

# UCSF Global Programs **Compensation Framework for Country Offices**

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# Agenda

- Compensation Program Overview
- Job Levels
- Salary Scales
- Salary Setting
- Salary Increases
- Special Situations
- Budgeting

# Compensation Principles

## Equity

- Common framework across all offices and roles
- Pay based on responsibilities, qualifications and performance—not personal characteristics
- Data-driven standards

## Competitive Pay

- Salaries fit country context
- Align with leading NGOs in each country (75<sup>th</sup> percentile)
- Staff join for mission; may not match private sector pay

## Sustained Excellence

- Attract top talent
- Retain staff & maintain morale
- Clarify paths for growth within the organization
- Regular reviews to ensure pay meets goals

## Transparency

- Consistent criteria for comp decisions
- Clear standards for job levels and promotions

## Compliance

- Pay decisions free of bias or discrimination
- Meet all country-specific rules
- Meet all relevant UC and sponsor policies

# Compensation Framework

**Job levels** applied consistently

**Salary bands** in local currency, benchmarked to NGO labor market in each country

**Salary guidelines** to recognize differences in work responsibilities, experience, etc.

**Annual increase** when appropriate, determined for each labor market

**Career paths** permitting advancement to roles with greater responsibility

# Job Levels

HR and hiring manager use the Job Classification Grid to determine job level\*

*Four job series:*

<b>Operational (O1–O3)</b> Manual work
<b>Support (S1–S4)</b> Process execution or general support to others
<b>Professional (P1–P5)</b> Design, lead or analyze projects or processes, requiring specialized professional expertise
<b>Managerial (M1–M5)</b> Full supervisory authority for other full-time staff

*Job responsibilities are measured along these six competencies to determine job level within the series:*

<b>Autonomy &amp; Judgment</b> Independence of work and complexity of decisions
<b>Impact</b> Consequences of job performance
<b>Relationships &amp; Communication</b> Nature of work relationships and communication skills
<b>Leadership</b> Leadership qualities and influence
<b>Expertise</b> General and specialized expertise applied to job
<b>Innovation</b> Creative thinking on the job

\*Some country offices may delegate decisions to a committee. IRSO must approve for Country Director's direct reports.

# Job Leveling Tool (Used by HR)

18	Support				
19	S1	S2	S3	S4	
20	<i>Level name</i>	Entry	Intermediate	Experienced	Advanced
21	<i>BG level</i>	BG-04	BG-05	BG-06	BG-07
22	<i>Examples</i>	<i>Administrative Intern</i>	<i>Assistant</i>	<i>Officer</i>	<i>Senior Officer, Coordinator</i>
23	<b>Autonomy &amp; Judgment</b>	<b>Under supervision.</b> May perform some assigned tasks independently, according to prescribed procedures.	<b>Under general direction.</b> Performs assigned tasks with general direction, applying judgment within routine parameters.	<b>Execution within protocols.</b> Works independently to execute defined processes or meet assigned goals. Evaluates quality and completeness against established standards.	<b>Autonomy on execution.</b> Exercises substantial autonomy to execute work within area of specialization. Applies experienced judgment to solve complex problems.
24	<b>Impact</b>	<b>Tasks.</b> Performs (or completes) tasks as assigned.	<b>Variety.</b> Provides varied support that affects project completion or quality.	<b>Quality / timeliness.</b> Maintains timeliness and quality of processes or deliverables on day-to-day basis, with impact on project success.	<b>Project success.</b> Sustains execution and/or quality of processes, services, or deliverables within area of specialization, with substantial impact on project success.
25	<b>Relationships &amp; Communication</b>	<b>Basic information.</b> Relays information or provides basic customer service. May communicate with clients or the public. Works as part of a team.	<b>Effective communication.</b> Effective communication with clients and peers. Works as part of a team.	<b>Proactive communication / collaboration.</b> Communicates proactively with relevant stakeholders to identify and address issues. Collaborative relationships with peers.	<b>Advice / broad collaboration.</b> Clear, proactive communication to advise stakeholders and address issues. Collaborative relationships with peers; may have impactful external relationships.
26	<b>Leadership</b>	<b>None required.</b>	<b>Basic standards.</b> Maintains basic standards and quality.	<b>Guidance to others.</b> Monitors and demonstrates program standards and quality. May train or coach others.	<b>Maintains standards.</b> Oversees standards and quality within area of specialization. Typically trains and coaches others. May lead projects in area of specialization.
	<b>Expertise</b>	<b>Entry-level.</b> Has limited or no experience. May have some training	<b>Process knowledge.</b> Knowledge of and ability to apply relevant protocols and standards. May have	<b>Applied experience.</b> Experience executing relevant processes or deliverables. Process expertise may	<b>Specialized expertise.</b> Specialized experience and expertise with a complex process and/or subject-

# Job Level Determines Salary Band

O1	O2	O3								
		S1	S2	S3	S4					
					P1	P2	P3	P4	P5	
						M1	M2	M3	M4	M5
<b>Band 1</b>	<b>Band 3</b>	<b>Band 4</b>	<b>Band 5</b>	<b>Band 6</b>	<b>Band 7</b>	<b>Band 8</b>	<b>Band 9</b>	<b>Band 10</b>	<b>Band 11</b>	<b>Band 12</b>

