/Research Operations, Level 3

Market-based promotion

A market-based promotion means that a staff member has made a meaningful job change to a new job with increased responsibilities and higher pay in the market. While the salary range may be higher, the role of the job may not change, and the contribution level of the job does not change.

Bob, a Research Program Coordinator, is currently classified in an operations role, level 3. Once Bob takes on supervision of other field staff, he receives a market-based promotion to Research Program Supervisor. This means Bob will be reassigned to a higher salary range in the Academic/Clinical/Research operations role, but he will remain a level 3.

Example 2: *Market-Based Promotion*
Jane Smith, Budget Specialist
Administrative/Technical Operations, Level 2

After one year of employment as a budget assistant, Jane took on additional responsibilities which resulted in her moving into a budget specialist job. The budget specialist job has a higher salary range because it has more responsibilities and is paid more in the market. However, both the budget assistant and budget specialist jobs are classified in an administrative/technical operations role at the same level—a level 2. Jane received a market-based promotional increase because her new job was in a higher market-based salary range—with more potential for both salary and professional growth. For her new position, Jane's manager worked with HR once again to create a new developmental growth plan with milestones for increasing the skills and competencies required for the job. When Jane reached these, she was eligible to receive developmental salary increases.

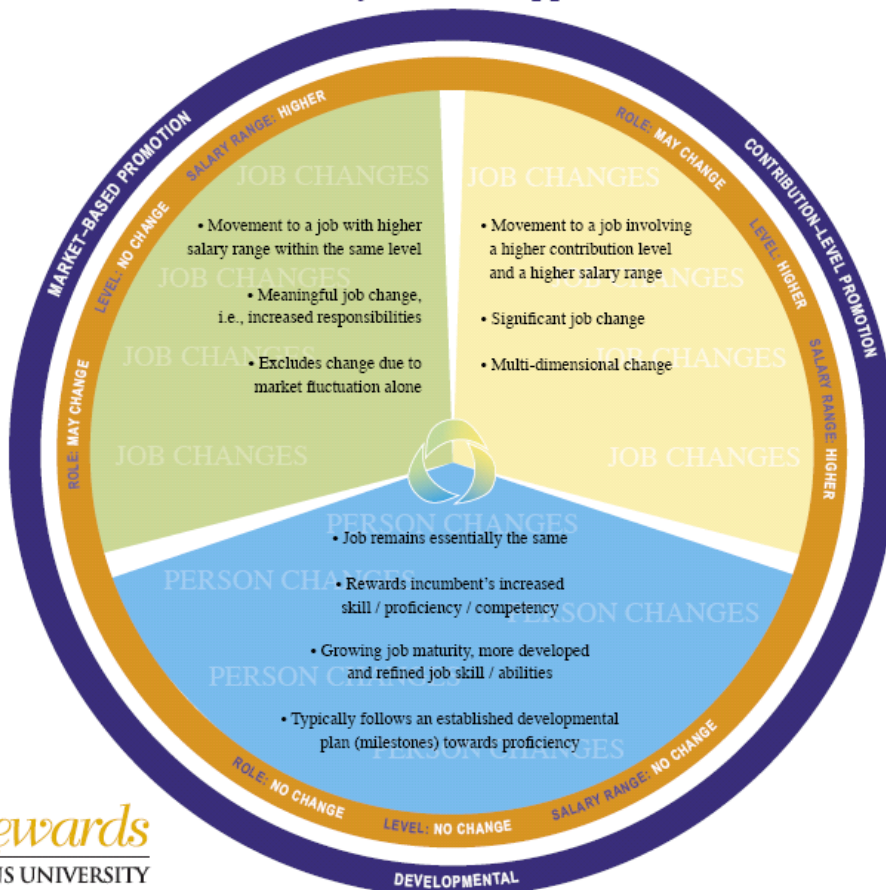
Contribution Level Promotion

A contribution level promotion reflects a significant job change. A staff member who receives a contribution level promotion moves to a job that has a higher contribution level and a higher salary range. That staff member's role may change as well.

