Salary Increase
Exercise Guidelines

For Academic Faculty
And Administrative Professional Employees
FY 2013-14

March 1, 2013
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Preface

For current planning/budgeting assumptions, a 3.0% merit increase is being proposed for FY14. There will not be any skimming by the President or Provost this year.

Promotion salary increases are calculated as follows (full details on page 6).

1. The increase to full professor is annual salary * 10% with a floor of $7,000, whichever is higher.
2. The increase to associate professor is annual salary * 5% with a floor of $3,500, whichever is higher.

The opportunity for equity and special increases still exists but they must be preapproved and funded from existing college/unit funds. There will be no central funds for equity or special increases.

Individuals on leave-without-pay (LWOP) are included in the exercise. See details on page 7 for further information on LWOP.

March 22 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 then. The same is true for changes to existing employee assignments that have any type of mid-year salary changes. Salary changes made after March 22 will not be captured or included in the exercise.

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

As a reminder and as mentioned later in this document, special and equity increases are not included in the salary control numbers for the fringe benefit calculation. The individual areas are responsible for paying into the fringe pool if necessary to cover the costs of the fringe benefits associated with those increases.

Note: Postdoctoral employees are not part of this exercise. However, salary adjustments may be made on the anniversary date of their hire or on the anniversary of the start of the grant and processed through the normal HR procedures. It is anticipated that up to the 3% merit increase could be applied for these individuals as determined by each college on a case-by-case basis.
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>Merit</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>Equity Increase</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 merit pool $)</td>
<td>April 22</td>
<td>May 8</td>
<td>Unit’s internal resources and/or reallocations. No central funding.</td>
<td>Disc/Indiv. Equity (unless from Merit pool $, then insert in merit amt and provide comments)</td>
</tr>
<tr>
<td>Special Increase</td>
<td>Individually justified adjustments that cannot be accomplished through the regular merit/equity process.</td>
<td>All</td>
<td>Yes</td>
<td>April 22</td>
<td>May 8</td>
<td>Unit’s internal resources and/or reallocations. No central funding.</td>
<td>Special Increase</td>
</tr>
<tr>
<td>Promotion</td>
<td>Results of promotion and tenure process</td>
<td>Regular tenure-track academic appointment</td>
<td>Finalized by BOG May 3</td>
<td>n/a</td>
<td>n/a</td>
<td>Central Funding</td>
<td>Promotion</td>
</tr>
<tr>
<td>Promotion Others</td>
<td>Results of promotion and tenure process</td>
<td>Special research and academic appointment</td>
<td>Finalized by BOG May 3</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. 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 3.0% merit increase for FY14. 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 22, 2013 is the cut-off date for new hires to be eligible for a salary increase. Anyone with an employment date later than March 22 will not be included in the 2013-14 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 22 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.

- 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.

Eligibility Cut-off Date for Employees transitioning from State Classified to Administrative Professional: February 15, 2013 is 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. The Office of Budgets and Human Resources will be working closely together during the transitional period which would capture those with effective dates up to April 1, 2013.

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. HRS refers to the **budget department** as the **salary authority department**. We were not able to change the SALX module to reflect this, so you will need to remember that these terms are the same. The specific procedures and instructions for verifying and reporting eligibility begin on page 11. 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, except as noted below. 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. 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. 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 new fiscal year. The Office of Budgets will share this information with HR.

**Control Totals:** The Office of Budgets will issue control totals based on 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.

**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 part-time status is used to calculate the actual increase. 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 provides a summary of justification only. Departments/colleges need to have detailed documentation on file should additional facts be requested during the review process.

**Merit Increases:** The traditional merit increase process is discussed below. 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](http://facultycouncil.colostate.edu/files/manual/sectionc.htm#C.2.5) (and
Equity Adjustments: Salary equity can be a factor in making salary adjustments. The Individual Salary Equity Study conducted by the Office of Institutional Research 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. A portion of the 3% merit pool dollars can be used to address equity issues and is at the discretion of each VP or Dean. 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 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 increase must receive the university average merit increase of 3%.

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.

Approved equity increases will not increase the college/department/unit salary control number for the purpose of managing fringe benefits.

The Request for Equity and Special Salary Increase Form can be found on page 17.

Special Increases: In certain circumstances, it may be necessary to request special increases above and beyond the regular merit/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 of 3%. 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.

Approved special increases will not increase the college/department/unit salary control number for the purpose of managing fringe benefits.

