

Eastern Michigan University
Human Resources – Compensation, Employment & HRIS
INTER-OFFICE CORRESPONDENCE

TO: Strategic Operations Council

FROM: Craig Reidsma, Director
Compensation, Employment & HRIS

SUBJECT: Special Salary Adjustments

DATE: January 4, 2006

As a result of some recent process issues regarding discretionary increases, the special salary adjustment process has been modified and additional clarification added. The special salary adjustments process is intended to apply to Nonbargained for (AP, AC, CC), PT and CS employee groups.

Please communicate to your respective management employees along with any specific directions you may deem appropriate for your division. Requests should be carefully considered as to how they would be perceived from a fiscal responsibility and an equity perspective within the department and division. Your divisional HRC and/or I are available to assist with comparative data and consultative discussion at your request.

SALARY ADJUSTMENTS

****NOTE** COMMITMENTS SHOULD NOT TAKE PLACE BEFORE APPROVAL OF THIS COMPLETED PROCESS.**

Process:

1. Hiring Authority (HA) determines need for an employee's salary adjustment, estimates the desired amount, prepares memo of rationale and checks with the divisional budget officer on the availability of such an amount from division preliminary commitments funds. HA consults with Human Resources Consultant (HRC) as necessary to review/develop rationale and/or secure internal external data relevant to the request.
2. The HA completes the PAF, obtains signatures, including the Vice President's signature or delegated designee.
3. HA sends completed PAF and salary adjustment documentation to HRC.

4. The HRC reviews the information and evaluates for potential impact on a unit/college and divisional basis, contacts HA to resolve any questions and/or advise HA of concerns if not previously contacted in step 1 or if concerns are left unresolved. Salary adjustment is approved by HRC or modified as mutually agreed with HA and approved. The HRC signs PAF and sends to University Budget. (Should the HRC and HA be unable to agree, the matter may be referred to the next managerial level on up to the divisional VP, as necessary. The final decision ultimately rests with the divisional VP or designee.
5. University Budget verifies available funds, resolves budget issues, if any, directly with HA or Division Budget Officer and returns signed PAF to HR for input to Banner.
6. HRC complies with Union notification requirements and informs HA they may now inform the employee of the specific salary adjustment, effective date and expected regular check date it will be seen.

COMMITMENTS TO THE EMPLOYEE SHOULD NOT TAKE PLACE BEFORE APPROVAL.

General review guidelines:

The evaluation of any such requests will weight heavily on an analysis of internal comparison considerations within the area of responsibility for each Executive Officer/Administrator, Dean or Director of a major operating unit. Relevant internal comparison considerations may include relative comparisons within the same or a related classification(s). Factors in determining pay rate increases may include work performance, increased work responsibilities, unique market pay factors and/or special retention considerations.

Special union contract considerations:

CS employees are required by contract to have a minimum of 3 years seniority at the University to be eligible. Should a CS adjustment exceed the maximum pay rate, the portion in excess of the maximum shall be paid in a lump sum.

Both CS and PT increases require a five (5) calendar day notification requirement to the Union prior to becoming effective, which will be handled by the HRC through written notification to the HA with copy to the Union and then processing the PAF after the required notice period.

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