Salary Increase
Exercise Guidelines

for Academic Faculty
and Administrative Professional Employees
2007-08

May 21, 2007
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Preface

For current planning/budgeting assumptions, a 4.5% merit increase is being proposed for FY08.

The opportunity for equity and special increases still exists but they must be funded from existing college/unit funds. There will be no central funds for equity or special increases (except as noted below).

Again this year, each vice president will be allowed to skim no more than 0.5% off the top of the merit pool dollars to address equity issues within their areas. The Provost/Senior Vice President may delegate a portion of the 0.5% to the deans.

Individuals on leave-without-pay (LWOP) are now included in the exercise. See details on page 6 for further information on LWOP.

March 26 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 26. The same is true for changes to existing employee assignments that have any type of mid-year salary changes. Salary changes made after March 26 will not be captured and included in the exercise. Whenever possible, refrain from making salary changes between the time the salary increase file is captured (soon after March 26) and when the raise exercise is uploaded to HR with an effective date of July 1. Should raises take place during the late March-June timeframe, it will be the college/administrative unit’s responsibility to keep track of them. Plan to prepare additional paperwork and submit it through normal channels to ensure the July 1 salary rates are accurate once raise exercise results are loaded into Oracle HR and before July payroll deadlines. Further discussion will take place during the SALX Coordinator training sessions planned for April 2-4. Because of the manual processes involved, it is best to incorporate the pay increase for the following nine or twelve month cycle (dependent upon if 9 or 12 month contract) into the off-cycle salary adjustment and not plan to give the employee any additional increase during the salary increase exercise.

Overall policy and guidelines remain unchanged including policies regarding merit increases.

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Overview

The following chart is a summary of the key components which make up the increases for the faculty and administrative professional salary increase exercise. It is important to understand the process so please read through all the detailed information within the Salary Increase Guidelines. **Those receiving special and equity increases must also receive at least the University average merit % increase. Any combination of merit, equity or special increases >10% will require written justification in the Comments section in SALX.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>Eligible Employee Group</th>
<th>Pre-Approval Required</th>
<th>Deadline to Submit Pre-Approval Request</th>
<th>Notification Date of Approvals by Provost/VP</th>
<th>Fund Source</th>
<th>SALX Field</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Merit</strong></td>
<td>Increase based on performance evaluation</td>
<td>All</td>
<td>No</td>
<td>n/a</td>
<td>n/a</td>
<td>Units receive a set % of increase for E&amp;G funds only.</td>
<td>Merit Amt.</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>Increase based on comparison with other salaries in the same unit. For faculty, use the Institutional Research Equity Study. Admin. professional increases based on documented internal comparisons.</td>
<td>All, but mostly for tenured/tenure track faculty</td>
<td>Yes (unless coming from 0.5% skimmed portion of merit pool)</td>
<td>7-May</td>
<td>15-May</td>
<td>Unit’s internal resources/reallocations. No central funding. Up to 0.5% of merit pool dollars can be skimmed by each VP to address equity issues.</td>
<td>Disc/Indiv. Equity</td>
</tr>
<tr>
<td><strong>Special Increases</strong></td>
<td>Individually justified adjustments that cannot be accomplished through the regular merit/equity process.</td>
<td>All</td>
<td>Yes</td>
<td>7-May</td>
<td>15-May</td>
<td>Unit’s Internal Resources/Reallocations. No Central Funding.</td>
<td>Special Increase</td>
</tr>
<tr>
<td><strong>Promotion</strong></td>
<td>Results of promotion and tenure process</td>
<td>Regular tenure-track academic appointments</td>
<td>Finalized by BOG May 2</td>
<td>n/a</td>
<td>n/a</td>
<td>Central Funding</td>
<td>Promotion</td>
</tr>
<tr>
<td><strong>Promotion Others</strong></td>
<td>Results of promotion and tenure process</td>
<td>Special research and academic appointments</td>
<td>Finalized by BOG May 2</td>
<td>n/a</td>
<td>n/a</td>
<td>Unit’s internal resources</td>
<td>Promotion</td>
</tr>
</tbody>
</table>
General Policies

Colorado State University administers an annual process for salary adjustments that are implemented 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, and as such, 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 not 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 administration is charged with implementing this policy decision.

