

Salary Increase Exercise

SALX

Guidelines

For Academic Faculty &
Administrative Professional Employees

FY 2019-2020

March 1, 2019

**Colorado
State**
University

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Preface

For the FY20 SALX process, a proposed **4.0%** University average merit increase is anticipated. Keep in mind the 4.0% is the average and not to say everyone is entitled to the same percentage increase. The determining factor should be based on performance rankings conducted on an annual basis across any given department / unit. The expectation is there will be some variances amongst employees merit increases. Some individual increases will be higher, some lower but the overall percentage will likely be within the university average and will require each college / vice presidential unit to stay within the control numbers provided to them. It is important to communicate this to your employees to minimize any misunderstandings.

The process implemented three years ago for equity and special increases will continue in FY20. See separate documentation for procedures and how to access the form. You will need to work closely with your SALX Coordinator for this process. Requests must be pre-approved and **funded from the existing funds of a college/unit. There will be no central funds for equity or special increases.** Remember, equity and special increases are not included in the salary control numbers associated with centralized fringe benefits. Individual areas are responsible for paying into the fringe pool to cover the cost of the fringe benefits associated with equity and special increases and will need to purchase additional salary control authority.

March 19 is the cut-off date for new hires to be included in the exercise. This means paperwork and electronic approvals must be completed and in Oracle HR by March 19. The same is true for changes to existing employee assignments with any type of mid-year salary changes. Salary changes made after March 19 are unlikely to be captured or included in the exercise.

Post-doctoral employees and administrative professional hourly employees are not part of SALX. Salary adjustments may be made on the anniversary date of their hire, or on the anniversary of the grant start date, through normal HR procedures. It is anticipated that up to the full amount of the merit increase could be applied for these individuals as determined by each college on a case-by-case basis. HR has recently created a process to grant an annual salary increase for these AP Hourly employees. Reference page 4 under eligibility for more details regarding the process.

Prior changes implemented within SALX to preserve data integrity and synchronize the approval process will continue this year supporting the position management and hiring process facilitated through the Talent Management System (TMS). Factors prompting action in TMS include requirements for updated job descriptions and proper classification in the AP Framework structure. Special increase requests resulting from a major change in job duties and/or responsibilities resulting in a promotion outside of the official faculty and promotion and tenure process must be reviewed and approved by the Office of Equal Opportunity (OEO) and Human Resources (HR) through the TMS process. Reference communication from HR dated February 14, 2019.

Any reviews and approvals that were not completed before the SALX deadlines will likely need to be processed after SALX is finalized through the normal off-cycle/Alternative Appointment Request (AAR) request procedure. **Backdating of promotions and salary increases is not permitted.**

Overview

The table below summarizes key components of increases for the faculty and administrative professional salary increase exercise. It is important to understand the process so please read through the detailed information within the Salary Increase Guidelines. **Those receiving equity, special, promotion, University Distinguished Professor (UDP) or University Distinguished Teaching Scholar (UDTS) increases must also receive at least the University average merit percentage increase.**

Category	Definition	Eligible Employee Group	Pre-Approval Required	Deadline to Submit Pre-Approval Request	Notification Date of Approvals by Provost/VP	Fund Source	SALX Field
Merit	Increase based on performance evaluation	All	No	n/a	n/a	Units receive a set % of increase for E&G funds only.	Merit Amt.
Equity Increase	Increase based on comparison with other salaries in the same unit. For tenure-track/tenured faculty member, use the Equity Study data provided by Institutional Research or Salary Equity letters from OEO.	All, but mostly for tenured/tenure track faculty	Yes (unless coming from merit pool \$)	April 10	April 30	Comes from Unit's internal resources and/or reallocations. No central funding.	Disc/Indiv. Equity (unless from Merit pool \$, then insert in merit amt and provide comments)
Special Increase	Individually justified adjustments that cannot be accomplished through the regular merit/equity process.	All	Yes	April 10	April 30	Comes from Unit's internal resources and/or reallocations. No central funding.	Special Increase
Promotion	Results of promotion and tenure process	Regular tenure-track academic appointment	President Approves prior to Early May	n/a	n/a	Central Funding	Promotion
Promotion Others	Results of promotion	Special research and academic appointment	President Approves prior to Early May	n/a	n/a	Unit's internal resources	Promotion

General Policies

Colorado State University administers an annual process for salary adjustments with implementation on July 1. Colorado State has a duty and responsibility to treat all employees in a consistent and fair manner relative to salary and benefit administration within the annual salary increase pool. Each unit shall develop a plan that must include a merit-driven process to guide individual salary decisions. While each department and unit must be concerned about consistency, the University must exert an effort to assure that there are no material inconsistencies between department/unit implementation of the salary exercise. Justification for all salary adjustments must be formally documented and able to withstand independent review.

