Raise Process
Non Union and Union Faculty and Academic Staff
Fiscal Year 2018-19

Resource Guide

This application is used to designate annual faculty and academic staff raise recommendations. The raise model contains salary, appointment, primary job, personnel number, and organizational unit information.

This resource guide will build the knowledge base of staff who will utilize Cognos Contributor to enter raise allocations, submission, and workflow.

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Chapter 1: Overview of Raise Process

Introduction to the Non-Union Raise Process
The MSU Board of Trustees approves salary increases for non-union faculty and academic staff on an annual basis. Generally, these increases include a merit pool, a market pool (when applicable) and a university-wide Provost market pool. Centrally funded promotion increases are also available for eligible faculty members. Information regarding the allocation and distribution of these increases is provided in the annual salary adjustment and market adjustment memorandums from Provost, June Youatt.

This year, The MSU Board of Trustees approved salary increases for non-union faculty and academic staff of 1.5 percent for general merit and 0.5 percent for the university-wide market pool for market adjustments for non-union faculty and academic staff. All salary adjustments are effective on October 1, 2018.

Cognos Planning Analytics Raise Model
The Cognos Enterprise Planning raise model, located in the EBS portal, is the application used by units to designate annual raise recommendations. Non-union faculty and academic staff members with appointments on October 1, 2018 are listed within the Cognos Planning Analytics raise model called R01. Information in the raise model for faculty and academic staff member’s such as the salary, appointment basis, appointing organizational units, etc., is from data in the HR-Payroll System that is effective on October 1, 2018. Faculty and academic staff will appear on lists in the raise model by org unit as well as funding org unit list(s) and any non-funded appointing org unit list(s). The raise model opens in August and units have three weeks to enter raise amounts into the model.

Within the Cognos raise model, units first determine whether faculty and academic staff are eligible to be included in the annual salary adjustment process based on eligibility criteria (see Chapter 2 for eligibility criteria). If eligible, salary adjustments are entered in the raise model.

Data Capture
The raise model reflects all personnel actions that have been processed in the HR-Payroll System as of August 9, 2018.

Control Total Figures
The raise model includes columns for units to provide merit raise amounts, Provost market adjustments, and centrally funded promotional increases. All salary adjustments are provided in dollar amounts. A calculated control total is provided by unit and by MAU and dynamically changes based on the amounts entered into the model. Raise control figures may be exceeded by the amounts centrally provided for promotional increments for non-UNTF only.

Joint Appointments
Individuals may appear on multiple org unit lists. For easy reference, the model will indicate whether the employee has a joint appointment and the jointly appointing org unit. For individuals with joint appointments, units must designate employee eligibility by Friday, August 17. This deadline was set
based on unit feedback to allow units to be aware of which other joint units to work with when determining the raise amount. Before submission, jointly appointing units must agree on raise amounts.

**Finders List**
Each year, employees with executive management and management titles are routed to appear on a list where their raise decisions are made. For instance, the Chair of a department would not appear on the department list for raise considerations, but should appear on the Dean’s list for raise considerations.

**Human Resources Review and Finalization of Data**
Once the raise amounts have been submitted in the raise model, Human Resources identifies any changes to the data that occurred between the time of the data capture for the raise model and the time of the raise update in the HR-Payroll System. Human Resources will review these changes and modify the final salary accordingly. The final upload of the raise amounts into the HR-Payroll System will occur in late September.

**Raise Letters**
After the raise amounts have been applied to the salaries in the HR-Payroll System, raise letters are provided for faculty and academic staff members. These are provided by a BI report on the EBS portal. Only those individuals in departments, with the required security access, can access the report that generates letters. It is up to each MAU/College to designate those individuals who will generate letters on their behalf and ensure that the proper security role has been requested and assigned.

**Introduction to the Union Raise Process**
The salary increases for union faculty and academic staff in the Union of Non-tenure Track Faculty (UNTF) are negotiated in the collective bargaining agreement. Raises will be distributed on the basis of merit.

