

# Salary Adjustment Information/Guidelines

Revised July 12, 2007

## Section I: General Information

**Philosophy:** Salary adjustment programs are developed and administered in support of the University's Compensation Philosophy.

*"In order to fulfill its mission, the University of Arizona shall maintain a compensation program directed toward attracting, retaining and rewarding a qualified and diverse workforce. Within the boundaries of financial feasibility, employee compensation shall be externally competitive and internally equitable, and shall be based upon performance as recognized within the work unit."*

It is the University's intent to compensate employees with similar assignments consistently, regardless of the source of position funding.

### **Types of Adjustments:**

#### Legislated Salary Adjustments

- **General Adjustments** are normally applied to all eligible employees, and may be a flat dollar amount or a percentage of base pay.

#### Legislated and/or ABOR Approved Salary Adjustments

- **Merit Adjustments** recognize employees who have consistently performed their duties and responsibilities at a meritorious level.
- **Market Adjustments** are granted to employees based on the responsible administrator's evaluation of an individual's salary relative to external salary market conditions and retention risk.
- **Equity Adjustments** are granted to individuals based on an evaluation of job responsibilities and rate of pay in comparison to other similarly situated jobs within the organization.

## Section II: Implementation

### **Eligibility:**

*Eligibility criteria may be overridden by legislative mandate.*

- To be eligible, employees must have been continuously employed in a benefits eligible position at the UA for six months prior to the adjustment date. See attached Table A and B for additional eligibility criteria.

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- If otherwise eligible, employees in positions funded by temporary funds are eligible for centrally administered salary adjustments.
- Eligible employees on unpaid leave of absence will receive their adjustment, if applicable, upon return to active status.

### ***Performance:***

- Employee compensation shall be based upon performance as recognized within the work unit. An individual whose performance is less than “satisfactory” is ineligible for a salary increase unless otherwise mandated by legislation.

### ***Salary Adjustment Allocations to Colleges and Administrative Units:***

- Vacant lines are funded to the extent possible.
- Funds are allocated by employee group (Administrators, Faculty, Non-Faculty Appointed Personnel, and Classified Staff) and funds from one group may not be used to enhance the salaries of employees outside that employee group. Requests for exceptions must be approved by the President, the Executive Vice President/Provost, or the Senior Vice President as appropriate.
- All allocations with the same effective date are calculated on the same salary base.

### ***Merit/Market/Equity Plans & Approvals:***

- The President, Executive Vice President/Provost, and Senior Vice President will make allocations to colleges and vice presidential divisions for state and locally-allocated funding. These allocations may differ by unit.
- Deans and Vice Presidents will develop the process by which allocations are made to their units. They must also provide
  - direction for development of unit adjustment plans, including guidance on the definition of ‘meritorious’ when applicable, and
  - a unit adjustment plan/report to the Provost which includes how shared governance was incorporated in the unit planning.
- Departments/units will develop salary adjustment plans with appropriate shared governance involvement. The plans will
  - include the criteria used for the distribution of the proposed adjustments, and
  - be submitted and approved by the Dean/Vice President before adjustments are made.
- In concurrence with Deans/Vice Presidents, Department/unit heads will determine individual salary adjustments based on the approved plans.

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- The merit increase process may be appealed, though the amount may not, in accordance with applicable University Policy (Classified Staff Human Resources Policy #308 Merit Increases, and University Handbook for Appointed Personnel 5.07 Compensation).

### ***Standard Procedures:***

- Salary adjustment appropriations *for* July 1 are implemented effective July 1. However, appropriations for dates other than July 1 are effective the beginning of the pay period, usually the one immediately following the legislated date.
- All salary adjustments are added to base salary; lump sum payments/bonuses are not permitted.
- Individuals funded through other sources, including grants/contracts and auxiliary/sales and service accounts will receive the adjustments on the same basis as state funded positions unless the employing unit has an alternative salary administration program previously approved by the appropriate Dean/Vice President. When funding is insufficient to provide an adjustment, salary increases must be provided within 12 months of the salary program effective date unless an exception is made at the Dean or Vice Presidential level. Unit administrators are responsible for monitoring deferred salary adjustments accordingly. Deferred salary adjustments may not be implemented retroactively.
- All percentage increases are calculated on the base salary before any other increase is applied.
- All salary adjustments are prorated by FTE.
- For Classified Staff employees, the University waives the restriction on exceeding the pay range maximum when applying a legislated salary adjustment.
- Allocated monies may not be
  - held in reserve for future use except for those individuals on leave without pay or on temporary/special assignments, or
  - used to offset funding currently supporting the salary of an existing employee (e.g. replacing local funding with state funds).
- Merit/Market/Equity salary adjustment pools may be supplemented with department funds. Note: Additional department funds may be required for the ERE associated with supplementation.

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### **Section III: Other Adjustments**

*Classified Staff Re-Grade Adjustments* are a type of Market Adjustment. Job titles are re-graded by Human Resources and, if necessary, current incumbents in the job title receive a salary adjustment to a rate no less than the minimum of the new pay grade.

- When possible, strategic implementation of these re-graded job titles occurs concurrently with a centrally administered salary program; some additional state/locally allocated funding may be provided as necessary.
- These increases are applied to employees in specified job titles, and do not have eligibility and performance requirements.

*College/Unit Initiated Adjustments* are not included as part of the legislated salary adjustment process. Circumstances may require colleges/units to initiate non-legislated salary adjustments.

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TABLE A Regular, Benefits-Eligible Employees (eligible for centrally-administered salary adjustment programs and eligible for college/departmental salary adjustment programs)
Administrator
Continuing/Continuing Eligible Professional
Multiple-Year Coach
Multiple-Year (3) Lecturer
Non-Tenure Eligible Faculty
Non-Tenure Eligible Clinical Faculty
Regular Classified Staff
Tenured/Tenure Eligible Faculty
Year-to-Year Professional

TABLE B (eligible for college/departmental salary adjustment programs)		
Post Doctoral Scholars and Clinical Assistants	Student Workers	Temporary/Part Time Employees
Clinical Assistant I - VII	Graduate Assistant/Associate	Ancillary Classified Staff (including Part-Time and Temporary)
Post Doctoral Scholar*	High School Student	Extended Temporary Classified Staff
Research Associate	High School Student-Food Service	Non-Benefits Eligible Faculty
	Student Group A, B, C	Non-Benefits Eligible Clinical Faculty
		Visiting Faculty
		Temporary/Part Time Job Titles
		Extra Help Titles
		Summer Session Titles
		Technical Expert Title

\*The Post Doctoral Scholar job title will be implemented effective January 1, 2008.