The source of funding for an individual's salary is not and cannot be a factor in determining salary adjustments. Anyone working for the Colorado State University System comes under the Board of Governors (BOG) and Colorado State University policies and procedures relative to personnel and payroll policies. No external entity can dictate the salary and benefit levels of our employees. There is an ongoing practice to ask for fund source information for off-cycle, special, and equity increases, but fund source is never the determining factor in the approval process.

The BOG annually makes a policy decision relative to the total merit increase for academic faculty and administrative professional staff. The University's administration is responsible for implementing this policy decision.

Increases: All increases will be subject to approval through University approval processes and ultimately the Board of Governors of the Colorado State University System.

Eligibility Cut-Off Date for New Hires: March 19, 2019 is the cut-off date for new hires to be eligible for a salary increase. This means paperwork and electronic submission of required employee information must be processed in the HR System and all approval levels completed by March 19. Anyone with an employment date later than **April 1** is unlikely to be included in the 2019-20 Salary Increase Exercise. Added effort and clear communications on everyone's part to ensure timely processing of required paperwork and approvals in HR are necessary, especially this time of year.

New hires are defined as follows:

- Employees new to the campus, hired through TMS or changes made through an AAR process approved by the OEO and HR.
- A current employee who accepts a new position that does not include responsibilities of their current job title.
- A current employee who is assuming additional duties or responsibilities that are substantial when compared to the employee's total time/effort.

Eligibility Cut-Off Date for Employees Transitioning from State Classified to Administrative Professional: February 8, 2019 was the cut-off date for state classified employees to submit paperwork to HR to be eligible for salary increase consideration through this exercise if they are in a classification eligible to convert from SC to AP. SC to AP appointments must be reviewed and approved by the Office of Equal Opportunity and Human Resources through the AAR process. The Office of Budgets and Human Resources will work closely during the transitional period to capture those with effective dates up to April 1, 2019.

Eligibility: The eligibility process is intended to identify and validate all academic faculty and administrative professional employees who are eligible for salary increases. This includes transitional faculty, faculty on sabbatical leave, part-time, temporary, and employees on leave-without-pay. Verify and/or change the salary authority department number to be the department responsible for determining raise consideration. The specific procedures and instructions for verifying and reporting eligibility begin on page 12. The base salary rates of individuals who are not eligible for an increase are excluded from the control totals used to calculate the overall salary increase base for each college/unit.

Human Resources created a salary basis called AP Hourly, which follows the bi-weekly payroll cycle rather than the monthly payroll cycle. Employees in AP Hourly assignments are not included in the SALX. Human Resources will provide an opportunity to grant an annual salary increase for these employees and will contact the relevant departments with instructions closer to the end of the fiscal year. Alternatively, departments may request an 'off-cycle' merit increase from the Provost Office using the normal procedure. For more information on raises for AP Hourlies, please contact Human Resources.

Primary and Concurrent Assignments: For the purpose of the raise exercise, only the employee's primary assignment comes across from HR when the SALX file is captured and created for salary raise eligibility and increase consideration. Concurrent assignments will not be addressed in the raise exercise, except as noted on page 13. In an attempt to eliminate some steps in the process including having to complete an off-cycle salary request, departments can use the Comments field within SALX to identify anyone that has a concurrent assignment where salary adjustments are expected to occur on that assignment as well. Provide as much detailed information as possible, including salary increase amount, percent of increase, assignment number, effective date, and other relevant information, which will explain what is to occur with the concurrent assignment for the new fiscal year. The Office of Budgets will share this information with HR. If this does not occur, departments will be required to handle each case individually through normal HR procedures by making adjustments to concurrent assignments after the regular raise exercise is completed.

Control Totals: The Office of Budgets will issue control totals based on the merit increase percent. Unless specifically approved by the Operations Committee of the President's Cabinet, the sum of all college/unit merit increases for all fund sources may not exceed the control total. Colleges/units DO NOT receive base budget increases based on the salary increase amounts distributed to employees through the salary exercise. Budget allocation increases for faculty are computed from the Faculty Raise Base process. Budget allocation increases for Administrative Professional staff are based on how employees are budgeted in Budget Construction in the current fiscal year that will be ending on June 30. In both cases, increases are only funded for state appropriated sub funds (EG, PVM, EXPSTA, EXTEN, and CSFS). Contact the Office of Budgets for additional details.

Individual Full-Time Rates and Part-Time Employment: The entire salary increase exercise is based on an individual's primary assignment and uses the full-time annual salary rates. The part-time appointment is ignored for the exercise. In the HR manual, part-time status is identified as working hours under Standard Conditions; anything less than 40 hours per week represents part-time employment. Once the salary increase is determined and loaded into the Oracle HR System, the part-time status is used to calculate the actual increase. Follow standard HR procedures to make changes to working hours.