Increases: Current planning/budgeting assumptions include a 4.5% merit increase for FY08. 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: March 26, 2007 is the cut-off date for new hires to be eligible for a salary increase. Anyone with an employment date later than March 26 will not be included in the 2007-08 Salary Increase Exercise. This means paperwork and electronic submission of required employee information must be processed in HRS and all approval levels completed by March 26 in order for the employee to be eligible for raise consideration. Through separate communication to business officers and key administrative offices, procedures are being established to ensure timely processing of required paperwork and approvals in HRS.

New hires are defined as follows:

- Employees new to the campus, hired through a formal search process or through an alternative hiring process approved by the Office of Equal Opportunity and Diversity.

- 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 responsibilities that represent a significant portion of the employee’s total time/effort and approved by the Office of Equal Opportunity and Diversity.

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, and employees on leave-without-pay. Verify and/or change the budget department number to be the department responsible for determining raise consideration. Specific procedures and instructions for verifying and reporting eligibility are included in this document. The base salary rates of individuals who are not eligible for an increase will be subtracted from the control totals used to calculate the overall salary increase base for each college/unit.
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. Departments will be required to handle each case individually through normal HR procedures to make adjustments to concurrent assignments after the regular raise exercise is completed. Utilize the Comments field in SALX to identify anyone that has a concurrent assignment where salary adjustments are expected to be required for concurrent assignments.

Control Totals: Each college and unit will be provided salary increase control totals by the Office of Budgets based on the percent level of the merit increase. Unless specifically approved by the President’s Cabinet, the sum of all college/unit merit increases for all fund sources may not exceed the control total.

Individual Full-Time Rates and Part-time Employment: The entire salary increase exercise and the SALX input application process 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 HRS manual, part-time status is identified as working hours under Standard Conditions. Anything < 40 hours per week represents part-time employment. Once the salary increase is determined and loaded into Oracle HRS, the number of working hours will be applied to the calculation to reduce the rate to reflect the part-time status in the pay calculation routine. Follow standard HRS procedures to make changes to working hours.

Increase Range: Individual salary increases exceeding 10% will require specific written justification. All salary rates are calculated using full-time rates. Written comments justifying raises, particularly special and equity increases need to be specific. A “generic” justification for all employees within a unit is unacceptable. The comments field in the SALX process is to provide a summary of justification only. Departments/colleges need to have detailed documentation on file for backup information should additional facts be requested during the review process and for submission to, and review by, the cognizant vice president.

Merit Increases: The traditional merit increase process is planned for this year. It will be a permanent base increase to individual’s salary and is based on performance. In allocating 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 Professional Staff Manual. Web location: http://facultycouncil.colostate.edu/files/manual/sectionc.htm#C.2.5 (and sectionD.htm#D.5.5).

Equity Adjustments: Salary equity can be a factor in making salary adjustments. Equity increases are defined within the following parameters. The Individual Salary Equity Study conducted by the Office of Institutional Analysis is the primary data source used in measuring inequities and must be specifically referenced to Tenured/Tenure Track faculty equity requests. Annually, each department/college reviews the data and formally defines reasons for individuals to be materially below the regression parameters, or uses it to justify the necessity for an equity increase. All equity increases for academic faculty must be based on comparisons within each academic department. Each vice president will be allowed to skim no more than 0.5% off the top of the merit pool dollars to address equity issues within their areas. The Provost/Senior Vice President may delegate a portion of the 0.5% to the deans. Details of the
process will be explained when control numbers are released. This is not always 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 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 below. 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 or special increase must be receiving the university average merit increase, not the skimmed down average within a unit.