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 OEO 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/unit head to the Dean and then on to the Provost/Executive Vice President or Vice President for consideration. See the critical dates schedule on page 8-
10 for the applicable due dates. The Request for Equity and Special Salary Increase Form can be found on page 17. If approved at the Provost/VP level, the Equity and Special Salary Increase request will be submitted to the President’s Operation Committee Cabinet and to the President for final approval.

If requests are approved by the Operation Committee and President, the Provost, VPs and deans will be notified so the equity and special salary increase amounts can be entered into SALX and 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. The amount entered in the “Special Increase” field in SALX will need to be removed or changed, as appropriate. SALX Reports will need to be reprinted and the revisions reflected in the published document.

**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 14.

**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 and will be either a percentage of the faculty members’ annual salary associated with their primary assignment or a flat amount, whichever is higher. The increases are calculated as follows:

1. The increase to full professor is annual salary * 10% with a floor of $7,000, whichever is higher.
2. The increase to associate professor is annual salary * 5% with a floor of $3,500, 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. **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.

**Promotion Increases**: 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.

Reference this website [http://www.provost.colostate.edu/files/Resources/RA_RS_promotions.pdf](http://www.provost.colostate.edu/files/Resources/RA_RS_promotions.pdf) for promotional increases for research associate, research scholar series.

Anyone receiving a promotion increase must receive the university average merit increase of 3%.

**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 including those 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). Reference pages 5–7. HRS implemented a change in Board of Governors’ 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 effect on their tenure status.

**Leave-Without-Pay (LWOP) Base Increase Procedures:** As mentioned in the Preface, 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. 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 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.

**Notification of Increases:** Individuals should not be notified of proposed salary increases until instructed to do so by the Office of Budgets or 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.

**Workshops:** Training workshops for SALX Coordinators are scheduled for April 2 - April 3. User documentation will be provided 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. Dan Bush, Vice Provost for Faculty Affairs, 491-6614 or 491-0212 *D.Bush@ColoState.edu* or Jana Looney, 491-3957, *Jana.Looney@colostate.edu*

