

# Staff and Administrator Compensation Study 2024

## Frequently Asked Questions: Salary Structure

### Q. Why did Loyola conduct a compensation study?

A. As part of Loyola's strategic plan, within our focus to thrive by investing in and supporting our team, we have a goal of making measurable advances in compensation for our workforce. In Loyola's commitment to offer fair, equitable, competitive compensation that takes into account the scope of job responsibilities, relevant experience, appropriate comparison markets, and the budgetary framework of the overall institution, we participate in periodic, independent evaluation of our compensation program.

### Q. What is a salary structure?

A. A salary structure defines ranges of pay for jobs within an organization. This also serves as a guideline for consistent and fair decisions about pay by providing:

- The minimum, midpoint, and maximum pay for jobs
- The progression of jobs within an organization
- The desired relationship to market
- The appropriate individual pay positioning reflective of skill and experience

### Q. How was the salary structure updated?

A. As a result of the recent market assessment, the salary structure will be updated in January 2025 to ensure Loyola salaries are competitively valued relative to comparable jobs in the external marketplace. Loyola validated and modified market-based job assignments to fit the internal hierarchy of jobs at Loyola.

### Q. How does the salary structure align to the market?

A. Market data was used as a reference to create the new salary structure by approximating the market 50th percentile for the midpoint of each salary grade. Jobs were assigned to the salary grade with the midpoint closest to the market 50th percentile for the job to ensure competitiveness. Assignments were also reviewed and modified as needed to ensure internal equity. Non-benchmark jobs were assigned to the structure using a paired comparison to their most similar benchmark job.

### Q. How was the new salary structure designed?

A. The University collaborated on this project with Segal Consulting, a leading independent consultancy with expertise in higher education compensation. The compensation structure emerged from an analysis of all of Loyola's jobs in the context of the market-suggested hierarchy. Individual job grade assignments were made using a process that considers the job's specific components as well as the market data. To accomplish this, we collaborated with the consultants, the President's Cabinet, and other divisional leadership; reviewed job content and market data; and followed generally accepted compensation management protocols to make role assignment decisions. Leadership feedback on the grade assignments was received and influenced the final recommendations and outcomes. Non-benchmark jobs were assigned to the structure using a paired comparison to their most similar benchmark job.

### Q. What was the rationale used to place employees in the new salary grades?

A. Jobs, not employees, were placed into salary grades based on the market median data from a variety of published surveys within the target comparison markets approved by the President's Cabinet. Jobs without market data were assigned to the structure based on similar levels of knowledge and skills, scope and impact.

**Q. If my salary grade has changed, will my pay be decreased?**

A. No, an employee's current pay will not be decreased because of these changes.

**Q. Can I map or compare my current pay grade to the new pay grade structure?**

A. As part of this process, we have implemented an entirely new salary structure based on updated market data, so employees will not be able to compare their current pay grade to the new salary structure.

**Q. Will I receive a structural salary increase?**

A. Some staff and administrators are currently compensated **below the minimum salary range** defined by the new salary structure. These employees, representing about 30 percent of staff and administrators overall, will receive a one-time structural salary increase to raise their compensation to their new grade's minimum. The increase will be effective January 16, 2025 for impacted staff and administrators. Employees scheduled to receive a salary increase will be notified by email by January 10, 2025.

**Q. Why didn't I receive a structural increase?**

A. Employees whose current salary is currently at or above the minimum of the new pay grade of their position will not receive a one-time structural salary increase. As a first step in the implementation of the compensation study, only employees whose salaries fell below the new minimums are being adjusted. Consistent with the strategic plan, progress toward target quartiles will be addressed over the next few years.

**Q. Why am I at the minimum (or close to the minimum) when I've been in the job for "x" years?**

A. Implementing the new salary structure and adjusting to the new grade minimums is the first phase of the implementation of the compensation study. Consistent with the strategic plan, progress toward target quartiles will be addressed over the next few years.

**Q. How do I review my base pay and/or compensation grade in Workday?**

A. In Workday, click on your photo in the right-hand corner of the screen and select "View Profile." On the left-hand side of the screen, in the blue section, select "Compensation." Employees with an FTE of less than 1.0 will see both an annualized and pro-rated salary displayed.

**Q. Where can I find more information regarding the compensation study?**

A. Please access the [human resources website](#) for an overview of the study and implementation updates throughout the implementation process.

**Q. Who should I contact if I have additional questions?**

A. Contact your supervisor or your HR business partner with any questions.

**Please note this FAQ will continue to be updated as needed.**

Developed November 22, 2024.