

USM Salary Increase Guidelines -- Effective August 2018

Applicable Employee Groups: Staff (FT/PT), Temporary (FT/PT), and Student Employees

Approval for pay adjustments must be received prior to communicating an increase to an employee.

Pay adjustments will be effective at the start of the next pay period after approval.

Supervisors proposing salary increases must identify recurring funding within their budget(s) to accommodate the change in the current fiscal year as well as the ensuing fiscal year. Additionally, salary savings will be calculated by the University Budget Office, and their usages will be determined by University guidelines. Grant funded positions will be reviewed and approved consistent with these guidelines. Exceptions to these guidelines may be approved in those cases where the agreement with USM is a 'pass-through'.

Non-Allowable pay adjustments:

1. Cost of living adjustments (COLA) for individuals should not be proposed; COLAs are a university-wide pay policy. This applies to grant funded positions also.
2. Merit adjustments for individuals to recognize performance.

Allowable pay adjustments:

1. Counter Offer

In most cases, a written offer from another organization will be required to warrant a counter offer. In cases where mission critical employees are being recruited, a counter offer may be approved. Human Resources may be consulted for market data.

2. Equity Adjustments

Equity adjustments refer to the need to review salaries due to a civil rights issue (e.g. gender discrepancies). Requests must be reviewed by Human Resources.

3. Additional/Changes in Duties

Significant changes

A significant change is one that increases the level or depth of work being performed, typically resulting in a "promotion". The job description must first be updated in consult with the HR Partner. Adding duties to the job description is typically not sufficient to support a "significant" job change and the qualifications for the position must also be updated to demonstrate the level and/or depth of change. The change must meet the description of "job enlargement" or otherwise may be treated as a position elimination/addition, a job posting will be required, and the Reduction in Force policy may apply.

- Increases in a single fiscal year are typically limited to 10% or \$9,000, whichever is less.
- In certain cases, a larger increase may be approved with VP approval.

Minor job changes

Job changes that do not meet the "significant" threshold may still be eligible for an increase at no more than 5% of the current rate. No change to the job description is required, just a memo explanation.

4. Market Adjustments

Market adjustments may be considered if a market review and analysis has been completed by Human Resources. Salary data collected by departments from sources such as Salary.com or a single web-based site will not be sufficient to trigger a review of salaries. Exceptions include pass-throughs.

Procedures

1. Requests for salary adjustments are initiated by Department Heads. The request must be made in writing and include appropriate documentation (e.g., offer letter, updated job description, etc.) and the rationale for requesting the salary adjustment.
2. The initiator will then send the request to the Dean or AVP of their department to gain support, and then to the VP for review and approval.
4. At the same time as the request is sent to the VP, a copy of the request should also be sent to the Human Resources Director for review. The HR Director will consult with the VP to review the request and then approve, deny or provide an alternate solution.
5. If necessary, the final step is a review and discussion with the Vice President of Finance & Administration/CFO.
6. The department will be notified by HR of the result of the review, and if the request is approved the department will complete a PAF to initiate the salary adjustment. An effective date of the increase will be provided at that time (salary adjustments are typically not approved retroactively.)

Minor Job Change Example

Current Responsibilities

- Handles all paperwork associated with the processing of complaints, including preparing memorandums, creating and maintaining complainant files.
- Assisting in the development of training materials, including preparing PowerPoint presentations, scheduling trainings and other coordination activities.

Qualifications:

Bachelor's degree in human resources or related field and one year of experience and/or 3 years of human resources experience.

New Responsibilities

- Responsible for the administrative functions of the complaint tracking system, including responding to emails, password resets, approving user accounts, and troubleshooting issues.

(an additional duty but of the same depth and scope as current duties)

Qualifications:

No change

Significant Job Change Example

Current Responsibilities

- ❑ Handles all paperwork associated with the processing of complaints, including preparing memorandums and maintaining complainant files.
- ❑ Assisting in the development of training materials, including preparing PowerPoint presentations, scheduling trainings and other coordination activities.

Qualifications:

Bachelor's degree and one year of experience
–or- 3 years of human resources experience.

New Responsibilities

- ❑ Assists in the investigations of complaints. Participates in interviews and drafts determination memos.
- ❑ Provides on-going training. Functions as a consultant to management and serves as a resource to the university community

(Current duties expanded to a higher level of skill and responsibility, as demonstrated by also increasing the qualifications)

Qualifications:

Bachelor's degree and 3 years of experience
–or- five years of human resources experience