2. Questions regarding non-academic units, technical issues, and system problems should be addressed to Staci Folot, Office of Budgets, 491-0898, *Staci.Folot@colostate.edu*
### 2013-14 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>Mid-Late Dec</td>
<td>Central Administration</td>
<td>Preliminary information on State Classified raises from Department of Personnel.</td>
</tr>
<tr>
<td>Mid Jan-Feb</td>
<td>Central Administration</td>
<td>Discussions regarding initial assumptions; % of merit increase; skim $; if allowing special/equity requests, etc.</td>
</tr>
<tr>
<td>February 1</td>
<td>Colleges/Units</td>
<td>Deadline to submit off-cycle raises</td>
</tr>
<tr>
<td>February 15</td>
<td>Eligible State Classified Employees</td>
<td>Deadline date for state classified employees to submit paperwork to HR to be eligible for salary increase consideration through this exercise.</td>
</tr>
<tr>
<td>March 1</td>
<td>Office of Budgets Colleges/Units</td>
<td>Identify college/dept. persons (coordinators) who will input salary exercise information into SALX and will require training.</td>
</tr>
<tr>
<td>March 1</td>
<td>Office of Budgets</td>
<td>Distribute initial Salary Raise Exercise Guidelines to VPs, colleges Deans and SALX Coordinators</td>
</tr>
<tr>
<td>March 1- April 22</td>
<td>Colleges/Department Heads VP’s/Directors</td>
<td>Submission period for Special and Equity Increase requests. Provost/VP’s should send out memo explaining internal deadlines and parameters to follow in completing the request form.</td>
</tr>
<tr>
<td>March 1-July 1</td>
<td>Provost/VP’s</td>
<td>Freeze all Off Cycle Salary Increase requests during the SALX process</td>
</tr>
<tr>
<td>March 4-15</td>
<td>Office of Budgets / SALX Coordinators</td>
<td>Update HR 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 are correct for individuals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All department heads are on Dean’s list</td>
</tr>
<tr>
<td>March 22</td>
<td>Depts/Colleges/Units/HRS</td>
<td>Deadline to have new hires set up and fully approved in HRS in order to be included in Salary Raise Exercise.</td>
</tr>
<tr>
<td>March 27</td>
<td>Office of Budgets</td>
<td>Create Salary Raise Exercise File</td>
</tr>
<tr>
<td>April 2-3</td>
<td>Office of Budgets / SALX Coordinators</td>
<td>SALX Training Sessions for Coordinators</td>
</tr>
<tr>
<td>April 2-12</td>
<td>Office of Budgets / SALX Coordinators</td>
<td>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.</td>
</tr>
</tbody>
</table>
## 2013-14 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>April 12</td>
<td>VPs/Colleges</td>
<td>Deadline to finalize eligibility lists. Return signed reports to the Office of Budgets</td>
</tr>
<tr>
<td>Mid-April</td>
<td>President</td>
<td>Approve final FY14 operational budget parameters and assumptions for presentation to BOG Budget Committee</td>
</tr>
<tr>
<td>April 22</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>April 30</td>
<td>Central Administration</td>
<td>Finalize assumptions (% of merit increase; skim $; special/equity requests) and release final Salary Raise Exercise Guidelines, if necessary.</td>
</tr>
<tr>
<td>May 1</td>
<td>Provost</td>
<td>Notify Non-Tenured Faculty of Reappointments</td>
</tr>
<tr>
<td>May 2-3</td>
<td>President/Board of Governors</td>
<td>Report on Promotion &amp; Tenure Recommendations. Approve FY14 Operating Budget and Salary Increase recommendations.</td>
</tr>
<tr>
<td>May 3</td>
<td>Provost/Budget Office</td>
<td>Finalize Special and Equity requests and prepare summary information for Operations Committee review.</td>
</tr>
<tr>
<td>May 7</td>
<td>Operations Committee</td>
<td>Review of Recommendations on Special and Equity Increases. Each VP is to submit recommendations to the Office of Budgets by May 3 so the Budget Office can prepare a summarized report.</td>
</tr>
<tr>
<td>May 8</td>
<td>Provost/VP’s</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 13</td>
<td>Office of Budgets</td>
<td>Release salary raise control numbers to VPs/Colleges</td>
</tr>
<tr>
<td>May 13</td>
<td>Office of Budgets, Colleges,</td>
<td>Faculty &amp; Administrative Professional Salary Raise Exercise Begins: input raises and changes to SALX system</td>
</tr>
<tr>
<td></td>
<td>Departments, Units</td>
<td>faculty, Administrative Professional Salary Raise Exercise Begins: input raises and changes to SALX system</td>
</tr>
<tr>
<td>May 24</td>
<td>Colleges, Departments, Units</td>
<td>Deadline to complete Salary Raise Exercise process. Coordinators enter individual raise amounts (components include merit, equity and special) into SALX module; Office of Budgets populates promotion amount which is restricted to Promotion and Tenure process.</td>
</tr>
<tr>
<td>May 28 – June 3</td>
<td>Provost/Office of Budgets</td>
<td>Notify Office of Budgets when raise process is complete</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Print final raise reports and get approval of department heads, deans, VPs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Return signed reports to Provost/Office of Budgets</td>
</tr>
<tr>
<td>June 4</td>
<td>Operations Committee</td>
<td>Review salary raise exercise results</td>
</tr>
</tbody>
</table>
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<tr>
<th>Date</th>
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<th>Activities/Requirements</th>
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</thead>
<tbody>
<tr>
<td>June 6-11</td>
<td>Deans/Provost/VP’s</td>
<td>Notification letters distributed to individuals informing them of the recommended salary increase with notation that salary increases still subject to final approval of the CSU Budget by the Board of Governors at their June 20-21 meeting if not already approved at BOG May meeting.</td>
</tr>
</tbody>
</table>
| June 12-13 | Office of Budgets                | 1. Load salaries for new fiscal year into HRS.  
2. Coordinate correction of exceptions with HR staff. |
| June 14-17 | Budget Office                    | HR Salaries Load into Budget Construction |
| June 18-21 | Office of Budgets                | 1. Notify coordinators when new salaries are available in BC  
2. Notify coordinators when new-year information is complete so staffing management reports can be produced and/or ODS staffing data is updated with new salary information.  
3. Prepare and distribute final salary increase exercise document to areas that are scheduled to receive it. |
| June 20-21 | Board of Governors               | Approve FY14 Operating Budgets & Salary Increase Recommendations if not approved in May |
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, print the Employee Eligibility Report (HRMSR311), 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:

```
<table>
<thead>
<tr>
<th>Pid:</th>
<th>Comments:</th>
<th>Exclude:</th>
<th>Budget Dept:</th>
<th>Admin Unit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Department Name: [field] Base Salary: [field]
Employee Name: [field] New Salary: [field]