Any equity adjustments 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 above and beyond regular merit and equity increases. The increase would be for other individually justified adjustments that cannot be accomplished through the regular merit/equity increase process. **Individuals receiving special increases must also receive at least the university average merit salary increase, not the skimmed down average within a unit.** 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 and/or peer institution comparisons are unacceptable justification to allow special increases. Acceptable reasons for consideration may include:

- Salary Compression
- Retention/market adjustments
- Additional Duties (with OEOD approval)

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 or unit head to the Dean and then the Provost/SVP or Vice President for consideration according to the deadline schedule outlined later in this document. The Request for Equity and Special Salary Increase Form can be found on page 17 of this document. If approved at the Provost/VP level, the Equity and Special Salary Increase request will be submitted to the President’s Cabinet and to the President for final evaluation.

If approved by Cabinet and the President, the Equity and Special Salary Increase will be included in the individual’s new salary base, published in the final Salary Increase Exercise document and uploaded to their primary assignment in HRS.

If an equity or special increase is denied, the Provost or Vice President will communicate this to the originating dean/director who will in turn notify the Department Head/Chair. In addition, the amount entered in the “Special Increase” field of the on-line system will be removed or changed, as appropriate, by the Office of Budgets. Reports will be reprinted and the revisions reflected in the published document. These approvals will not increase the college/department/unit salary control number for the purpose of managing fringe benefits.

**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 13.

**Temporary Employees:** Salary increases for temporary Academic Faculty and Administrative Professional employees are the prerogative of each college or unit. If raises are given to temporary employees, they will be counted in the salary increase control total for the college or unit.

**Promotions:** Regular appointments continue to be centrally funded at the rate of $4,500 for promotion to full professor, $2,500 for associate professor, and $1,000 for assistant professor. 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. 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.

**University Distinguished Professors and Distinguished Teaching Scholars:** A total of twelve University Distinguished Professorships (UDP) and twelve Distinguished Teaching Scholars exist within the University at any one time. All 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.

**Appointment Changes:** Policy and procedures for handling appointment conversions, movement to and from administrative appointments, salary, guidelines for interim positions and assignments to and from overseas appointments are in the *Operating Procedures for Academic Faculty and Administrative Professional Staff.* Web location: [http://admin.colostate.edu/policies.html](http://admin.colostate.edu/policies.html). HRS implemented a change in BOG policy defining “faculty” classifications in 2003. Vice presidents, deans, heads of the agencies and registrar are classified as administrative professional, not faculty but this has no affect on their tenure status.

**Leave-Without-Pay (LWOP) Base Increase Procedures:** As mentioned in the Preface, employees on leave-without-pay are now included in the salary raise exercise if they were on LWOP status on the date the snapshot was taken to create the salary raise exercise file. There may be circumstances where a person on leave-without-pay is to be considered for a salary increase, therefore, they are now included in the exercise. In some cases, departments will want to exclude them from the eligibility process and raise consideration.

If the person is still on LWOP status at the time the data is uploaded to HRS at the end of June, departments will be required to submit paperwork to HR to adjust the annual salary once the employee returns to active assignment status.

**Notification of Increases:** Individuals **should not** be notified of proposed salary increases until instructed to do so by the Provost or appropriate Vice President’s office. Notification will occur around June 20 after the Board of Governors has approved the fiscal year budget including salary increase recommendations and all internal review processes are finalized.

**Workshops:** Training workshops on use of the on-line system are scheduled for April 2-4. System documentation will be provided to the salary raise exercise coordinators at that time.
Where to Get Help:

1. Questions regarding academic issues including salary increase policies, equity adjustments, special increases, promotions, etc. should be addressed to Dr. Tom Gorell, Vice Provost, for Faculty Affairs, 491-6614 or 491-4965, email Thomas.Gorell@ColoState.EDU.