Merit Increases: The traditional merit increase will be a permanent base increase to an individual's salary and is based on performance. In assigning increases from the annual merit increase salary pool, methods must be developed to assess an individual's merit in relation to a relevant internal peer group. The assessment must lead to differentiation in recommended salary increases, even among a group of meritorious employees. Performance planning and evaluation shall be the basis for determining merit increases for the past cycle. All employees must have at least an annual, formal evaluation that is the basis for their merit increases and is processed through the proper levels of review within each unit. Documentation of formal evaluations must be on file in the department or college office. The Dean or Vice President will certify in the final Employee Salary Increase Report that the proposed merit increases are based on formal performance evaluations. Policies governing performance evaluations may be found in sections C.2.5 and D.5.5 of the Academic Faculty and Administrative Professionals Manual. Web location: <http://facultycouncil.colostate.edu/faculty-manual-section-c/#C.2.5> and <http://facultycouncil.colostate.edu/faculty-manual-section-d/#D.5.5>

NOTE: Any merit increase percentage that computes to 0.5% or less of the individual's annual salary will require a comment to explain the low increase.

Equity Adjustments: Salary equity can be a factor in making salary adjustments.

CSU's Salary Equity Committee, consisting of both external experts and internal stakeholders, established a statistical methodology that can be used on a regular basis for detecting equity concerns related to individual or sub-populations of faculty. That methodology will be used this year to detect potential equity issues within the faculty.

CSU is committed to salary equity in the SALX process and therefore, we are directing Chairs/Heads to use the new statistical model in comparing salaries of peer colleagues within their departments when a potential salary equity issue is identified. After considering time in rank and overall achievement, is the salary of any given faculty member within a range one would expect as compared to departmental peers? If an equity concern is revealed, please make an appropriate equity adjustment for that individual. Please be particularly sensitive to potential equity issues as a function of gender or minority status for full professors. All equity increases for academic faculty must be based on comparisons within each academic department and are not subject to OEO and HR review. A portion of the merit pool dollars can be used to address equity issues and is at the discretion of each Dean or VP. This is sometimes not enough to resolve all equity issues. In those cases, departments/colleges have the opportunity to request authority to grant equity salary increases by completing the Request for Equity and Special Salary Increase Form and submitting it through appropriate channels and deadlines for consideration. Further explanation of this type of equity increase follows the same criteria as explained in the Special Increases section on the next page. CSU has no formal "peer equity" policy. Peer institutions are selected to provide general institution-to-institution data comparison, not department-to-department comparisons. Equity adjustments for administrative professional staff are to be based on documented internal comparisons. There is no "equity" policy for funding equity raises based on extended comparisons outside the University. **Anyone receiving an equity increase must receive at least the University average merit increase.**

Equity increase requests, other than faculty appointments, must be reviewed and approved by the Office of Equal Opportunity and Human Resources through the AAR process. Approved equity increases will not increase the college/department/unit salary control number for the purpose of managing fringe benefits. Any equity adjustments that are not from the merit pool dollars must be made from the unit's own resources and/or reallocations. There will be no central funding for equity increases.

Special Increases: In certain circumstances, it may be necessary to request special increases for individually justified adjustments that cannot be accomplished through the regular merit/equity increase process. Special increase requests resulting from a major change in job duties and/or responsibilities resulting in a promotion must be reviewed and approved by the Office of Equal Opportunity and Human Resources through the TMS process by April 12. If reviews and approvals are not completed before the SALX deadlines, these requests will likely need to be processed after SALX is finalized through the normal off-cycle/Alternative Appointment Request (AAR) request procedure. Approved special increases will not increase the college/department/unit salary control number for the purpose of managing fringe benefits. **Individuals receiving special increases must also receive at least the University average merit salary increase.** Such special increases are calculated after the regular merit/equity increase has been applied and must be funded from reallocations within the college/unit. **There is no central funding for special increases.**

Source of funds is never an acceptable justification to allow special increases.

Acceptable reasons for consideration may include:

- Change in job duties
- Major increase in responsibilities
- Promotions beyond the official faculty Promotion & Tenure process
- Outstanding performance that cannot entirely be addressed through merit increase
- Additional or completed education, training or degree
- Determination of Fair Labor Standard Act (FLSA) exemption status
- Retention – adjustment where retention is a major issue for faculty or administrative professional whose salary is not competitive with comparable positions outside of CSU and we are in jeopardy of losing this individual.

Any allocation of funding for salary increases above and beyond the regular merit/equity pool must specifically address the program/service impacts of the reallocation on the department and the University. All reallocations have an impact, which should be formally stated as part of the process. Requests for special increases must be submitted by the department/unit head to the Dean or Vice President and then to the Provost/Executive Vice President or President for consideration, depending upon reporting lines.

The procedures for the Request for Equity and Special Salary Increase Form is a separate document from the Guidelines. If submitted requests are approved at the Provost/VP level, then they will be routed to the President's Operation Committee for final approval.

The Request for Equity and Special Salary Increase Form can be found within the Procedures for the new "Request for Equity/Special Increase Form."

If requests are approved by the Operations Committee, the President, Provost, VPs and Deans will be notified and the data will be fed into SALX. The individual's new salary base will then be uploaded to their primary assignment in the HR System.