Gender: [radio button] Ethnicity: [radio button] Zero Increase in Salary?: [radio button] Salary Change: [field]
Job Class: [radio button] Jobtitle: [field] Merit Ant: [field]
Original BOS: [radio button] Basis Of Service: [radio button] Discipline/Individual Equity: [field]
Appointment Type: [radio button] Promotion Amount: [field]
Employee Type: [radio button] Special Increase: [field]
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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 eligibility verification process is April 12. 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. 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. 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. 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.

**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 information below highlights the steps that need to be taken and key issues to follow. Detailed information will be provided during SALX workshops.

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 calculated for you and displayed on the screen. The increase percent will be calculated and displayed on the Employee Salary Increase Report (HRMSR310). **If an individual’s total salary increase exceeds 10%, you must enter the justification for it in the Comments field.**

There are three main categories in which the coordinator will enter increases for an individual. **Merit, Disc/Indiv. Equity and Special Increases. See General Policy on page 4 & 5 for detailed explanations of each category.**

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

**Equity** increases for faculty 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 the Comments field. **Individuals receiving equity increases must also receive 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 receive at least the university average merit salary increase.** Upon approval, enter the amount in the Special Increase field. Within the Comments area, provide a brief explanation of the special increase, specific reallocation of funds to cover the increase and the impact to programs/services. In addition, indicate the subfund 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 (HRMSR310).

**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. The related title changes will be input by the Office of Budgets. 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.

**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 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 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 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.

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.
4. For future pay increase later than July 1, as determined by existing contract, use code ‘A’ in the Zero Flag field. Follow steps explained under off-cycle increases below, and leave line 1 blank.

**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, 2013 but on a later date within the fiscal year, because of an existing contract, requires some special handling. If specific details are known, enter the future raise amounts by category into SALX. In addition, add the effective date (MM/DD/YYYY) in the first line of the Comments field. On line 2, add any additional relevant information. This procedure is used for KO8 Awardees who are on training grants in CVMBS and the fully funded county agents in Cooperative Extension, as examples.

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. Leave 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

Once approved, the list of individuals eligible for off-cycle raises will be provided to the President’s Operation Committee, appropriate vice president and HR staff 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:** Off-cycle raises must be included in control total calculations and factored into the total funds available just like any other raises.

**Notification of Increases:** Individuals should not be notified of proposed salary increases until instructed to do so by the Office of Budgets or 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

Operating Procedure for Academic Faculty and Administrative Professional Staff Salaries (reference page 5) (http://www admin.colostate.edu/policies.html).

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 year salary figure. This could mean entering a negative amount if the end result is a salary decrease. 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 (reference pages 5 – 7) (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 - Friday, May 24, 2013

Print Final Three Reports:

- Employee Salary Increase Report (HRMSR310)
- Salary Increase Summary Report (HRMSR314)
- Salary Increase Comment Report (HRMSR313)

Submit Final Three Signed Reports as follows:

Areas reporting to Provost Miranda should have their reports signed by the Department Head /Chair and Dean OR signed by the Director and Vice President. Submit signed reports to Dr. Daniel Bush:

- Agricultural Sciences
- Agricultural Experiment Station
- Business
- Engineering
- Warner College of Natural Resources
- Colorado State Forest Service
- Applied Human Sciences
- Veterinary Medicine and Biomedical Sciences
- Liberal Arts
- Natural Sciences
- Libraries
- Provost/Executive Vice President
- VP Enrollment and Access
- VP Faculty & Academic Affairs
- Graduate School
- VP Information Technology
- VP Research
- International Programs
- VP Student Affairs
- VP Undergraduate Affairs

Areas reporting to President Frank should have their reports signed by the Director and Vice President. Submit signed reports to the Office of Budgets:

- President’s Office
- Athletics
- VP Diversity
- Real Estate Office
- Compliance
- VP University Advancement
- VP University Operations
- VP Engagement
- CSU Extension
- VP External Relations
- Public Safety
- Admin Communications

All units should include any additional documentation needed to clearly explain the proposed new base salary rates.
REQUEST FOR EQUITY AND SPECIAL SALARY INCREASE FORM
Fiscal Year 2013-2014

Name
Department/Org Name & Number
Budget Dept. Number
Effective Date
Title
Current Base Salary
Funding Sources and Percentages (example: EG=50%; EXPSTA=10%; SPONPR=40%)

Employee Id
Assignment Number
People Group
Employment Category
Salary Basis

1 Enter the 9 digit numeric employee id number (from the Oracle HRMS system).
2 The budget department number is referred to as the salary authority department in Oracle HRMS.
3 Employees may have one or more active (concurrent) assignments each of which have a salary. Please only use the primary assignment number (from Oracle HRMS) for which you are requesting a salary change.

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

Proposed Merit Increase $ and %
Equity Increase Request $ and %
Special Increase Request $ and %
Total Increase $ and %

Proposed FY14 Salary
Notes:

Program/Service Impacts of this Reallocation

Justification (attach additional page if more space is needed)

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

Date
Date
Date
Date

Version 01/16/13