2. Questions regarding non-academic units, technical issues, and system problems should be addressed to Ms. Debbie Smith, 491-1689, email Debbie.Smith@ColoState.EDU or Ms. Nancy McDonald, 491-6556, email Nancy.McDonald@ColoState.EDU.
# 2007-08 Salary Increase Guidelines - Critical Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Primary Contacts</th>
<th>Activities/Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early March</td>
<td>Office of Budgets / Departments</td>
<td>Identify college/dept. persons (coordinators) who will input salary exercise information into SALX and will require training</td>
</tr>
<tr>
<td>March 2</td>
<td>Office of Budgets</td>
<td>Distribute <em>tentative</em> Salary Raise Exercise Guidelines to VPs, colleges and SALX Coordinators</td>
</tr>
<tr>
<td>March 2-7</td>
<td>Office of Budgets / SALX Coordinators</td>
<td>Update HRMS in preparation for salary exercise:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Office of Budgets will provide a list of faculty/employee records for SALX Coordinators to review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Colleges/Units responsible for verifying/correcting:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Budget department numbers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- All department heads are on Dean’s list</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Ethnicity and gender data is complete and accurate</td>
</tr>
<tr>
<td>March 26</td>
<td>Depts/Colleges/Units/HRS</td>
<td>Deadline to have new hires set up in HRS</td>
</tr>
<tr>
<td>March 29</td>
<td>Office of Budgets</td>
<td>Create Salary Raise Exercise File</td>
</tr>
<tr>
<td>April 2-4</td>
<td>Office of Budgets / SALX Coordinators</td>
<td>SALX Workshops for Coordinators (only morning sessions available)</td>
</tr>
<tr>
<td>April 4</td>
<td>Office of Budgets / SALX Coordinators</td>
<td>SALX Eligibility process begins. Coordinators print raise eligibility reports and distribute within units after attending SALX Workshop</td>
</tr>
<tr>
<td>April 13</td>
<td>VPs/Colleges</td>
<td>Deadline to finalize eligibility lists. Return signed reports to the Office of Budgets</td>
</tr>
<tr>
<td>April ??</td>
<td>President</td>
<td>Approve <em>final</em> FY08 operational budget parameters and assumptions for presentation to BOG Budget Committee</td>
</tr>
<tr>
<td>April 28</td>
<td>Office of Budgets</td>
<td>Distribute <em>final</em> Salary Raise Exercise Guidelines to VPs, colleges and coordinators</td>
</tr>
<tr>
<td>May 1</td>
<td>Provost</td>
<td>Notify Non-Tenured Faculty of Reappointments</td>
</tr>
<tr>
<td>May 2</td>
<td>President/BOG</td>
<td>Approve Promotion &amp; Tenure Recommendations</td>
</tr>
</tbody>
</table>
# 2007-08 Salary Increase Guidelines - Critical Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Primary Contacts and Participants</th>
<th>Activities/Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 7</td>
<td>Colleges/Unit Directors</td>
<td>Deadline to submit Request for Equity and Special Salary Increase Form to the Provost or VP’s Office</td>
</tr>
<tr>
<td>May ??</td>
<td>BOG</td>
<td>BOG Budget Committee reviews FY08 Proposed Budgets</td>
</tr>
<tr>
<td>Mid May</td>
<td>Cabinet</td>
<td>Review of Recommendations on Special and Equity Increases. Prior to this meeting, each VP is to submit recommendations to the Office of Budgets for a consolidated presentation.</td>
</tr>
<tr>
<td>May 15</td>
<td>Provost/VP’s/Office of Budgets</td>
<td>Colleges/units notified by Provost or VP of which requests for Special and Equity Increases have been approved.</td>
</tr>
<tr>
<td>May 21</td>
<td>Office of Budgets</td>
<td>Release salary raise control numbers to VPs/Colleges</td>
</tr>
<tr>
<td>May 21</td>
<td>Office of Budgets, Colleges, Departments, Units</td>
<td>Faculty Salary Raise Exercise Begins: input raises and changes to SALX system</td>
</tr>
<tr>
<td>May 31</td>
<td>Colleges, Departments, Units</td>
<td>Deadline to complete Faculty Salary Raise Exercise process:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Notify Office of Budgets when raise process is complete</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Print final raise reports and get approval of department heads, deans, VPs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Return signed reports to Provost/Office of Budgets</td>
</tr>
<tr>
<td>June 1-11</td>
<td>Provost/Office of Budgets</td>
<td>Review raise activity and balances to control totals</td>
</tr>
<tr>
<td>June 11-20</td>
<td>Provost/Office of Budgets</td>
<td>Post-review of raises with Cabinet</td>
</tr>
<tr>
<td>June 20</td>
<td>BOG</td>
<td>Approve FY08 Operating Budgets &amp; Salary Increase Recommendations</td>
</tr>
<tr>
<td>June 21-28</td>
<td>Office of Budgets</td>
<td>1. Load salaries for new fiscal year into HRS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Coordinate correction of exceptions with HRS staff</td>
</tr>
<tr>
<td>July 5 - 10</td>
<td>Office of Budgets</td>
<td>1. Notify coordinators when new salaries are available in ABYSS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Notify coordinators when new year information is complete so staffing management reports can be produced</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Distribute final salary increase exercise document</td>
</tr>
</tbody>
</table>
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 the document, the term faculty member includes both faculty and administrative professional employees.**