If an equity or special increase is denied, the President's Office, Provost's Office or VP Office will communicate this to the originating Dean/Director who will in turn notify the Department Head/Chair.

Off-Cycle Increases: Academic Faculty and Administrative Professional employees who, by the nature of their appointment, are scheduled to receive an increase at a time other than July 1, should be included in the salary increase exercise. The base rates for these individuals will be included in the overall control totals for each college/unit. See section titled “Off-Cycle Increases/Raises Outside the Normal Time-Frame” on page 15.

Temporary Employees: Salary increases for temporary Academic Faculty and Administrative Professional employees are the prerogative of each college or unit. The increases usually depend on the duration of their appointments and if they will be returning the next fiscal year or not. If raises are given to temporary employees, they will be counted in the salary increase control total for the college or unit.

Promotions from Promotion & Tenure Process: Regular faculty appointments continue to be centrally funded and will be either a percentage of the faculty members’ annual salary associated with their primary assignment or a flat amount, whichever is higher. **All increases from Promotion & Tenure Process will be strictly based on the Faculty’s assignment salary and not on the Administrative Professional Assignment’s salary.** The increases are calculated as follows:

1. The increase to a full professor is either **10%** of the annual salary or **\$7,000**, whichever is higher.
2. The increase to an associate professor is either **10%** of the annual salary or **\$6,000**, whichever is higher.

These increments also apply to academic faculty on special appointments, even though their increases will not be centrally funded. Promotions loaded into SALX are the final results of the annual Promotion and Tenure Process administered by the Provost’s Office. **Note:** Increases for Faculty with Administrative Professional Assignment from Promotion & Tenure process will be based on their Faculty appointment plus any merit increases received during their service period. **Promotional increases are a reward for changes in faculty rank and should not reduce or otherwise offset merit increases.** The names of faculty receiving promotional increases and the amounts of their increases will be included with the salary increase control total documentation. **Anyone receiving a promotion increase must receive at least the University average merit increase.**

Promotion Increases: The Promotion amount field is restricted for use by the Office of Budgets and will only contain amounts that reflect the official University promotion recommended increases from the Promotion and Tenure process. Promotions for administrative professional staff must be reviewed and approved by the Office of Equal Opportunity and Human Resources through the AAR process.

Reference this website http://static.colostate.edu/client-files/provost/RA_RS_promotions.pdf for promotional increases for research associate, research scholar series.

University Distinguished Professors and University Distinguished Teaching Scholars: University Distinguished Professorships (UDP) and University Distinguished Teaching Scholars (UDTS) exist within the University for Prestigious Honor. All University Distinguished Teaching Scholars and newly selected University Distinguished Professors receive a permanent base salary increase of \$7,500. As vacancies occur and new appointees are selected, the stipend is moved to the college budget in which the individual resides. **Anyone receiving a new UDP/UDTS increase must receive at least the University average merit increase and the \$7,500 increase amount should be entered into the Merit Amt. field within SALX.**

Appointment Changes: Changes (which involve the AAR system processes within TMS) were implemented within SALX to preserve data integrity and synchronize the approval process. This supports the position management and hiring process facilitated through the Talent Management System (TMS).

Policy and procedures for handling appointment conversions, movement to and from administrative appointments, salary guidelines including those for interim positions are in the *Operating Procedures for Academic Faculty and Administrative Professional Staff Salaries* <http://provost.colostate.edu/media/sites/75/2015/08/Salary-Adjustment-Operating-Procedures.pdf>.

Leave-Without-Pay (LWOP) Base Increase Procedures: Employees on leave-without-pay are included in the salary raise exercise if they were on LWOP status on the date the snapshot was taken. If the person is still on LWOP status at the time the data is uploaded to HRS prior to July 1, departments will be required to submit paperwork to HR to adjust the annual salary once the employee returns to active assignment status. In some cases, departments will want to exclude them from the eligibility process and raise consideration.

Notification of Increases: Individuals should not be notified of proposed salary increases until instructed to do so by the Office of Budgets. It will be imperative to include explicit wording on all verbal and written communications to our faculty and administrative professional staff that raise recommendations are subject to approvals including the CSU Budget by the Board of Governors.

Workshops: Mandatory training workshops for SALX Coordinators are scheduled for March 26 - 28, 2019. Registration notification will be sent to SALX Coordinators along with training materials prior to the training workshops.

Where to Get Help:

1. Questions regarding academic issues including salary increase policies, equity adjustments, special increases, promotions, etc. should be addressed to Dr. Dan Bush, Vice Provost for Faculty Affairs, 491-6614 or 491-0212 D.Bush@ColoState.edu or to the helpdesk at [SALX Budget Office Helpdesk@colostate.edu](mailto:SALX_Budget_Office_Helpdesk@colostate.edu).
2. Questions regarding non-academic units, technical issues, and system problems should be addressed to our help desk at: [SALX Budget Office Helpdesk@colostate.edu](mailto:SALX_Budget_Office_Helpdesk@colostate.edu).

