

Salary Administration

Section UCD-620, Policies and Procedures for Administration of Off-Scale Salaries

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Responsible Department: Academic Affairs

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I. Policy

Off-scale salaries may be approved to allow increased flexibility in salary administration for the purpose of recruitment or retention of academic appointees or for increasing consistency and equity of compensation for high-performing appointees, while maintaining the integrity of the University of California salary scales. This document is a statement of campus policies and procedures governing the approval and administration of off-scale salaries on the Davis campus.

II. Rationale

As stated in APM-620, salaries should be on-scale to the greatest extent possible. However, it is recognized that certain conditions may justify salaries that depart from the standard salary scales. These include market conditions that command a higher salary than that permitted by the University of California base salary scales for a given rank and step, and retention situations where an individual is in receipt of a formal offer letter or, exceptionally, may be or credibly become a target for recruitment at a higher salary, in the same role at a comparable academic institution. Off-scale salaries are granted under the expectation that recipients will meet at least satisfactory standards for academic advancement and conduct in accordance with APM-015, APM-016, and APM-150, and are subject to review and reduction or renewal as outlined in Section VII. An off-scale salary may also be used in the very limited number of cases of exceptional merit that cannot be adequately recognized through merit advances. Off-scale increments granted on the basis of exceptional merit are governed by Section VI.

III. Definitions

- A. Base salary – the annual salary specified in the UC salary scales for an academic appointee at a particular rank and step.
- B. Off-scale salary – the difference between the total annual salary and the base salary.

IV. Responsibility

Responsibility for recommending an off-scale salary or an increase in an existing off-scale salary for a particular academic appointee rests with the department chair. Such recommendations are submitted to the dean of the school or college and must be accompanied by full documentation of the conditions that support the action. The Delegation of Authority for approval of a proposed off-scale can be found at <https://academicaffairs.ucdavis.edu/delegations-of-authority>. In making either a decision or a recommendation, the dean should assess the contributions of the appointee to UC Davis, the effects of the proposed off-scale on the college or school budget and the potential impact of the proposed off-scale salary on faculty salary equity. If approval authority does not rest with the dean, the dean will present the reasons for and impact of the off-scale request to the Vice Provost – Academic Affairs.

- A. In the case of joint appointments, there should be a written agreement about how off-scale salaries will be funded between the joint departments with approval by the dean(s) of the funding units.

V. Criteria

The criteria for judging the appropriateness of an off-scale salary for an individual academic appointee

include the following:

A. Market considerations

- (1) Selected disciplines may, due to market considerations, command salaries in excess of those permitted by the UC salary scales for a given rank and step. The dean will obtain data, as available, on academic salaries in selected disciplines at peer institutions. These data will provide the basis for reviewing off-scale salary recommendations based on discipline-based market considerations.
- (2) Independent of discipline, some individuals may, due to market considerations, command salaries in excess of those permitted by the UC salary scales for a given rank and step. Review of recommendations for off-scale salaries in such cases will be based on the comprehensive documentation provided in those individual cases.

B. Retention

An appointee may be recruited for a position with a higher salary at a comparable academic institution. To retain the appointee at UC Davis, it may be necessary to adjust the individual's salary through the off-scale salary mechanism. In cases, however, where the individual is being recruited to fill an administrative role (e.g., director, dean, associate vice provost) at the other institution, there should be no expectation that the responsible UC Davis administrator will take the entire salary difference into consideration when proposing or approving an adjustment to the off-scale salary.

C. Equity

Off-scale salaries may be necessary to address salary inequities.

D. Recruitment

Off-scale salaries may be necessary to attract candidates of the highest caliber in competitive markets where UC base scale salaries are lower than professional norms, a candidate's current salary, or competing offers.

VI. Policy for temporary off-scale salaries based on exceptional merit

Merit is normally recognized through the advancement process. In a very limited number of cases, the advancement process may not provide sufficiently timely recognition of outstanding achievements. In such cases, a temporary off-scale salary of up to one step may be approved by the Vice Provost – Academic Affairs. A recommendation for a merit-related off-scale salary is initiated by the Chair, who forwards the recommendation to the dean, who then submits the recommendation to the Vice Provost – Academic Affairs. The temporary off-scale salary shall be in effect until the next merit review. When the subsequent merit advancement occurs, the temporary off-scale salary shall be subsumed by the increase in base salary. If the subsequent merit action is denied or deferred, the temporary off-scale salary will end unless an exception is requested by the dean and approved by the Vice Provost – Academic Affairs.

VII. Review of off-scale salaries

- A. The Vice Provost – Academic Affairs has the discretion to reduce the off-scale, in the event of multiple consecutive negative reviews (see APM 200-0; UCD 220 Procedure 4; UCD 220AF III.B.5.).

- B. All off-scale salaries other than those temporary off-scales based on exceptional merit, governed by Section VI, are granted and continued through advancement to an above-scale salary, unless there is a prior and documented special agreement in place that would dictate reduction or ending an off-scale salary sooner.

Examples of such special agreements include a change in series where the off-scale salary may be subsumed by subsequent salary adjustments or advancements, or off-scale salary agreements governed by special salary plans. Other special agreements, including systemwide directives, on off-scale salary reductions may occur.

- C. At the time of first advancement to above-scale, base scale and off-scale components are combined into an adjusted base salary.
- D. An off-scale salary is limited to appointees continuing in the academic series they occupied when the off-scale salary was approved. The off-scale salary is reevaluated at the time of the change in series.

VIII. Authority

Authority to approve and to set off-scale salaries rests with the Vice Provost – Academic Affairs, except as re-delegated. See the Delegation of Authority for off- scale salary approval (<https://academicaffairs.ucdavis.edu/delegations-of-authority>).

IX. Campus procedures

- A. Off-scale salaries shall not be included in documentation or referenced in the advancement process. Correspondence regarding off-scale salaries will be kept separate and apart from the academic review process.
- B. Normally, range adjustment of academic base salaries shall also be applied to off-scale salaries. In such cases, for each rank and step, the same percentage of increase will be applied to the off-scale salary as it is applied to the base salary. In certain circumstances, e.g., when a prior, documented special agreement with an individual so stipulates or in order to respond to a systemwide directive, range adjustments may be limited to the base salary with a differential or no adjustment made to the off-scale salary. Any differential treatment of off-scale salaries as a class, as well as the range adjustment of above-scale salaries must be authorized by the Provost & Executive Vice Chancellor following notice to and discussion with the Chair of the Academic Senate.
- C. In the event that a new salary plan or revised UC salary scales are approved for a given academic series within an academic unit, individuals with off-scale salaries prior to the adoption of the new plan or scale will receive a total salary equal to: (a) the salary associated with their rank and step on the new plan or scale or (b) their original total salary, whichever is larger. The off-scale salary is then redefined as the difference between their new total salary and their new base salary.