Example 1: *Contribution Level Promotion*
Jane Smith, Budget Analyst
Administrative/Technical Professional, Level 3

Jane has gained skills and competencies, her performance is outstanding, and she is recognized as an expert in her department. She has a few years of experience as a budget specialist and is ready to assume a job with greater responsibilities. The next step on the career ladder for Jane would be to become a budget analyst. This job requires developing budgets, performing budget projections, resolving short-falls, and interpreting policies and procedures for the department. A budget analyst is classified in a professional role at a level 3 with a higher salary range. This will be a contribution level promotion for Jane; her role, level, and salary range will change and she will receive a salary increase.

Career and Salary Growth Opportunities



Total Rewards
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Click [here](#) for additional details.

In-Range Salary Increase

An in-range salary increase is given to recognize an employee for meaningful increased duties and responsibilities in the current job classification (without a change in classification level and/or salary range).

Click [here](#) for additional details.

Click [here](#) for In-Range Salary Increase form.

Annual Performance and Salary Review

Staff members are eligible for a merit increase annually. Merit increases are based on the staff member's performance during the prior year and the salary increase budget available within the department. Performance is evaluated according to the current job description and accomplishments of goals, objectives, and/or special projects and assignments.

Click [here](#) for additional details.

Equity and Market-Based Salary Adjustments

From time to time, it may become necessary for an individual department to make salary adjustments to correct an inequity in staff salary. An internal equity adjustment may be made when there is an inequity between the salaries of newly hired and experienced staff members in the same job and with comparable experience, qualifications, and performance. It may also be given when there is an inequity between the salaries of supervisors and subordinates. A market (external equity) adjustment may be made when a staff member's salary falls below market pay for comparable jobs.

Click [here](#) for additional details.

On-call Pay

This may be provided to compensate a staff member for being available to report to work when required by business operations and in accordance with Wage & Hour laws. The amount of pay will be based on several factors, including length and frequency of on-call coverage, required response time, prevailing and comparable on-call practices within the university and outside organizations.

Click [here](#) for additional details.

Shift Differential Pay

This is additional payment to staff for working a designated shift, according to departmental operational needs. When deemed appropriate, shift differential pay will be determined on the basis of several factors including shift hours worked and competitive pay practices at comparable organizations internal and external to the department.

Click [here](#) for additional details.

Acting Pay

Acting pay may be awarded to a staff member who has temporarily assumed significant responsibilities for a higher level job for a period longer than one month from the date a staff member is placed on acting status. The responsibilities are usually performed in addition to a staff member's primary duties.

Click [here](#) for additional details.

Discretionary Bonus

A Discretionary Bonus provides immediate recognition & reward for exceptional performance, significant contributions, and substantial accomplishments beyond normal work responsibility. A discretionary bonus is given at the discretion of management – there's no guarantee to pay. It is paid out in a lump sum payment and does not increase base salary.

Examples of situations:

- Major projects or initiatives
- Significant cost saving or cost avoidance realized beyond normally expected or established standards
- Extraordinary effort during times of critical department need
- Contribution that clearly and significantly impacts the accomplishment of important and critical business operational goals, deliverables and/or time line

Click [here](#) for additional details.

Changes to Salary Range Structure

Staff members whose salaries are below the revised minimum of their salary range should be brought to the new minimum. This adjustment should not affect the normal salary review date.

Transfers

A transfer is the movement to another job that is previously established through an approved personnel requisition, has the same salary range and may involve a salary increase. A transfer may result in a title change.

Click [here](#) for additional details.

Demotions

When moved to a job with a lower salary range and/or lower contribution level, a staff member's salary may be reduced. Also, future salary increases may be reduced until the staff member's salary falls appropriately in line with the new salary range. The staff member's salary review date remains unchanged.

Click [here](#) for additional details.

All salary changes are dependent, at least in part, upon the salary budget for the affected department