

# COMPENSATION GUIDELINES- MU STAFF

Revised 4/10/19

**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.

SALARY OFFER	DEFINITION	CONSIDERATIONS	GUIDELINES
<b>NEW HIRE</b>	An external hire; someone who is not currently working at the University.	<ul style="list-style-type: none"> <li>- Candidates' applicable knowledge, skills, and abilities (KSAs)</li> <li>- Internal equity (e.g., campus, division (CSD) and dept. average), and</li> <li>- Potential adverse impact related to gender, race, ethnicity, etc.</li> <li>- External labor market conditions</li> <li>- Budget considerations</li> <li>- Salary range of position</li> <li>- Merit increase timing</li> </ul>	<p><b>Before</b> 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.</p>
<b>TEMPORARY TO REGULAR (BENEFIT-ELIGIBLE)</b>	Employee initially hired in a temporary (non-benefit-eligible) status who transfers to a benefit-eligible position.		
<b>INTERIM APPOINTMENT</b>	An employee temporarily assumes a new title (e.g., executive or upper management).	<ul style="list-style-type: none"> <li>- Internal equity (e.g., campus, division (CSD) and dept. average), and</li> <li>- Potential adverse impact related to gender, race, ethnicity, etc.</li> <li>- Level &amp; scope of new duties assumed</li> <li>- Current pay and compa-ratio or range penetration</li> <li>- Whether incumbent retains old duties</li> <li>- Current job duties &amp; title</li> <li>- If the EE is appointed as interim basis without a competitive search or external recruitment</li> </ul>	<p>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.</p>
<b>TEMPORARY PAY INCREASE (TPI)</b>	An employee temporarily assumes additional duties outside of the scope of the current role (e.g., duties generally associated with a higher position).		

<p><b>LATERAL TRANSFER (including those due to reclassification)</b></p>	<p>Transfer in the same title or same grade.</p> <p>A lateral transfer exists when the <b>new salary plan</b> (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.</p>	<ul style="list-style-type: none"> <li>- Candidates' applicable knowledge, skills, and abilities (KSAs)</li> <li>- Internal equity (e.g., campus, division (CSD) and dept. average)</li> <li>- Potential adverse impact related to gender, race, ethnicity, etc.</li> <li>- External labor market conditions</li> <li>- Budget considerations</li> <li>- Salary range of position</li> <li>- Merit increase timing</li> <li>- Level and scope of new duties assumed</li> <li>- Current pay and compa-ratio or range penetration</li> <li>- Review of special pay practices such as call pay eligibility, shift differential if non-exempt, etc.</li> </ul>	<p>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.</p> <p>Based on a review of the "considerations", HRS will analyze and provide guidance to hiring departments on salary offers.</p>
<p><b>DEMOTION (including those due to reclassification)</b></p>	<p>A demotion is defined as a move to a position with a lower grade.</p> <p>A demotion exists when the <b>new salary plan</b> (e.g., GGS, PAT) and grade midpoint is at least 10% less than the current salary plan and grade midpoint.</p>	<ul style="list-style-type: none"> <li>- Candidates' applicable knowledge, skills, and abilities (KSAs)</li> <li>- Internal equity (e.g., campus, division (CSD) and dept. average)</li> <li>- Potential adverse impact related to gender, race, ethnicity, etc.</li> <li>- External labor market conditions</li> <li>- Budget considerations</li> <li>- Salary range of new position</li> <li>- Current pay and compa-ratio or range penetration</li> <li>- If the change is initiated by the employee or the organization</li> </ul>	<p>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.</p> <p>Based on a review of the "considerations", HRS will analyze and provide guidance to hiring departments on salary offers.</p>

<p><b>PROMOTION (including those due to reclassification)</b></p>	<p>A promotion is defined as advancement to a job in a higher salary grade.</p> <p>A promotion exists when the <b>new salary plan</b> (e.g., GGS, PAT) and grade midpoint is at least 10% higher than the current salary plan and grade midpoint.</p>	<ul style="list-style-type: none"> <li>- Candidates' applicable knowledge, skills, and abilities (KSAs)</li> <li>- Internal equity (e.g., campus, division (CSD) and dept. average)</li> <li>- Potential adverse impact related to gender, race, ethnicity, etc.</li> <li>- External labor market conditions</li> <li>- Budget considerations</li> <li>- Salary range of new position</li> <li>- Current pay and compa-ratio or range penetration</li> <li>- If there was a competitive recruitment for the position</li> </ul>	<p>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.</p> <p>Based on a review of the "considerations", HRS will analyze and provide guidance to hiring departments on salary offers.</p>
<p><b>MID-YEAR INCREASES (e.g., market, equity, counter offers)</b></p>	<p>Off-cycle, (i.e., not 9/1) increase to pay.</p> <p><b>Market</b> increases are those where pay is substantially below the external market.</p> <p><b>Equity</b> increases are designed to bring an incumbent's salary more in line with peer groups in the dept., division and/or campus.</p> <p><b>Counter Offers</b> are made in response to a job and salary offer from another internal department or an external employer.</p>	<ul style="list-style-type: none"> <li>- Incumbents' applicable knowledge, skills, and abilities (KSAs)</li> <li>- Internal equity (e.g., campus, division (CSD) and dept. average)</li> <li>- Potential adverse impact related to gender, race, ethnicity, etc.</li> <li>- External labor market conditions</li> <li>- Budget considerations</li> <li>- Current pay and compa-ratio or range penetration</li> <li>- Incumbent's performance</li> <li>- "Time to fill" the position &amp;/or title</li> </ul> <p><b>Counter Offers:</b></p> <ul style="list-style-type: none"> <li>- Internal equity &amp; impact of a counter offer to other staff</li> <li>- Is the job the employee is considering a lateral transfer or a promotion</li> <li>- Is either (internal) job hard to fill and what is in the best interest of the institution</li> <li>- Documentation of the external offer may be required (e.g., offer letter)</li> </ul>	<p>A Justification for Increase form, along with the Chancellor's direct report or Dean's signature authorizing review, must be submitted to HRS @ <a href="mailto:muhrscompreview1@missouri.edu">muhrscompreview1@missouri.edu</a>.</p> <p>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.</p>