

Salary Task Force Spring 2015



Colorado State University
Extension



Salary Task Force

- The Salary Task Force was formed by DAC at the request of Extension Staff in the Fall of 2014 to evaluate all aspects of CSU Extension Personnel Salaries.
- The main focus of the task force initially is to provide education and transparency with how Extension salaries are calculated and how the Salary Raise (SALX) process is applied to all Extension personnel.
- The task force is working on a proposal for Extension personnel to consider regarding the salary raise calculations during the SALX process – this will be discussed in future slides.



Salary Task Force Areas of Discussion

- Review Starting Salary Guidelines
- Understand and be educated regarding the SALX – salary raise process
- Exemplary Employee Awards
- Potential Bonus Plan
- Career Ladder/Tier System
- High Cost County Adjustments
- Supplemental Pay
- Soft Dollar Options
- Reset Performance Appraisal Curve to be more of a ‘Bell Curve’ – would need to coordinate with Performance Appraisal Task Force



Salary Task Force Subcommittees

- Salary Raise Calculation Committee – to analyze the current SALX process of raises based on % and the proposed SALX process of raises based on a % + fixed dollar amount.
- Tier System Committee – explore the possibility of some type of formal career ladder within Extension.
- Equity Adjustment Committee – analyze compression.
- Soft Dollar Committee – look for ways to help build capacity.



Salary Task Force Initial Focus

- The salary task force spent their first couple of meetings educating the members of the task force. A lot of time was spent on the two main areas of concern:
 - How are Extension starting salaries determined
 - What is the SALX process and how does CSU Extension administer it



Extension Starting Salary Guidelines

CSUCE Personnel System Salary Range Determination			
Level	Degree Requirement	Maximum Experience (if stated on the position description)	Salary Range
1	BS (Associate)	5	\$39,100-47,600
2	MS pref., BS req.	10	\$39,100-53,100
3	MS	15	\$42,100-57,600
4	MS	30	\$42,100-69,100

BASE Starting Salary = \$42,100* with MS degree. Add \$2500 for **regional** responsibilities.

- **Note: Subtract \$3000 off starting salary for bachelor's degree only. Add \$2,500 for Ph.D.**

EXPERIENCE CREDIT

Base plus	\$1100/year	1-10
	\$900/year	11-20
	\$700/year	21-30

ADMINISTRATIVE CREDIT

1-25%	\$1500
26-50%	\$3000
51-75%	\$4500



Extension Starting Salary Guidelines

- The base starting salary is only increased in years when CSU gives raises.
 - To reduce compression the base starting salary is increased by less than the average CSU merit raise percentage.
- During recession periods of no raises, the base starting salary does not increase.



SALX (Salary Increase Exercise)

*Definition from CSU Office of Budgets

- Colorado State University administers an annual process for salary adjustments that are implemented on July 1. Colorado State has a duty and responsibility to treat all employees in a consistent and fair manner relative to salary and benefit administration within the annual salary increase pool. Each unit shall develop a plan that **must include a merit-driven process** to guide individual salary decisions. While each department and unit must be concerned about consistency, the University must exert an effort to assure that there are no material inconsistencies between department/unit implementation of the salary exercise. Justification for all salary adjustments must be formally documented, and able to withstand independent review.
- The Salary Increase Exercise (SALX) is the mechanism by which colleges, departments, and units enter their salary increases for the new fiscal year.



SALX (Salary Increase Exercise)

The Office of Budgets will issue a control number based on the established merit increase percent (ie. 2.5% last year). Unless specifically approved by the Operations Committee of the President's Cabinet, the sum of all college/unit merit increases for all fund sources may not exceed the control total. Colleges/units DO NOT receive base budget increases based on the salary increase amounts distributed to employees through the salary exercise.

- The CSU Budget process and the CSU SALX process are completely independent of each other.
- Control number is calculated by the CSU Office of Budgets – The total amount of raises that Extension allocates during the internal implementation of the SALX process cannot exceed the control number.
- **Extension is limited by the Control number**



Current Extension Process

- Currently, Extension salary increases are calculated using a specific raise percentage that is attributed to each Performance Appraisal rating, then applied to employee's individual salary based on their merit.
- Last year, the average CSU raise was 2.5%. For Extension, this calculated as follows:

	Range of actual raise amount
• Rating of Exemplary = 2.65%	(\$3,100 - \$1,300)
• Rating of Exceeds = 2.5%	(\$1,900 - \$1,000)
• Rating of Meets = 2%	(\$1,200 - \$700)
- ❖ The Task Force focused on Range Amount. The Task Force fully acknowledges that in any system, there will always be a range, but they would like to decrease the range amount and increase the difference between rating levels.