2019-20 Salary Increase Guidelines - Critical Dates

Date	Primary Contacts and Participants	Activities/Requirements
December 19- January 14	Office of Budgets & Colleges/Units	Identify college/dept. persons (coordinators) who will input salary exercise information into SALX and will require training.
Mid Jan-Feb	Central Administration	Discussions regarding initial assumptions; % of merit increase; if allowing special/equity requests, etc.
February 1	Colleges/Units	Deadline to submit Off-Cycle raises
February 1-20	Office of Budgets / SALX Coordinators	Update HR in preparation for salary exercise: <ol style="list-style-type: none"> 1. Office of Budgets will provide a list of faculty/employee records for SALX Coordinators to review. 2. Colleges/Units responsible for verifying/correcting/maintaining: <ul style="list-style-type: none"> • Salary Authority department numbers are correct for individuals • All department heads are on Dean's list, etc.
February 8	Eligible State Classified Employees converting to Admin Professional	Deadline date for state classified employees to submit paperwork to HR to be eligible for salary increase consideration through this exercise.
March 1	Provost's Office	Distribute initial Salary Raise Exercise Guidelines to VPs, colleges Deans and SALX Coordinators.
March 1- April 10	Colleges/Department Heads VPs/Directors	Submission period for Equity and Special Increase requests. Provost/VPs should send out memo to department heads/directors explaining internal deadlines and parameters to follow in completing the request form.
March 1 – July 1	Provost/VPs	Freeze all Off-Cycle Salary Increase requests during the SALX process.
March 19	Depts/Colleges/Units/HRS	Deadline to have new hires set up and fully approved in HRS/TMS in order to be included in Salary Raise Exercise.
March 25	Office of Budgets	Create Salary Raise Exercise File.
March 26-28	Office of Budgets / SALX Coordinators	SALX Training Sessions for Coordinators.
March 26 – April 8	Office of Budgets / SALX Coordinators	SALX Eligibility process. Coordinators print raise eligibility reports and distribute within units after attending SALX Training. Coordinators make sure everyone that is eligible for raise consideration is accounted for and coded to appropriate salary authority departments. Printed reports are signed and returned to Office of Budgets upon completion of process.

2019-20 Salary Increase Guidelines - Critical Dates

Date	Primary Contacts and Participants	Activities/Requirements
April 8	VPs/Colleges	Deadline to finalize eligibility lists. Return signed reports to the Office of Budgets.
April 10	Colleges/Unit Directors	Deadline to submit Request for Equity and Special Salary Increase Form to the VPs Office, Provost, or President's Office (depending upon direct reporting line) and then they are submitted to the Office of Budgets.
April 12	Colleges/Units	Deadline to submit position descriptions (if a special increase request was submitted resulting from a change in job duties, major increase in responsibilities resulting in a promotion) to Human Resources Classification and Compensation (HRCCA) to be reviewed in TMS. <i>These promotions are outside of the official Promotion and Tenure process.</i>
April 19	Provost/Budget Office	Finalize Equity and Special requests and prepare summary information for Operations Committee review.
April 25	Operations Committee	Review of Recommendations on Special and Equity Increases. The Budget Office will review and prepare a summarized report by April 25.
April 29	Central Administration	Finalize assumptions (% of merit increase; equity/special requests) and release final Salary Raise Exercise Guidelines, if necessary.
April 30	Provost	Notify Non-Tenured Faculty of reappointments.
April 30	Provost/VPs	Colleges/units notified by Provost or VP of which requests for Special and Equity Increases have been approved or denied.
May 1	President	Approves Promotion & Tenure Recommendations.
May 7-8	Board of Governors	Approve FY20 Operating Budget and Salary Increase recommendations.
May 8	Office of Budgets	Release salary raise control numbers to VPs/Colleges.
May 9	Office of Budgets, SALX Coordinators for Colleges, Departments, Units	Faculty & Administrative Professional Salary Raise Exercise Begins: input raises and changes to SALX system.

2019-20 Salary Increase Guidelines - Critical Dates

Date	Primary Contacts and Participants	Activities/Requirements
May 17	SALX Coordinators for Colleges, Departments, Units	<p>Deadline to complete Salary Raise Exercise process. Coordinators enter individual merit raise component into SALX module. Office of Budgets populates promotion amounts (which is restricted to Promotion and Tenure process) and equity and special requests automatically populate from the approved special and equity process.</p> <p>Notify Office of Budgets when raise process is complete.</p> <ol style="list-style-type: none"> 1. Print final raise reports and get approval of Department Heads, Deans, VPs. 2. Return signed reports to the Office of Budgets.
May 17 – May 30	Provost/Office of Budgets	Review salary raise activity and balance to control totals for each area.
May 31	Operations Committee Subcommittee	Review salary raise exercise results.
June 3-6	Deans/Provost/VPs	Notification letters distributed to individuals informing them of the <u>recommended</u> salary increase with notation that salary increases are still subject to final approval of the CSU Budget by the Board of Governors at their June 12-14 meeting if not already approved at BOG May meeting.
June 6-7	Office of Budgets	<ol style="list-style-type: none"> 1. Load salaries for new fiscal year into HRS. 2. Coordinate correction of exceptions with HR staff.
June 11-12	Office of Budgets	HR Salaries Load into Budget Construction.
June 17-21	Human Resources	HRCCA will send approved position descriptions to the Signature Authority queue in the TMS to finalize the positions description approval process.
July 10	Office of Equal Opportunity	Deadline to submit Alternative Appointment Requests (AAR) to OEO for review in the TMS Applicant Tracking Module.
July 17	Human Resources/Office of Equal Opportunity	Hiring Proposals must be approved in the TMS and Oracle actions must be fully approved in accordance with July payroll deadlines.