As part of the UNTF agreement, a 1.5% general merit pool has been negotiated for those in the UNTF. The increases will be based upon merit and will only be applied to the portion of salary devoted to teaching courses covered under the UNTF contract.

For those with split UNTF duties and non-UNTF duties, the MSU Board of Trustees has approved a 1.5% merit increase for the portion of salary devoted to non-UNTF duties. All salary adjustments are effective on October 1, 2018.

UNTF employees are not eligible for consideration for a Provost market adjustment.

**Cognos Enterprise Planning Raise Model**
The Cognos Enterprise Planning raise model, located in the EBS portal, is the application used by units to designate annual raise recommendations. UNTF Faculty and academic staff members with appointments on October 1, 2018 are listed within the Cognos Enterprise Planning raise model called R02. Information in the raise model for faculty and academic staff member’s such as the salary, UNTF teaching %, appointment basis, appointing organizational units, etc., is from data in the HR-Payroll System that is effective on October 1, 2018. Faculty and academic staff will appear on lists in the raise model by org unit as well as funding org unit list(s) and any non-funded appointing org unit list(s). The raise model opens in August and units have 3 weeks to enter raise amounts into the model.
Within the Cognos raise model, all eligible UNTF appointments are included in the control totals. Because of this, there is no an option to override eligibility.

The raise model includes a column to indicate merit increases.

**UNTF Salary and Non-UNTF Salary**
The raise model will display a UNTF salary and a Non-UNTF salary (if applicable). Since a faculty/academic staff member’s duties can be split between UNTF assigned duties and non-UNTF assigned duties (e.g., research), separate eligibility designations and separate raise amounts will be required in the raise model for those faculty and academic staff who do not have a UNTF teaching percent of 100%. For instance, as appropriate, an individual may be eligible for a raise based on their UNTF assigned duties but not eligible for a raise based on their non-UNTF assigned duties, or vice versa.

If a faculty member has UNTF assigned duties and non-UNTF assigned duties, a “UNTF Salary” and a “Non-UNTF Salary” will be displayed. The calculations are provided below.

**UNTF Salary Calculation**
The portion of salary devoted to teaching courses covered under the UNTF contract is calculated in the following manner:

\[
\text{Full Time Equivalent (FTE) Salary} \times \text{UNTF Teaching \%} = \text{UNTF Salary}
\]

**Non-UNTF Salary Calculation**
The portion of salary that is non-UNTF is calculated in the following manner:

**Step 1:** Full Time Equivalent (FTE) Salary \times UNTF Teaching \% = UNTF Salary

**Step 2:** Full Time Equivalent (FTE) Salary \ - \ UNTF Salary = Non-UNTF Salary

**Control Totals**
The UNTF control total and the Non-UNTF control total are separate pools of monies and calculated from the applicable pool of salaries. These control totals are broken out and displayed separately within the raise model. For instance, the UNTF control total is based on the total UNTF salaries. The Non-UNTF control total is based on the total (eligible) Non-UNTF salaries. The control total for the UNTF portion must be completely allocated within the MAU and cannot fall short or exceed the control total.
The control totals are provided below:

<table>
<thead>
<tr>
<th>Control Total</th>
<th>Non-Union</th>
<th>UNTF Salary</th>
<th>Non-UNTF Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merit Increase</td>
<td>1.5%</td>
<td>1.5%</td>
<td>1.5%</td>
</tr>
<tr>
<td>College Market</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Provost Market</td>
<td>0.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2.0%</td>
<td>1.5%</td>
<td>1.5%</td>
</tr>
</tbody>
</table>

**Joint Appointments**

Individuals may appear on multiple org unit lists. For easy reference, the model will indicate whether the employee has a joint appointment and the jointly appointing org unit. For individuals with joint appointments, units must designate whether the employee on R01 is eligible by Friday, August 17. Before submission, jointly appointing units must agree on raise amounts both at the column-level and total. For R01, the Merit and Deans Withholding columns are an exception to this. Deans withholding is not an option within R02.

