**COMPENSATION GUIDELINES- MU STAFF**  
Revised 5/4/18

**GENERAL INFORMATION:**
Before offers are extended to candidates, they must be approved by HRS to ensure consistency with Federal EEO law/regulations, campus salary guidelines and internal equity.
Substantial and directly related job experience, education and/or credentials will be considered when determining a salary/pay offer. No one will be paid a full-time equivalency (1.0 FTE) salary that is below or above the range minimum or maximum.
See [Leadership Administration Guidelines](#) for more information on philosophy, etc. See the [Justification for Increase](#) (JFI) for processing instructions on certain increases.

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| NEW HIRE            | An external hire; someone who is not currently working at the University.    | - Candidates’ applicable knowledge, skills, and abilities (KSAs)  
- Internal equity (e.g., campus, division (CSD) and dept. average), and  
- Potential adverse impact related to gender, race, ethnicity, etc.  
- External labor market conditions  
- Budget considerations  
- Salary range of position  
- Merit increase timing                                                                                                                                                                                               | **Before** an offer is made to a candidate, compensation, including any hiring incentive and moving expenses, must be approved by HRS. Based on a review of the “considerations”, HRS will review, analyze and provide guidance to hiring departments on salary offer.  |
| TEMPORARY TO REGULAR (BENEFIT-ELIGIBLE) | Employee initially hired in a temporary (non-benefit-eligible) status who transfers to a benefit-eligible position. |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                   |
| INTERIM APPOINTMENT | An employee temporarily assumes a new title (e.g., executive or upper management). | - Internal equity (e.g., campus, division (CSD) and dept. average), and  
- Potential adverse impact related to gender, race, ethnicity, etc.  
- Level & scope of new duties assumed  
- Current pay and compa-ratio or range penetration  
- Whether incumbent retains old duties  
- Current job duties & title  
- If the EE is appointed as interim basis without a competitive search or external recruitment                                                                                                                                 | Individuals in interim appointments are to be paid at least the range minimum of the interim title assumed. Consult with your HRS HRP for guidance.                                                                 |
| TEMPORARY PAY INCREASE (TPI) | An employee temporarily assumes additional duties outside of the scope of the current role (e.g., duties generally associated with a higher position). |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                   |
| **LATERAL TRANSFER**  
(including those due to reclassification) | **Transfer in the same title or same grade.**  
A lateral transfer exists when the **new salary plan** (e.g., GGS, PAT) and grade midpoint is within 10% of the current salary plan and grade midpoint. This applies to exempt and non-exempt titles. | **Candidates’ applicable knowledge, skills, and abilities (KSAs)**  
- Internal equity (e.g., campus, division (CSD) and dept. average)  
- Potential adverse impact related to gender, race, ethnicity, etc.  
- External labor market conditions  
- Budget considerations  
- Salary range of position  
- Merit increase timing  
- Level and scope of new duties assumed  
- Current pay and compa-ratio or range penetration  
- Review of special pay practices such as call pay eligibility, shift differential if non-exempt, etc. | Typically, a lateral transfer would not warrant an increase in the staff member’s pay. However, an increase may be allowed when considerations support a higher salary.  
Based on a review of the “considerations”, HRS will analyze and provide guidance to hiring departments on salary offers. |
| **DEMOTION**  
(including those due to reclassification) | **A demotion is defined as a move to a position with a lower grade.**  
A demotion exists when the **new salary plan** (e.g., GGS, PAT) and grade midpoint is at least 10% less than the current salary plan and grade midpoint. | **Candidates’ applicable knowledge, skills, and abilities (KSAs)**  
- Internal equity (e.g., campus, division (CSD) and dept. average)  
- Potential adverse impact related to gender, race, ethnicity, etc.  
- External labor market conditions  
- Budget considerations  
- Salary range of new position  
- Current pay and compa-ratio or range penetration  
- If the change is initiated by the employee or the organization | Staff who transfer or are reclassified to a lower level title will receive a salary commensurate with the relevant considerations. A decrease in salary is not required, but may be appropriate based on the new title and relevant considerations.  
Based on a review of the “considerations”, HRS will analyze and provide guidance to hiring departments on salary offers. |
## PROMOTION
(including those due to reclassification)

A promotion is defined as advancement to a job in a higher salary grade.

A promotion exists when the **new salary plan** (e.g., GGS, PAT) and grade midpoint is at least 10% higher than the current salary plan and grade midpoint.

- Candidates’ applicable knowledge, skills, and abilities (KSAs)
- Internal equity (e.g., campus, division (CSD) and dept. average)
- Potential adverse impact related to gender, race, ethnicity, etc.
- External labor market conditions
- Budget considerations
- Salary range of new position
- Current pay and compa-ratio or range penetration
- If there was a competitive recruitment for the position

Staff who transfer or are reclassified to a higher level title will receive a salary commensurate with the relevant considerations. An increase in salary is not required, but may be appropriate based on the new title and relevant considerations.

Based on a review of the “considerations”, HRS will analyze and provide guidance to hiring departments on salary offers.

## MID-YEAR INCREASES (e.g., market, equity, counter offers)

Off-cycle, (i.e., not 9/1) increase to pay.

**Market** increases are those where pay is substantially below the external market.

**Equity** increases are designed to bring an incumbent’s salary more in line with peer groups in the dept., division and/or campus.

**Counter Offers** are made in response to a job and salary offer from another internal department or an external employer.

- Incumbents’ applicable knowledge, skills, and abilities (KSAs)
- Internal equity (e.g., campus, division (CSD) and dept. average)
- Potential adverse impact related to gender, race, ethnicity, etc.
- External labor market conditions
- Budget considerations
- Current pay and compa-ratio or range penetration
- Incumbent’s performance
- “Time to fill” the position &/or title

**Counter Offers:**
- Internal equity & impact of a counter offer to other staff
- Is the job the employee is considering a lateral transfer or a promotion
- Is either (internal) job hard to fill and what is in the best interest of the institution
- Documentation of the external offer may be required (e.g., offer letter)

A Justification for Increase form, along with the Chancellor’s direct report or Dean’s signature authorizing review, must be submitted to HRS @ muhrscompreview1@missouri.edu.

These increases require the approval of the Vice Chancellor HRS before discussing with the employee. Approval of any mid-year increase is based on an evaluation of the relevant considerations.