1. **Initial Steps** - To initiate verification of eligibility, the Salary Raise Coordinator should log into the application (reference the SALX Academic Faculty and Administrative Professional Salary Increase Exercise User Documentation) and print the Employee Eligibility Report (salxr02), distribute the report to the appropriate Department Heads/Chairs for corrections, and make the required changes on-line. For this step, no salary information is displayed on the reports and, except for the base salary field, other salary information on the input screen will remain blank. **Concentrate on validating that all employees are assigned to the correct budget department and verify demographic information is accurate for the coming year.** The Budget 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:

```
SALXF01

Salary Eligibility and Increase Exercise

Pid:     Comments:   Exclude:   Budget Dept.:   Admin Unit:   
Department Name: 
Employee Name:  
Gender:  Ethnicity:  Zero Increase?:  
Job Class:  Job Title: 
Original BOS:  Basis of Service:  
Appointment Type: 
Employee Type: 

Base Salary:  
New Salary:  
Salary Change:  
Merit Amt.:  
Disc/Indiv. Equity:  
Promotion Amount:  
Special Increase:  

Enter a query; press Ctrl+F11 to execute, F4 to cancel
Record 1/1 Enter-Query
```
2. **Ineligible Employees** - If an employee is not eligible for an increase, the coordinator should input a ‘Y’ in 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. Office of Budgets will determine if conditions outlined in Cut-off Date requirements have been followed. Coordinators will not be permitted to “add” new employee records.

4. **Incorrect Budget Department** - If an individual is missing from the report, it may be because they are assigned to a budget 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 budget department and it should be the department of the person responsible for determining their raise.

5. **Verification Deadline** - The deadline date to complete the verification process is April 13. Return a copy of the approved Employee Eligibility Report (salxr02) to the Office of Budgets so the next phase of the process can begin.

6. **Multiple 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 will be 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. Departments will be required to handle each case individually through normal HR procedures to make adjustments to concurrent assignments after the regular raise exercise is completed. Utilize the Comments field in SALX to identify anyone that has a concurrent assignment where salary adjustments are expected to be required. The Office of Budgets will also produce a report to identify individuals with multiple active assignments and pass on the information to the SALX Coordinators.

Note: Coordinator’s Update access may be changed to Read access until it is time for the Merit/Equity increase process to begin.
Salary Raise Exercise Process

Entering Increases into SALX

The on-line system and system documentation is being provided to salary raise exercise coordinators at the training workshops scheduled for April 2-4. The information below highlights the steps that need to be taken and key issues to follow.