Information for SALX Coordinators

Eligibility Process

The first step in the salary raise exercise for academic faculty and administrative professional employees is to verify eligibility. The following describes this process. **Throughout this section of the document, the term faculty member includes both faculty and administrative professional employees.**

1. **Initial Steps** -To initiate verification of eligibility, the SALX Coordinator should: (1) log into the application, (2) print the Employee Eligibility Report (HRMSR311), (3) review for completeness and accuracy of FY19 current salary amounts, (4) distribute the report to the appropriate Department Heads/Chairs for corrections, (5) and make the required changes within SALX. Refer to the Reports section of the User Documentation on how to generate reports. For this initial step, we added salary information on the report per a request from last year's exercise. The idea behind this addition is to catch any incorrect salary amounts before control numbers are generated. **Concentrate on validating that all employees are assigned to the correct salary authority department, verify demographic information is accurate for the coming year and the FY19 (current) salary is accurate. If the Salary Authority Department is incorrect and needs to be changed to another Salary Authority Department within the same college/division then the SALX coordinator is able to make that change.** If the change is outside of their own college or division see #4 on page 13 on how to get it corrected. If the salary is incorrect please contact the Office of Budget to get it corrected. The Salary Authority Department is the department number of the person responsible for assigning the faculty member's raise. Please verify that all faculty who are to be considered for a salary increase are included even though some individuals may finally receive a "no increase" recommendation. *Refer to Eligibility Cut-Off Date in the General Policies on page 3.*

Sample Screen for Reference:

The screenshot shows a window titled "SALX Employee Data" with a sub-header "Salary Eligibility and Increase Exercise". The form contains the following fields and controls:

- Pid:** [Yellow input field]
- Exclude:**
- Salary Authority Dept:** [Yellow input field]
- Admin Unit:** [Grey input field]
- Comments:** [Large white text area]
- Department Name:** [Grey input field]
- Base Salary:** [Yellow input field]
- Employee Name:** [Yellow input field]
- New Salary:** [Yellow input field]
- Gender:** [Yellow input field]
- Ethnicity:** [Yellow input field]
- Zero Increase in Salary?:**
- Salary Change:** [Yellow input field]
- Job Class:** [Yellow input field]
- Jobtitle:** [Grey input field]
- Merit Amt:** [White input field]
- Original BOS:** [Yellow input field]
- Basis Of Service:** [Yellow input field]
- Discipline/Individual Equity:** [White input field]
- Appt Type:** [Yellow input field]
- NTI Type:** [White input field]
- Promotion Amount:** [White input field]
- Employee Type:** [Yellow input field]
- Special Increase:** [White input field]

At the bottom of the form, the following key instructions are displayed:

KEY : F11 = Enter Query
 Ctrl + F11 = Execute Query
 F4 = Exit/Cancel

2. **Ineligible Employees** -If an employee is not eligible for an increase, the coordinator should select the exclude field. They will be excluded from further salary consideration, excluded from the Eligible Salary Base, and will not appear in future reports the coordinator prints. Provide a brief explanation in the Comments field of why each individual is being excluded (i.e., retiring effective 6/30/xx, terminated 4/30/xx, etc.).
3. **Missing Employees** -If an employee is missing from the data file (or report), contact the Office of Budgets with the name(s) missing. Sometimes employees on LWOP or Inactive Transitional are omitted because of the nature of their appointments. The Office of Budgets will determine if conditions outlined in Cut-Off Date requirements have been followed and will resolve as appropriate. Coordinators will not be permitted to “add” new employee records.
4. **Incorrect Salary Authority Department** -If an individual is missing from the report, it may be because they are assigned to a salary authority department to which the Coordinator does not have security access. Contact the Office of Budgets and they will coordinate the change between the two departments and/or modify security access privileges. Remember, an employee can only be assigned to one salary authority department and it should be the department of the person responsible for determining their raise.
5. **Verification Deadline** -The deadline date to finalize eligibility lists is April 8. Return a copy of the approved Employee Eligibility Report (HRMSR311) to the Office of Budgets.
6. **Multiple/Concurrent Assignments** -A small number of faculty and administrative professional staff have more than one assignment and are paid at different rates. The salary raise exercise is based on the primary assignment and associated annual salary. Persons with multiple assignments will need to be identified and steps taken to make pay adjustments to other assignments, if appropriate. **In an attempt to eliminate some steps in the process including having to complete an out-of-cycle salary request, departments can use the Comments field within SALX to identify anyone that has a concurrent assignment where salary adjustments are expected to occur on concurrent assignments with an effective date of July 1.** Provide as much detailed information as possible, including salary increase amount, percent of increase, job assignment number, effective date, and other relevant information, which will explain what is to occur with other concurrent assignments for the next fiscal year. The Office of Budgets will share this information with HR. If this does not occur, departments will be required to handle each case individually through normal HR procedures by making adjustments to concurrent assignments after the regular raise exercise is completed.

