



STAFF COMPENSATION PROGRAM

Understanding Your Compensation

Stevens is committed to providing a fair and competitive staff compensation program to support the University's mission to foster a culture of "EXCELLENCE IN ALL WE DO" and to attract, retain and reward outstanding staff who add to the intellectual vibrancy of our campus and help to propel the University to higher levels of achievement.

The guiding principles of the Stevens Staff Compensation Philosophy are:

- The program will be fully aligned with the goals of Stevens Strategic Plan, *The Future. Ours to Create.*, and the values it embodies.
- The program will reward employee performance which advances the University toward higher levels of excellence and distinction, in accordance with the priorities set for in the Strategic Plan and

consistent with the Institution's goals.

- The program will guide decision-making in a manner that supports Stevens in providing compensation, on a total remuneration basis, which maintains Stevens' standing within its peer group of universities.

How Does the Compensation Program Affect Your Pay?

Stevens seeks to provide every employee a competitive level of compensation that reflects his or her individual contributions to the University's mission and attainment of goals. Our Staff Compensation Program allows us to reward you for your individual performance, because merit pay is linked to performance. It also strives to provide pay that is competitive with the marketplace and equitable within the University.

What is Total Remuneration?

Your pay is one of the many benefits of working for Stevens but it is only one component of your total rewards package and how you are compensated for your job.

Your Total Remuneration is the sum of all cash compensation (i.e. base salary, any incentive compensation award, and any other cash compensation) and all benefits (i.e. retirement, health plan, tuition assistance, life insurance, etc.). Stevens regularly evaluates your total remuneration for compensation analysis and comparison purposes.

Total Remuneration includes:

- Pay
- Health, Dental and Vision Insurance
- Flexible Spending Accounts
- Life Insurance
- Disability Insurance
- Retirement
- Vacation and Holiday Pay
- Leave Programs
- Professional Development
- Employee Tuition Assistance Programs
- Family Member Tuition Assistance Programs



How Are Jobs Documented?

The Staff Compensation Program is designed to be easy to understand, with consistently documented jobs and a unified salary grade structure. The University engaged Sibson Consulting Group to evaluate jobs and develop a salary grade structure that is broad enough to accommodate a variety of experience and performance levels, and allow for employee development and growth. During the Compensation Project, employees and managers completed job questionnaires which resulted in the classification of the work performed throughout the University. As a result of this project, job descriptions and positions were appropriately titled.

Job Descriptions

Each job at Stevens will have a job description that describes the work performed in general terms. A job description highlights the most important features of a job; it may not describe specific duties related to an individual's position. Job descriptions include a job title, job summary, and minimum required qualifications. Job descriptions will be available in Workday.

What is a Salary Grade Structure?

Salary grades give the University a way to classify and group jobs to ensure that employees are rewarded for the work they do in a consistent way. All jobs are placed into one of 11 salary grades; each salary grade has a corresponding salary range that has a minimum and maximum.

The Stevens Salary Grade Structure is available on page 4 of this document.

How Are Jobs Placed into Salary Grades?

Jobs are placed into salary grades based on a blend of external salary survey information and internal job evaluation. Therefore, jobs with similar value in the external marketplace and within the University are in the same salary grade. To be sure jobs are accurately assessed, HR periodically reviews job descriptions and salary ranges to ensure accuracy and competitiveness.

How Does Stevens Ensure Pay is Externally Competitive and Internally Fair?

The University determines what to pay for jobs by ensuring pay is competitive and fair internally and externally.

So that our salaries are competitive with the marketplace – with what people outside the University are earning for comparable jobs – we review pay data from surveys covering universities and higher education space.

To ensure jobs with similar levels of scope and decision-making authority are paid comparably, we compare jobs using factors such as:

- Knowledge and skill
- Impact and accountability
- Consequence of error
- Problem-solving
- Self-direction
- Communications
- Autonomy
- Working conditions
- Judgement and decision making authority





How does Stevens ensure the Staff Compensation Program remains competitive?

Stevens evaluates the total Staff Compensation Program and salary structure every three years consistent in keeping with best practices. Every year, one-third of jobs used to develop the structure are market-tested using current survey data.

