

In many cases, a new employee's starting salary is between the minimum and the first quartile of the salary range. If a new employee meets only the minimum requirements of the position, the starting salary would typically be at or near the salary range minimum. If an employee has qualifications that significantly exceed the basic requirements of the position description, the starting salary may be targeted between the first quartile and the midpoint.

In some circumstances, education can substitute for experience, or vice versa. Since every situation is different, there is no formula for making these substitutions; however the following should be considered:

~ *Has the candidate taken courses that specifically relate to the new job?*

Example: Bookkeeping courses for an Financial Assistant job

~ *How similar are the candidate's previous work environments to the new job's environment?*

Example: Prior work experience in higher education or in a similar department

~ *The nature of the experience*

Example: Work in a same or similar job at another institution

Employees Paid At or Over the Salary Range Maximum

In most cases, an employee's salary should not exceed the maximum of their salary range. However, there may be times when, due to longevity or exceptional performance, the employee's salary does exceed the maximum.

When this is the case, and it is time for the employee (whether Support or Administrative) to receive a merit increase, he/she may be eligible to receive part or all of his/her merit in the form of a lump sum. Lump sum merit payments may occur for one of the following reasons:

- An employee's base pay may already be high relative to current market data, as determined by Human Resources and the department,
- An employee's base pay is high relative to other employees with similar responsibilities, or relative to the level or grade maximum,
- An employee's pay would exceed the salary maximum if a full merit were given to base, or
- An employee's base pay is already at the maximum of his/her level or grade.

Should the department determine that it is appropriate for an employee to receive his/her merit to base, an increase for the individual currently at or above the maximum of the salary range may not exceed the merit pool amount, as determined in the current fiscal year.