Each country has its own salary scale: min and max amounts for each band

# Salary Scales

## Salary scales based on market benchmarks in each country

- Salary scales in local currency
- Target: Pay better than 75% of NGOs in country (Birches Group 75<sup>th</sup> percentile)
- Adjustments to allow for uniformity and to maintain equitable purchasing power
- Where '13th month' is common, UCSF incorporates it by increasing annual rate

## Annual review and updates

- Address changes to salary benchmarks, cost of living, and new legislation
- Increases in Africa often higher than in US



# Salary Setting

Within each salary band, salaries may vary due to work-related factors **only**

## **Job differences**

(variation within a job level)

Work responsibilities & scope

Required education & experience

Required knowledge & skills

Market demand or recruiting difficulty

Position type (term, full/part-time, overtime)

Working conditions

Budget or grant limitations

## **Individual differences**

(only if directly applied to the job)

Work performance

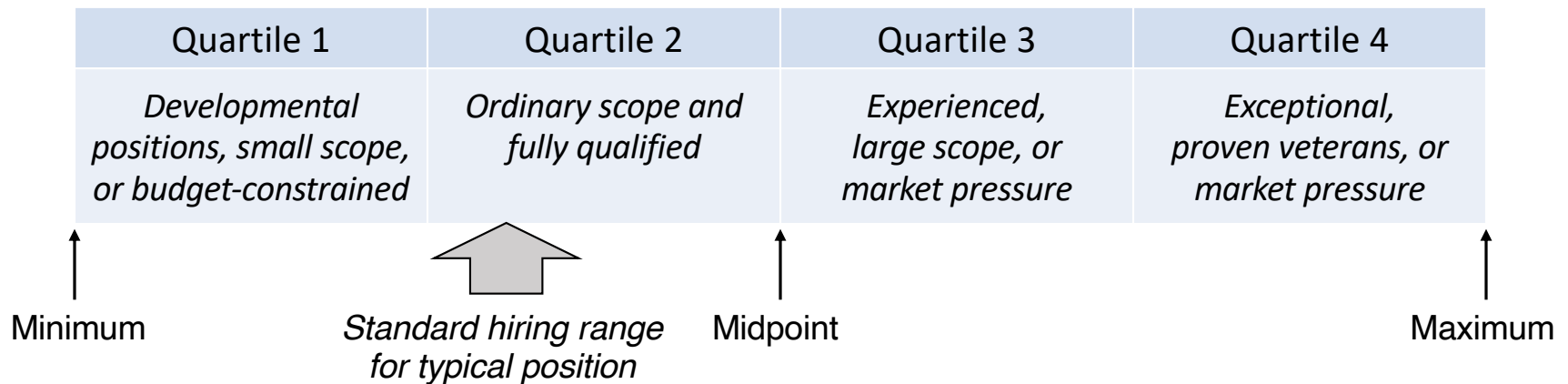
Other relevant education & experience

Specialized knowledge & skills used in job

Length of service in job, or with UCSF

# Salary Setting

- HR typically determines salaries in consultation with the hiring manager
- In certain situations, the Country Director or IRSO makes the final decision
- Each salary band is divided into four quartiles – no specific starting salaries or steps
- Typical practice is shown in the chart below, with two caveats:
  - Salaries should be equitable across comparable positions (excluding outliers), which may result in a higher or lower quartile
  - Hard-to-fill positions may require job-specific benchmarking



# Salary Increases & Adjustments

## Annual Increase Process

*Timing may vary by country and program; not guaranteed*

### Standard increase

*by country, typically 0%–8% depending on market conditions*

### Equity review

## Other Increases

*Typically limited to 20% total in a year*

### Promotions

### Reclassifications

### Compliance requirements

### Acute exceptions

*(retention, equity, market conditions)*

## Eligibility Criteria

Tenure (usually 6 months)

Funding available

Not above maximum

*(increase may be reduced)*

Satisfactory performance  
& no investigative process

*(increase would be deferred)*

# Exceptions

- **All exceptions must be approved by Country Director and IRSO**

## *Other special rules:*

- Staff paid below minimum
  - Require approved exception and must be reviewed annually & prioritized for increase
- Staff paid above maximum
  - Required approved exception and further increases are limited
- Staff working outside 'natural' base
  - Typically paid on salary scale for country where physically located
  - However, salary will not increase for a personal move (vs. a UCSF-directed move)

# Budgeting

This guidance is for budget estimation **only**.

Specific salaries will be determined with HR at time of hire or promotion.

## **New or Revised Positions** (New hires, promotions, etc.)

1. Complete job description template
2. Submit to HR in country office
3. HR determines job level and provides:
  - Salary hiring guideline (in local currency)
  - Benefits rate (% of salary)

## **Continuing Positions** (No change to job description)

1. Contact HR in country office for:
  - Expected salary increases (or use 5% default)
  - Changes to benefits rate
2. Estimate new salary and benefits in local currency before USD conversion (USD % increase may be different due to currency fluctuation)

Salary estimates will be provided in local currency.  
Convert to USD using exchange rate recommended by IRSO.

# Questions?



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