

USM Salary Increase Guidelines -- Effective June 2019

Applicable Employee Groups: All staff and faculty pay changes (except faculty promotions)

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' (in such cases the PAF must state "pass through" and be signed by the VP of Research).

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 reward and recognize good 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 should be consulted for market and equity data. Requires VP approval.

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 and approved by Human Resources. Also requires VP approval.

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.
- A new job description outlining the significant changes must be submitted and reviewed by HR for a market evaluation. HR will then issue a recommend.

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. Any increase above 5% without a significant job change requires an HR recommend and VP approval.

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 professional organization, such as CUPA, will not be sufficient to trigger a review of salaries. Exceptions include pass-throughs (which the PAF must be marked “pass through” and signed by the VP of Research).

Procedures

Requests where no HR review or VP signature is required (minor job changes no more than 5%):

1. A memo of explanation should be submitted to the appropriate HR Partner for review that meets these guidelines.
2. HR will issue a response back to the department head as to whether the request is appropriate within salary guidelines.
3. The PAF may be submitted to HR for processing with one-level up approval.
4. At this time, the pay change may be communicated to the employee and will be made effective no sooner than the next full pay period.

All other pay changes must be processed as follows:

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. This must be done prior to submitting the PAF and communicating the raise to the employee- no approval has been granted yet.
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.
3. At the same time as the request is sent to the VP, a copy of the request should also be sent to the appropriate Human Resources Partner for review. The HR Partner will consult with the VP to review the request and then approve, deny or provide an alternate solution.
4. If necessary, the final step is a review and discussion with the Vice President of Finance & Administration/CFO.
5. The department will be notified by HR of the result of the review, and if the request is approved the department may complete a PAF to initiate the salary adjustment. An effective date of the increase will be no earlier than the next full pay period (salary adjustments are typically not approved retroactively). All documentation should be attached to the PAF for the record supporting the pay change.

Please see next page for examples of significant/minor job changes

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.

An Additional Responsibility

- 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