Coordinators will enter amounts on the SALX screen and supply relevant information in the Comment area as explained throughout this document. The salary change and new salary amount will be computer-generated and displayed on the screen and on the Employee Salary Increase Report (salxr01). The increase percent will be calculated and displayed on the report. A total salary increase, by individual, that exceeds 10% will require justification in the ‘Comments’ field.

There are three main categories in which the coordinator will enter increases for an individual into the SALX applications. **Merit, Disc/Indiv. Equity** and **Special Increases**. See General Policy section of this document starting on page 4 for detailed explanations for each category.

**Merit** increases are based on evaluation of performance for the past cycle.

**Equity** increases should be tied back to data presented in the Individual Salary Equity Study. Enter the amount in the “Disc. Indiv. Equity” field in SALX. Provide explanations in ‘Comments’ field. **Individuals receiving equity increases must also be receiving at least the university average merit salary increase.**

**Special Increases** are for very exceptional circumstances that cannot be handled through the merit or equity processes. All special increases require prior Provost or Vice President approval. **Individuals receiving special increases must also be receiving at least the university average merit salary increase.** Upon approval, enter the amount in the Special Increase field in SALX. Within the ‘Comments’ area, provide a brief explanation of the special increase and specific reallocation of funds which will cover the increase and the impact to programs/services. In addition, indicate the fund group (account number if available) from which the increase will be covered, and indicate if uncommitted operating or salary budget will be used. If there is insufficient space to explain the increase in the ‘Comments’ area, attach a brief memo to the Employee Salary Increase Report (salxr01).

**Promotion.** The Promotion amount field is restricted for use by the Office of Budgets and will only contain amounts which reflect the official university promotion recommended increases. Entries for individuals receiving promotional increases and related title changes will be input by the Office of Budgets. Contact Debbie Smith for further questions about promotions. 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 continues to be the responsibility of HR.

**University Distinguished Professors and 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 DTS’s and include an explanation in the Comments field.

**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 < 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 the calculation to adjust the rate to reflect the part-time status in the pay calculation routine. Follow standard HRS procedures to make changes to working hours.

Rounding. Enter salary increases so that the new salary figures are in even 100’s, whenever possible (i.e., $65,800 rather than $65,789).

Control Numbers. Control numbers will be provided.

Impact of Zero Increases to Eligible Salary Base. In the following situations, salary amounts are retained in the Eligible Salary Base rate 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. Note: All of the following examples apply to both academic faculty and administrative professionals.

1. Resigning or Terminating (no salary increase) - Code ‘C’ in the Zero Flag field.
2. Continuing (no salary increase due to performance) - Code ‘B’ in the Zero Flag field.
3. Continuing (no salary increase because the individual is a new hire or a change in duties/title is pending, or no raise for reasons other than performance) - Code ‘C’ in the Zero Flag field.

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), that amount will not be available for off-cycle increases, new hires, or for incrementing the salary base of vacant positions.

Off-Cycle Increases/Raises Outside the Normal Time-frame. Faculty and administrative professional staff whose base salary rates will not change on July 1, 2007 but on a later date within the fiscal year, because of an existing contract, requires some special handling within the salary increase exercise. If specific details are known, proceed with entering the future raise amount by category into SALX. In addition, populate the Comments field of the on-line system with the effective date in Line 1 (MMDDYYYY). On line 2, add any additional information that is relevant to the situation. This situation is used for KO8 Awardees and the fully funded county agents in Cooperative Extension.

If it is unknown what the future pay increase will be, code ‘A’ in the Zero Flag field and proceed with including the following information in the Comments field. Leaving line 1 blank.