**Enforcement of Minimum Salaries**

After the raise has been applied, MSU HR will analyze FTE salaries to ensure that salaries meet the minimum pay ranges according to the Academic Salary Guidelines. Those individuals whose FTE salary falls short of the minimum range will automatically be adjusted to the minimum.

**Human Resources Review and Finalization of Data**

Once the raise amounts have been submitted in the raise model, Human Resources identifies any changes to the data that occurred between the time of the data capture for the raise model and the time of the raise update in the HR-Payroll System. Human Resources will review these changes and modify the final salary accordingly. The final upload of the raise amounts into the HR-Payroll System will occur at the end of September.

**Raise Letters**

After the raise amounts have been applied to the salaries in the HR-Payroll System, raise letters are provided for faculty and academic staff members. These are provided by a BI report on the EBS portal. Only those individuals in departments, with the required security access, can access the report that generates letters. It is up to each MAU/College to designate those individuals who will generate letters on their behalf and ensure that the proper security role has been requested and assigned.
Chapter 2: Eligibility Criteria

General Information
There are standard criteria defined by the university to determine whether an employee is eligible to be included in the raise process. These criteria are provided later in this section.

Units will first designate in the raise model whether an employee is eligible for a salary adjustment by marking the employee as “Yes” (eligible) or leaving blank (not eligible). Please note - UNTF appointments will no have this option.

In addition, an employee may appear in multiple units. If the individual is not eligible for a raise in these units, units will change the entry to appear blank under the “Include in Raise List” column.

Eligibility Criteria for the Non-Union Raise Process
The following are the eligibility criteria for inclusion of non-union faculty and academic staff in the raise process. In some cases, HR has systematically removed the individuals from the raise model who do not meet the criteria. This is noted under applicable eligibility criteria below.

The following are the eligibility criteria for inclusion of individuals in the 2018-19 process:

1) Faculty and academic staff appointed on January 1, 2018, are eligible for salary adjustments unless otherwise specified under the terms of the appointment. **Note:** Human Resources has systematically removed individuals not meeting this criteria from appearing in the raise model.

2) Faculty and academic staff appointed after January 1, 2018, whose current salary is at the minimum 2017-2018 level should not be included on the recommended salary increases (raise list). Salary adjustments, as necessary, to move the salary rates for these faculty members to the minima in effect for 2018-2019 are to be accomplished utilizing the Pay Change transaction.

3) Faculty on terminal consultantships or with specified retirement dates are eligible for salary adjustments and are to receive consideration subject to the approved salary adjustment guidelines.

4) Faculty and academic staff whose salary is established/adjusted by an outside agency should not be included on the recommended salary increases. Salary adjustments for such faculty should be made through a Pay Change transaction.
5) Faculty and academic staff who are currently on long-term disability should not be included on the recommended salary increases. Their salary rate may be adjusted annually through a Pay and Cost Distribution transaction.  
   **Note:** Human Resources has systematically removed individuals on long-term disability from appearing in the raise model.

6) Faculty or academic staff who will be terminating prior to October 1, should not be included on the raise list.  
   **Note:** Human Resources has systematically removed individuals who are terminating prior to October 1 from appearing in the raise model.

7) Coaches who are appointed on a contractual basis should be provided annual salary adjustments through the reappointment process or through a Pay Change transaction, depending upon the status of their contract.  
   **Note:** Human Resources has systematically removed coaches from appearing in the raise model.

8) Instructors/residents or interns must **NOT** be included on the recommended salary increases. Annual salary adjustments should be provided through a Pay Change transaction.  
   **Note:** Human Resources has systematically removed instructors/residents or interns from appearing in the raise model.

9) Employees on leave without pay on **October 1, 2018** are eligible for the merit increase. The merit increase will be applied to their salary; however, these individuals will not receive an actual earning from this increase until they return from leave.