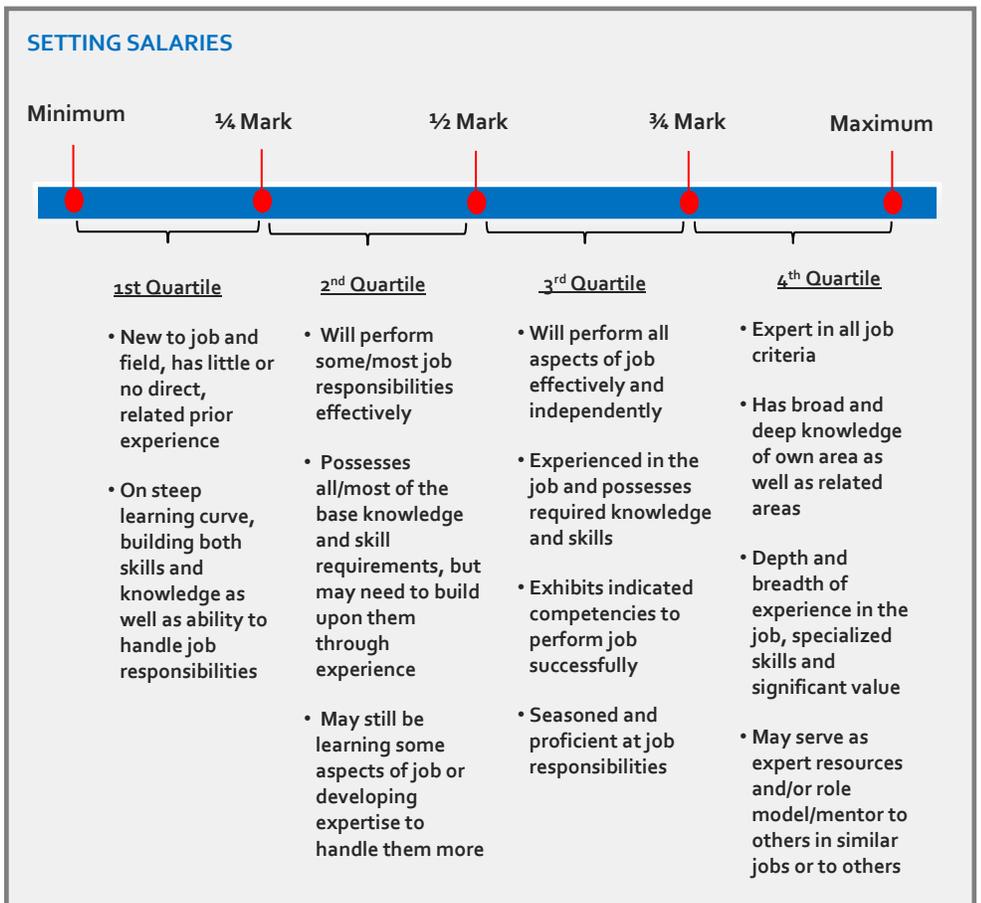
How Can Pay Increase?

Your pay can increase with merit adjustments, promotions or career change/advancement promotions.

Merit Increases

Pay can increase within a job through merit adjustments. Merit adjustments are awarded in January and are based upon the rating received on the annual performance appraisal and also by comparing your salary to the salary range. When evaluating your salary within the salary range, managers are advised to consider:

- Performance
- Depth and breadth of knowledge for subject area as well as related areas
- Depth and breadth of experience in the job, specialized skills and significant value
- Ability to serve as an expert resource and serve as a role model to others in similar jobs or areas



STEVENS SALARY GRADE STRUCTURE

| Level Criteria | | | |
|-----------------------|---|----------------|----------------|
| Grade | These are general guidelines for job slotting. There may be exceptions based on specific job characteristics. | Minimum | Maximum |
| 11 | Assumes broad authority and responsibility to formulate and implement policies within a central administrative division or school and represents the Dean or Officer in his/her absence | \$138,800 | \$229,300 |
| 10 | Assumes authority and responsibility to develop strategic and operational plans and policies for a major University department or functional area within a central administrative division or school and may represent the Dean or Officer in his/her absence | \$111,300 | \$183,600 |
| 9 | Delegates authority and responsibility to develop strategic and operational plans for a development or functional area(s) of a central administrative department or school | \$88,900 | \$146,600 |
| 8 | Delegates responsibility to implement policies and practices within a single department or functional area of a central administrative division/school and provides direction through managers and/or individual contributors/specialists | \$71,200 | \$117,500 |
| 7 | Delegates responsibility to manage operational activities of a single program, work unit, small department, or multiple program segments | \$59,300 | \$97,800 |
| 6 | Positions with the primary purpose of performing academic support, student service and institutional support activities | \$49,400 | \$81,600 |
| 5 | Performs routine assignments against established short-term objectives, time frames or acts as a team leader in setting priorities and coordinating the work of others | \$42,100 | \$67,600 |
| 4 | Assists in the administration of all aspects of a single function or program, or multiple aspects of large functions/programs | \$36,400 | \$58,200 |
| 3 | Responsible for accomplishing assigned job responsibilities, and following the standards and practices of the department and division | \$31,700 | \$51,000 |
| 2 | Provides general support to a department, team or individuals, performing a variety of activities | \$27,600 | \$44,200 |