

GEORGE MASON UNIVERSITY

Base Pay Practices (DHRM Effective 7-1-19; GMU Effective 1-14-2020)

All salary actions require consideration of the following PAY FACTORS:

Agency Business Need; Duties and Responsibilities; Performance; Work Experience & Education; Knowledge, Skills, Abilities, & Competencies; Training, Certification, License; Internal Salary Alignment; Market Availability; Salary Reference Data; Total Compensation; Budget Implications; Long Term Impact; Current Salary for Demotions/Downward Role Changes

Pay Practice	Application	Same Position # or to Different Position #	Competitive or Non-Competitive*	DHRM Pay Guidelines	GMU Pay Guidelines
Starting Pay	New Employee Rehires		Competitive	Negotiable from minimum of pay band or alternate band, not to exceed posted hiring range or pay band maximum	Operating Unit and Class/Comp will work collaboratively to determine a suggested salary range utilizing PAY FACTORS. Based on qualifications of candidate, a salary determination will be proposed. See attached table.
Promotion	Movement to a different Role in a higher pay band	Different Position #	Competitive	Negotiable from minimum of new pay band or alternate band, not to exceed posted hiring range or pay band maximum. Salary may not be below the minimum of the new pay band or alternate band.	Pay will be determined based on review of PAY FACTORS and the suggested salary range compared to qualifications of candidate. See attached table.

Voluntary Transfer	Movement within same Role or to different Role in the same pay band	Different Position #	Competitive	Negotiable from minim of pay band or alternate band, not to exceed posted hiring range or pay band maximum.	Pay will be determined based on review of PAY FACTORS and the suggested salary range compared to qualifications of candidate. See attached table
		Different Position #	Non-Competitive	Negotiable from minimum of pay band or alternate band not to exceed posted hiring range or pay band maximum. Must be within same agency or parent agency.	
Voluntary Demotion	Movement to a different Role in a lower pay band	Different Position #	Competitive or Non-Competitive	<p>Negotiable from minimum of pay band or alternate band up to current salary not to exceed pay band or alternate band maximum.</p> <p>Agency option to freeze salary above maximum for 6 months.</p> <p>Non-Competitive: must be within same agency or parent agency.</p>	<p>Operating Unit and Class/Comp will work collaboratively to determine appropriate salary.</p> <p>Competitive: Pay will be determined based on review of PAY FACTORS and the suggested salary range compared to qualifications of candidate. See attached table</p> <p>Non-Competitive: Where possible, without creating undue internal equity, no reduction in salary is usually recommended.</p>

Temporary Pay (Assuming new duties and responsibilities on a temporary basis)	Different Role in a higher pay band	Same Position #	Non-Competitive	In accordance with Agency Salary Administration Plan-not to exceed pay band or alternate pay band maximum	Recommend: Temporary pay up to 15%. Review after 6- month period. Interim duties of a higher- level position/acting pay.
	Temporary pay for same or different Role in the same pay band	Same Position #	Non-Competitive	In accordance with Agency Salary Administration Plan-not to exceed pay band or alternate pay band maximum	Recommend: Temporary pay up to 10%. Review after 6- month period. Interim duties of a same level position.
Role Change (Formerly Reallocation)	Upward: movement to a different Role in a higher pay band	Same Position #	Non-Competitive	Management determination-not to exceed pay band or alternate pay band maximum. Salary may not be below minimum of new pay band.	Role Change applies to a redefinition of duties and a single incumbent to the position. Requires new position description/EWP. Upward or Lateral movement will require a review of Pay Factors to determine appropriate salary.
	Downward: movement to a different Role in a lower pay band			No change in salary unless above maximum of the lower pay band. If salary exceeds pay band maximum, reduce to maximum after six months.	
	Lateral: movement to a different Role in the same pay band			Management determination-not to exceed pay band or alternate pay band maximum.	
In-Band Adjustment (See also Non-Base Pay Options Chart)	No change in Role title Change in duties Application of new knowledge/skills/abilities	Same Position #	Non-Competitive	Management determination-not to exceed pay band or alternate pay band maximum.	Pay will be determined based on review of PAY FACTORS and the suggested salary range compared to qualifications of candidate. See attached table

	from education, certification, licensure, etc. Retention Internal Alignment				
Disciplinary or Performance-related Salary Action	Removal of duties OR Movement to a different Role in a lower pay band	Same Position # (GMU must reduce duties to reduce pay) Different Position #	Non-Competitive	Minimum 5% decrease.	Operating department, Employee Relations and Class/Comp will work collaboratively to determine appropriate salary.
Competitive Salary Offer	Outside offer (external to current agency, including other state agencies)	Same Position #	Non-Competitive	Match outside offer not to exceed maximum of pay band or alternate pay band. Employee may return to former position within 30 days with agency approval at former salary or salary that agency offered during competitive offer process.	A copy of the outside employment offer is required to make a competitive salary offer. The counter/competitive offer will take into account the duties of current vs offered position, as well as, consideration of the PAY FACTORS. The counter/competitive offer cannot exceed the amount of the outside employment offer.
Reassignment within the Pay Band	Agency staffing or operational needs; same or different Role in the same pay band	Different Position #	Non-Competitive	No change in base salary except to adjust for NOVA or Competitive differential change. After any such adjustment, employee's salary must be within the pay band or alternate band of new position.	

*Competitive (Employee initiated); Non-Competitive (Manager initiated)

The table below provides guidelines for determining starting salaries, as well as, placement of current employees into a salary range. Qualifications based on novice to expert.

TABLE:

	1ST Quartile	2nd Quartile	3rd Quartile	4th Quartile
Description of Minimum Requirements	Candidate is minimally qualified and less experienced. Candidate meets the minimum requirements of the position.	Candidate is fully qualified to perform all duties and responsibilities of the position.	Candidate is highly experienced professional. Candidate possesses skills, competencies, and capabilities well beyond the minimum requirements.	Candidate has long-term experience. Candidate possesses well established skill sets and performance capabilities.

Quartiles divide the salary range into four equal parts.
 1st Quartile is minimum of salary range through the 25th percentile.
 2nd Quartile is 25th through the 50th percentile
 3rd Quartile is 50th through the 75th percentile.
 4th Quartile is 75th through the 100th percentile maximum of the range.

*GMU Pay Guidelines supplement the DHRM Pay Guidelines. All DHRM Pay Guidelines are applicable.

*Salary Transactions are approved by the Classification & Compensation Department. Any salary transaction that is complex in nature with extenuating components or are outside of the routine parameters will be escalated to the VP of Human Resources and the Salary Review Committee.