- the contracted raise date
- funding source
- whether or not the person will be eligible for a raise on that date
- if eligible, the amount of the future raise by category (merit, equity, special increase)
- the anticipated new base salary rate and increase amount

On the basis of this information and upon approval, a list of individuals eligible for raises outside the normal time-frame will be provided to the President’s Cabinet members and/or appropriate vice president for comparison with personnel actions processed throughout the year. No further explanations or approvals will be required from the department when electronic actions are submitted at the appropriate time.

Note: Raises granted outside the normal July 1st time-frame must be included in control total
calculations for the overall department salary increase average and factored into the total funds availability just like any other raises.

Notification of Increases - Individuals should NOT be notified of their recommended salary increases until instructed to do so by the Provost or appropriate Vice President. Notification will occur around June 21st, after the Board of Governors has approved the fiscal year budget and overall salary increase recommendations, as well as CSU’s internal review processes.
Appointment Changes

Conversion of Faculty Appointments - 12 and 9-month

Operating Procedure for Academic Faculty and Administrative Professional Staff Salaries
(http://www.admin.colostate.edu/policies.html). Reference page 5 - Operating Procedures for 12- and 9-month Appointments and Conversions for Faculty and Academic Administrative Positions.

If the basis of service is changing for an employee, the Coordinator should enter the change to the Basis of Service field as well as enter the necessary salary adjustment in the Merit field so the Salary Change field and the New Salary field will display the new year salary figure. This could mean entering a negative amount if the end result is a salary decrease. In addition, provide a brief explanation in Comments and attach a memorandum to the final report explaining the circumstances for the change.

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 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 Operating Procedures for Academic Faculty and Administrative Professional Staff (http://www.admin.colostate.edu/policies.html).

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 - Thursday, May 31, 2007

Print Final Reports:

- Employee Salary Increase Report (salxr01)
- Salary Increase Summary Report (salxr05)
- Salary Increase Comment Report (salxr04)

All academic units should submit their reports signed by the Department Head /Chair and Dean to the Provost’s Office. Please address to Tom Gorell.

Non-academic areas should submit their reports signed by the Director and Vice President, to Debbie Smith in the Office of Budgets.

All units should include any other relevant documentation that is needed to more clearly explain the proposed new base salary rates.
## REQUEST FOR EQUITY AND SPECIAL SALARY INCREASE FORM
**Fiscal Year 2007-2008**

<table>
<thead>
<tr>
<th>Name</th>
<th>Employee Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Name/Unit</td>
<td></td>
</tr>
<tr>
<td>Dept. Number</td>
<td>Budget Dept. Number</td>
</tr>
<tr>
<td>Assignment Number</td>
<td></td>
</tr>
<tr>
<td>Effective Date</td>
<td>People Group</td>
</tr>
<tr>
<td>Title</td>
<td>Employment Category</td>
</tr>
<tr>
<td>Current Base Salary</td>
<td>Salary Basis</td>
</tr>
</tbody>
</table>

**Funding Sources and Percentages**
(example: 1-3=50%; 1-5=10%; 5-3=40%)

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1. **Enter the numeric employee number (from the Oracle HRMS system). Do not use the SSN or PID.**
   - Employees may have one or more active (concurrent) assignments each of which have a salary. Indicate the assignment number (from the Oracle HRMS) for which you are requesting a salary change. Changing salaries for more than one assignment requires a separate form for each assignment number.

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Anyone receiving a special and/or equity increase must also receive at least the university average merit percentage increase. Equity raises must be related to outliers within the Individual Equity Study.

- **Proposed Merit Increase** $\$ \%\%
- **Equity Increase Request** $\$ \%\%
- **Special Increase Request** $\$ \%\%
- **Total Increase** $\$ \%\%

**Proposed FY08 Salary**

**Notes:**

**Justification** (attach additional page if more space is needed)

**Program/Service Impacts of this Reallocation**

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**Department Approvals**
**College/Unit Approvals**
**Provost/Vice President Approval**
**Central Review Process**
**Action Taken**

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*Version 3/1/07*