Note: Coordinator’s *Update* access will be changed to *Read* access after the eligibility process is completed and changed back to *Update* access just prior to beginning the Merit increase process.

Salary Raise Exercise Process

Entering Increases into SALX

The information below highlights the steps that need to be taken and key issues to follow. Detailed information will also be provided during SALX training sessions.

Coordinators will enter increase amounts on the SALX screen and supply relevant information in the Comment area. The salary change and new salary amount will be automatically calculated and displayed on the screen. The increase percent will be calculated and displayed on the Employee Salary Increase Report (HRMSR310).

Merit: Increases are based on evaluation of performance for the past cycle. Merit increase percentages that are 0.5% or less will require a comment be added.

Equity and Special Increases: All approved equity and special increases that are processed through the “Requests for Equity and Special Salary Increase Form”, along with the proposed merit increase amounts for employees receiving a special or equity increase will auto-populate into SALX by May 1. The justification will also be copied and stored in the Comments field. Changes to these records once populated in SALX should not be made without prior approval from the Office of Budgets. **Individuals receiving an equity and special increase must also receive at least the University average merit salary increase percentage.**

Promotion: The promotion amount field is restricted for use by the Office of Budgets. Promotional amounts and title changes will only be entered by the Office of Budgets based on the official University promotion recommended increases. Recipient names, title changes and salary increase amounts will be included in the control numbers each unit receives. Procedures for changing title and tenure status in HRS for this process continue to be the responsibility of HR. **Individuals receiving a promotional increase must also receive at least the University average merit salary increase percentage.**

University Distinguished Professors and University Distinguished Teaching Scholars: Individuals currently holding this prestigious honor have the award already built into their annual salary. However, add the \$7,500 annual amount to the salary base (**in the merit field**) for any newly appointed UDP’s or UDTS’s and include an explanation in the Comments field. **Individuals receiving a new UDP/UDTS increase must also receive at least the University average merit salary increase percentage.**

Individual Full-Time Rates: The salary rate increase should be calculated on full-time basis. The entire salary increase exercise is based on individual annual salary rates.

Part-Time Employment: Do not change the base salary rates to account for part-time employment arrangements (i.e., part-time fractions). Anything less than 40 hours per week represents part-time employment. Once the salary increase is determined and loaded into HRS, the number of working hours will be applied to reflect the part-time status in the pay calculation routine. Follow standard HRS procedures to make changes to working hours.

Rounding: Do not round down in cases where it would cause the merit increase amount to fall below the average percentage in conjunction with a promotion/equity/special increase. Whenever possible, enter salary increases so that the new salary figures are in even 100’s (i.e., \$65,800 rather than \$65,789).

Control Numbers: Control numbers will be provided by the Office of Budgets.

Impact of Zero Increases to Eligible Salary Base: In the following situations, salary amounts are retained in the Eligible Salary Base rate (control numbers) for overall raise consideration even though an individual will not be receiving a raise. Each situation requires a valid code be entered in the Zero Flag field along with a brief explanation in the Comments field for each employee falling under these circumstances. Keep in mind that the “Exclude” field should not be selected, as this will remove the individual from the Eligible Salary Base.

- **‘A’ Zero Increase Flag:** For future pay increase later than July 1, as determined by existing contract, use code ‘A’ in the Zero Flag field. For example, increases driven by grant anniversary dates. Provide Comments and follow steps explained under off-cycle increases below. **Note: Off-cycle raises must be included in control total calculations and factored into the total funds available just like any other raises. Further information/examples for ‘A’ Zero Increase Flag below.**
- **‘B’ Zero Increase Flag:** Continuing employment but no salary increase due to performance related issues. Provide Comments.
- **‘C’ Zero Increase Flag:**
 - a. Resignation, Termination or Contract Ending (no salary increase) – be sure to include the resignation/termination/contract ending date in the comments field
 - b. Continuing employment but no salary increase due to: (include dates in the comments section for the below situations)
 - i. Individual is a new hire – not here long enough to evaluate performance and receive an increase
 - ii. Change in duties/title is pending
 - iii. Recent out-of-cycle salary increase
 - iv. No raise for reasons other than performance

Note: If the portion of the raise dollars attributable to employees who do not receive raises is used for other salary purposes (e.g., higher raises for other faculty/administrative professional), that amount will not be available for off-cycle increases, new hires, or for incrementing the salary base of vacant positions at a later date so use caution in the distributions made.

