USM
Salary Increase Guidelines -- Effective July 1, 2014
June 24, 2014

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 during the month of approval (i.e., they will not be retroactively approved).

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.

2. **Equity Adjustments**
   Equity adjustments refer to the need to review salaries due to a civil rights issue (i.e. gender, ethnicity, etc.). Requests must be submitted to Affirmative Action and Human Resources for review and approval (market adjustments are not included, see 4.)

3. **Additional/changes in duties**
   a. There must be a substantive change in the level or breadth of work being performed. Updated position descriptions must be provided to Human Resources (with the changes clearly noted). A minor change in work, or more work of a similar nature, is not sufficient to trigger a proposed increase.
   b. Increases in a single fiscal year are typically limited to 10% or $9,000, whichever is less. Proposed increases may vary between 3% and 10%, dependent upon the change in duties. Proposed increases below 3% are likely to be viewed as a non-substantive change in the work, which would not be sufficient to trigger a proposed increase.
   c. Increases above those amounts will be reviewed for possible multi-year implementation or a determination as to whether the proposed changes to the position constitute a ‘different job’ which would require competitive posting of the position. In certain cases, a larger increase may be approved.
4. Market Adjustments
   a. Market adjustments may be considered in concert with another ‘allowable’ reason for a pay adjustment.
   b. Market adjustments may be considered if a market review and analysis has been completed by the Human Resources Department. 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.

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 the guidelines above. 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.

Procedures

1. Requests for salary adjustments are initiated by Department Heads. The request must include appropriate documentation (e.g., offer letter, updated position description, etc.) and the rationale for requesting the salary adjustment. The rationale should also include an explanation of the significance to the University as well as the department of the proposed salary change.
2. The initiator will then send the request to the Dean, AVP, or VP as appropriate. They must then indicate their support of the request.
3. If the request is sent to a Dean, AVP, or intermediate supervisor, it must then be sent to the appropriate VP who must indicate their support of the request if it is to be moved forward.
4. At the same time as the request is sent to the VP, the entire packet is sent to the Human Resources Director for review. The HR Director will consult with the VP and approve the request or provide a recommendation along with the VP’s recommendation to the VP/CFO.
5. If necessary, the final step is a review and discussion with the Vice President/CFO.
6. The department will be notified of the result of the review, and if the request is approved the department will be contacted by Human Resources to complete a PAF to initiate the salary adjustment. An effective date of the increase will provided at that time (salary adjustments will typically not be approved retroactively.)