10) Employees with an on-call or no-pay appointment status on **October 1, 2018** are not eligible for the merit increase.  
    **Note:** Human Resources has systematically removed individuals who are in a no pay or on-call status as of October 1 from appearing in the raise model.
Eligibility Criteria for the Union Raise Process

The following are the eligibility criteria for inclusion of UNTF individuals in the 2018-19 raise process:

1) Employees who have an appointment on January 1, 2018, are eligible for salary adjustments unless otherwise specified under the terms of the appointment. For those who were not appointed on January 1, 2018, but were appointed anytime between 08/16/2017 and 12/31/2017, they will be included as eligible to address “fall only” appointments.

2) Employees whose appointment has ended before October 1, 2018 are not eligible for the merit increase.

3) Employees with an on-call or no-pay appointment status on October 1, 2018 are not eligible for the merit increase.

4) Employees on leave without pay on October 1, 2018 are eligible for the merit increase. The merit increase will be applied to their salary; however, these individuals will not receive an actual earning from this increase until they return from leave.
Chapter 3: Salary Cohort

Background

A salary cohort analysis is updated each year following the annual salary adjustment process. The intent of the cohort analysis is to assist unit administrators in monitoring possible inequities in tenure system faculty salary levels. The salary cohort analysis is based on the previous year’s salary data (i.e., October, 2017 salary data). It is to be reviewed by administrators concurrent with salary adjustment decisions. The procedures ensure the identification of a reasonably large number of individuals for salary review purposes while acknowledging that factors affecting the salaries of particular individuals require analysis at the college or department level.

Lists are provided to colleges each year illustrating salary comparisons among those with the same rank and highest degree. Cohort groups are composed of faculty members

- In the same college
- With the same academic rank
- With the same highest degree
- With the same number of years in rank

Since the majority of appointments in a given college typically have the same appointment basis (annual year or academic year), all salaries within a given college are converted to the predominant appointment basis in that college before salary comparisons are made. In addition, administrative increments are removed from the salaries.

Calculations are performed to derive a predicted median of a cohort which is used as the comparison salary for each individual in the cohort. All faculty and academic staff whose salaries are nine percent or more below the predicted median of the cohort are provided on a separate form. Units have an opportunity to review the salaries identified as low and taking factors into account, make a decision on whether a special salary increase is deemed appropriate. However, identification of individuals through salary cohort analysis does not necessarily mean that these salaries are genuinely low. Salary differences may be justified by the following factors, or other relevant considerations:

- Market differences for different departments within a college
- Merit (quality and quantity of performance)
- Health Services Related Components payments (medical colleges only)
- Agreement signed by unit and faculty member which fixes salary rate

Salary level differentials which are not explained by one or more of the four factors above, or other relevant considerations, require more careful review. In addition, the salary status of all individuals, including those not included on the salary cohort lists, should be carefully reviewed in the salary adjustment process.

Lists are distributed to colleges each year in November. These lists should be used for the upcoming year’s salary adjustment process.
Chapter 4: Changes within Model

Joint Appointments
For individuals with joint appointments, units must designation whether the employee is eligible by Friday, August 17. This deadline allows units to be aware of which other joint units to work with when determining the raise amount. Before submission, jointly appointing units must agree on raise amounts.

Promotion Increments
Promotion increments have been populated within the raise model. No longer a need to enter these amounts.

Provost Market Increase Deadline
Individual market adjustments recommendation are due by 5:00 p.m., Thursday, August 30 within the Provost Market raise model.

Submission Process for Justification for Provost Market Recommendations
MAUs will be required to submit justification for Provost Market recommendations. A brief summary of the college proposal including total funding requested, the total number of tenure system faculty recommended for a market increase, salary history for individuals, marketability of individuals, and relevant unit and MAU averages must be submittd electronically to the Office of Planning and Budget. A brief summary of the college proposal, including total funding requested, must be emailed to Denice Beckwith (email beckwi37@opb.msu.edu).

UNTF Merit Raise
Do NOT submit the raise model until UNTF merit raise dollars equal the amount that can be distributed at the MAU level. A hard stop has not been entered in the model, but UNTF control totals are to be adhered to closely at the MAU level.