Off-Cycle Increases/Raises Outside the Normal Time-Frame. Use ‘A’ Zero Increase Flag: There are some Faculty and Administrative Professional staff whose base salary rates will not change on July 1, 2019, but on a later date within the fiscal year. This would likely be due to an existing University approved contract.

Note: These future salary increases will require an Out-of-Cycle salary increase form be submitted through the normal process in order for the raise to be implemented at the appropriate time.

If reviews and approvals of equity and special increase requests were not completed before the SALX deadlines, they will likely need to be completed through the normal, off-cycle / AAR request process. An ‘A’ Zero Increase Flag should be used in these situations.

If specific details are known about the future raise amounts and effective date, add the effective date (MM/DD/YYYY), salary increase amount, percent of increase, new annual salary base and any other relevant information that will help the reviewers understand the situation. *For example, salaries that are majority funded by outside sponsors (grants) and are subject to an alternate approval/implementation cycle would be coded with an ‘A’ to indicate this alternate cycle. Comments would include the details of the grant/award cycle and date of expected salary increase and amount (based on what was requested and/or approved in the outside sponsored award process).*

If it is unknown what the future pay increase will be, use code 'A' in the Zero Flag field and include the following information in the Comments field:

- Contracted raise date
- Funding source
- Whether or not the person will be eligible for a raise on that date

Reminder: Off-cycle raises ('A' Zero Increase designation) must be included in control total calculations and factored into the total funds available just like any other raises. For example: If your control number is \$100,000 and you have distributed \$95,000 in salary increases (merit, equity/special, etc.). You have two employees coded as 'A' that total future increases of \$10,000. You would be over your control number by \$5,000 and would have to decrease the \$95,000 of salary increases distributed to other individuals by \$5,000 to stay under your salary control number of \$100,000.

Notification of Increases: Individuals **should not** be notified of proposed salary increases until instructed to do so by the Office of Budgets or the Provost's Office. It will be imperative to include explicit wording on all verbal and written communications to our faculty and administrative professional staff that raise recommendations are subject to approvals including the CSU Budget by the Board of Governors.

Appointment Changes

Conversion of Faculty Appointments - 12 and 9-month

If the basis of service is changing for an employee, the Coordinator should enter the change to the Basis of Service field. If necessary, adjust the Merit field so the Salary Change field and the New Salary field will display the New Fiscal Year salary figure. This could mean entering a negative amount if the end result is a salary decrease. Provide a brief explanation in the Comments field and attach a memorandum to the final report explaining the circumstances for the change. However, if there is a substantial change in job duties and salary associated with the appointment change, the salary adjustment may need to be handled outside the SALX process and handled through the out of cycle process instead. Contact Dan Bush or the Office of Budgets to discuss specific circumstances.

Note: No changes will be allowed to the current base salary field or original basis of service. In some cases, the salary impact for the New Fiscal Year may result in a person receiving a decrease. The intent of this exercise is to capture and display a complete history showing the individual's status before the raise exercise, and after, without modifying factual historical information.

Departments will be required to submit changes through the normal HRS processes to have the changes reflected in HRS. Only annual salary rates will be updated from SALX to HRS.

Salary Adjustments for Administrative Appointments

Please refer to the *Procedures for Academic Faculty and Administrative Professional Staff Salaries* found at <http://provost.colostate.edu/media/sites/75/2015/08/Salary-Adjustment-Operating-Procedures.pdf>.

Academic Administrative Appointments:

- A. Salary Guidelines for Conversion from Faculty to Administrative Status
- B. Salary Guidelines for Reassignment from Administrative to Faculty Status
- C. Salary Guidelines for Interim Positions

The policy and procedures cover:

- New academic administrative appointments
- Reassignments to and from administrative appointments
- Acting/Interim appointments (appointment to and stepping down from administrative appointment)

The procedures outlined in Appointment Changes should be followed to accomplish a salary adjustment.

→ Due Date to Complete the Exercise - Friday, May 17, 2019 ←

Print Final Three Reports:

- Employee Salary Increase Report (HRMSR310). Provide reports for each department and a report for the unit as a whole.
- Salary Increase Summary Report (HRMSR314). Only need one report for the unit as a whole.
- Salary Increase Comment Report (HRMSR313). Only need one for the unit as a whole.

The Office of Budgets has requested that SALX Coordinators implement internal review procedures and demonstrate a higher level of attention to detail during each step of the process. This includes ensuring reports and comments are complete and accurate prior to submitting them to Central Administration for consideration. Utilizing your SALX backup Coordinator is highly encouraged.

Once the reports are signed by the Department Head/Chair and Dean OR signed by the Director and Vice President, please **deliver** completed packets, including all the reports listed above to the Office of Budgets, Attention: Cheyenne Hall, 328 Administration Building.