

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 new salary structure was implemented 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 were compensated below the minimum salary range defined by the new salary structure. These employees, representing about 30 percent of staff and administrators overall, received a one-time structural salary increase to raise their compensation to their new grade's minimum. The increase was effective January 16, 2025 for impacted staff and administrators. Employees scheduled to receive a salary increase were 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. The maximum of my new pay grade is lower than my previous pay grade – is this a demotion?

A. No, this is not considered a demotion. With the implementation of a new salary structure, it is important to note your previous grade cannot be compared to your new grade. The new structure was designed based on updated market data, not our previous structure. Each job was assigned to the salary grade with the midpoint closest to the market 50th percentile. There was no decrease in value for jobs they were just updated to market. Although the pay grades are different, an employee's current pay will not be decreased because of these changes.

Q. How will the implementation remain equitable for both staff and administrators?

A. The compensation study was conducted for all staff and administrator positions. The salary structure is the same for both staff and administrators. The market review, as conducted for all staff and administrators, and the completion of phase 1 with the increase to the new grade minimums was applicable to both staff and administrators.

Q. What factors contributed to the decrease in the value of certain job salary bands?

A. Jobs were assigned to the salary grade with the midpoint closest to the market 50th percentile for the job to ensure competitiveness. The new structure was designed based on updated market data. There was no decrease in value for jobs they were just updated to market. Although the pay grades are different, an employee's current pay will not be decreased because of these changes.

Q. How are you reviewing position descriptions so that they accurately reflect where the position is placed in the salary structure?

A. As part of the market review process, the current job description is used to align Loyola jobs with comparable roles in the market data. Each job was assigned to the salary grade with the midpoint closest to the market 50th percentile.

Q. How do an employee's years of experience or years at Loyola factor into where they fall in their band?

A. Phase 1 of the compensation study focused on implementing the new salary structure and adjustments to the new grade minimums. While this first phase adjusted compensation below the new grade minimums, phase 2 will focus on target quartiles (an individual employee's placement in the pay grade) based on years of relevant experience.

Q. How do the new salary grades compare to the old ones?

A. We have implemented an entirely new salary structure based on updated market data, and employees are not be able to compare their current pay grade to the new salary structure.

Q. What should employees do if they feel they are in the wrong salary band? Is there an appeal process to make adjustments to a specific position and assigned grade?

A. We completed the new salary structure in partnership with compensation consultants, validated the data with our internal compensation team, and reviewed all information with the vice presidents as part of the implementation process. Jobs 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. If an employee has questions about the grading of a position or their job description, they should contact their HR business partner to discuss further.

Q. Will the mid-year one time salary adjustment reduce any July 1st pay raise amount?

A. The implementation of the new salary structure and adjustments to the new grade minimums are not related to the annual compensation increase process.

Q. With the new grade structure, is there a mechanism to reward performance? With the old system there was no such mechanism.

A. The salary structure itself is not related to performance, rather the salary structure consists of the pay grades and the associated ranges. As outlined in our [compensation philosophy](#), Loyola's compensation plan, when possible, seeks to reward individuals for performance, as well as the collective contributions of our staff and administrators.

Q. What does the phase 2 look like? When is this expected to happen?

A. Phase 1 of the compensation study was focused on implementing the new salary structure and adjustments to the new grade minimums. We recognize this is an important first step, but just the first step. Phase 2 of the compensation study will focus on working towards target quartiles (an individual employee's placement in the pay grade) based on years of relevant experience. Addressing compensation is a major element of our strategic plan and we are committed to seeing this through. Consistent with the strategic plan, we will address ongoing equity and target compensation in future years as we work toward becoming a destination employer.

Q. It appears that some positions that used to be in their own pay grade have been compressed into one pay grade. How will these positions be situated in those grades for differentiation?

A. Based on the updated market review; some related positions are now in the same pay grade (i.e., lead positions). As part of the phase 1 implementation, premiums were applied to differentiate related roles in the same pay grade.

Q. How does the transition between pay structures work? For example, if I was making 5% below the midpoint in the former structure would my pay in the new structure be at that same percentage relative to the midpoint?

A. With the implementation of the new salary structure, it is important to note your previous grade cannot be compared to your new grade, including the relationship to the midpoint. Each job was assigned to the salary grade with the midpoint closest to the market 50th percentile. The new structure was designed based on updated market data, not our previous structure. Phase 2 of the compensation study will focus on working towards target quartiles (an individual employee's placement in the pay grade) based on years of relevant experience.

Q. Which market did the jobs /job descriptions get compared to?

A. Loyola compares administrator and staff salaries to the appropriate, relevant market (national, regional, local) and industry (higher education, general industry), depending upon the functional nature of the job and level of responsibilities. Our higher education comparison market includes institutions with similar mission, location, expenses, Carnegie classification, employee size, student enrollment, and other factors. Consideration is given to data availability and institutions with whom we primarily compete for talent. Higher education market data are gathered from the College and University Professional Association for Human Resources (CUPA-HR) surveys and other recognized sources of market data within higher education. General industry market data from reliable published survey sources are also used for jobs that exist outside of higher education. The peer groups for the national, regional and local data were reviewed and approved by the President's Cabinet.

Q. What is the salary structure implementation timing going to look like? How will employees be notified?

A. The implementation of the compensation study will be a phased, multi-year process. Phase 1 of the study was completed January 16, 2025. We recognize this is an important first step, but just the first step. Phase 2 of the compensation study will focus on working towards target quartiles (an individual employee's placement in the pay grade) based on years of relevant experience. Consistent with the strategic plan, we will address ongoing equity and target compensation in future years as we work toward becoming a destination employer. We will follow the same process as phase 1 by validating the data with the vice presidents as part of the implementation process. In addition, we will provide University-wide and individual communications, as applicable.

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.

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