Task Force Proposal

The following three slides illustrate a proposal that Extension's salary raise process consists of a set raise percentage applied to employee's individual salary plus a fixed set dollar amount attributed to each Performance Appraisal rating.

Current calculation based on %

- Meets: 2%
- Exceeds: 2.5%
- Exemplary: 2.65%

Proposed based on % + Fixed

- Meets: 1% + \$100
- Exceeds: 1% + \$900
- Exemplary: 1% + \$1400



Current calculation based on %

- Meets: 2%
- Exceeds: 2.5%
- Exemplary: 2.65%

CSU Control # 2.5%

Proposed based on % + Fixed

- Meets: 1% + \$100
- Exceeds: 1% + \$900
- Exemplary: 1% + \$1400

- Meets @ \$40,000 = \$40,800
- Exceeds @ \$40,000 = \$41,000
- Exemplary @ \$40,000 = \$41,100

- Meets @ \$40,000 = \$40,500
- Exceeds @ \$40,000 = \$41,300
- Exemplary @ \$40,000 = \$41,800

- Meets @ \$40,000 = -\$300
- Exceeds @ \$40,000 = +\$300
- Exemplary @ \$40,000 = +\$700



Current calculation based on %

- Meets: 2%
- Exceeds: 2.5%
- Exemplary: 2.65%

CSU Control # 2.5%

Proposed based on % + Fixed

- Meets: 1% + \$100
- Exceeds: 1% + \$900
- Exemplary: 1% + \$1400

- Meets @ \$60,000 = \$61,200
- Exceeds @ \$60,000 = \$61,500
- Exemplary @ \$60,000 = \$61,600

- Meets @ \$60,000 = \$60,700
- Exceeds @ \$60,000 = \$61,500
- Exemplary @ \$60,000 = \$62,000

- Meets @ \$60,000 = -\$500
- Exceeds @ \$60,000 = same
- Exemplary @ \$60,000 = +\$400



Current calculation based on %

- Meets: 2%
- Exceeds: 2.5%
- Exemplary: 2.65%

CSU Control # 2.5%

Proposed based on % + Fixed

- Meets: 1% + \$100
- Exceeds: 1% + \$900
- Exemplary: 1% + \$1400

- Meets @ \$80,000 = \$81,600
- Exceeds @ \$80,000 = \$82,000
- Exemplary @ \$80,000 = \$82,100

- Meets @ \$80,000 = \$80,900
- Exceeds @ \$80,000 = \$81,700
- Exemplary @ \$82,200 = \$82,200

- Meets @ \$80,000 = -\$700
- Exceeds @ \$80,000 = -\$300
- Exemplary @ \$80,000 = +\$100



Current merit raise range based on %

- Meets = \$700 - \$1,200 (\$500)
- Exceeds = \$1,000 - \$1,900 (\$900)
- Exemplary = \$1,300 - \$3,100 (\$1,800)

Proposed merit raise range based on % + Fixed

- Meets = \$500 - \$900 (\$400)
- Exceeds = \$1,300 - \$1,700 (\$400)
- Exemplary = \$1,800 - \$2,200 (\$400)



Caveat Statements

- Examine the idea that no matter the salary level, Exceeds and Exemplary performers receive at least the average university merit increase percentage.
- Flexibility to this process may be needed to address raise situations such as completion of an advanced degree or something similar.
- Specific % and \$ amount will change every year based on SALX control Number and distribution of performance ratings –
 - Regional Directors and Finance will work together to set the amounts. (State Office salary raise % is determined by Director of Extension)



At This Point

- The Salary Task Force needs Extension personnel to weigh-in on the proposal – please feel free to contact anybody on the committee.
- This will **not** be effective for this year's Salary Raise Exercise process.
- The Task Force will be presenting this proposal to DAC on May 26th.
- In collaboration with Regional Directors, the concept of Regional Awards is being discussed:
 - ❖ One potential way to recognize outstanding performance outside of the salary raise process.
 - ❖ People really appreciate this, but do not want to set up something that has the perception of being unfair or inequitable.



Salary Task Force Members

- Eric McPhail
- Tim Aston
- Adrian Card
- Claire Dixon
- Devin Engle
- Amy Henschen
- Ron Meyer
- Darrin Parmenter
- Curtis Utle
- Glenda Wentworth
- Robin Young
- Judy Barth
- Jessica Fuentes
- CJ Mucklow
- Bill Nobles
- JoAnn Powell