

STANDARD ADMINISTRATIVE PROCEDURE

31.01.01.M7.01. Salary Increases Not Awarded Through the Budget Cycle

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SAP Statement

This Standard Administrative Procedure is set forth to provide guidance on salary increases not awarded through the budget cycle. It is the practice of Texas A&M University to award salary increases through the regular budget cycle. As with all practices, some flexibility is needed to respond to exceptional circumstances. Included in this procedure are types of salary increases that may be considered outside the regular budget cycle.

The responsible Human Resources unit is based on the type of position: The Division of Human Resources and Organizational Effectiveness (HROE) is responsible for staff positions. The Division of Research is responsible for non-faculty research positions (including TAMUG). Faculty Affairs is responsible for faculty positions. Texas A&M University at Galveston (TAMUG) Human Resources is responsible for TAMUG staff positions.

Official Procedure and Responsibilities

1. GENERAL

- 1.1 An increase is determined to be outside of the regular budget cycle if it is not approved and submitted during the annual budget process, in accordance with the budget calendar and guidelines issued by the Texas A&M University System.
- 1.2 This standard administrative procedure does not consider out of cycle salary increases occasioned by a Promotion, Reclassification, Hiring Salary Adjustment,

Change in Minimum Rates, Temporary Salary Increase, Job-Related Skill Enhancement Pay or Mandated Across-the Board salary increases.

1.3 With all requests for salary increases, a compelling argument must be made as to why the increase could not have been made during the regular budget cycle or cannot wait to be made during the next budget cycle.

1.4 Only the President may authorize a salary increase that is not included in the regular budget cycle. The President is authorized to delegate salary increases made outside the regular budget cycle to Vice Presidents.

1.4.1 The Provost and Executive Vice President serves as the approver for academic units and others within the authority of the Provost that do not have a Vice President. The President serves as the approver for units reporting directly to the President that do not have a Vice President. The Vice President for Research serves as the approver for non-faculty research positions. This approval authority may be delegated further.

1.4.2 Texas A&M and Division of Research Positions (excluding faculty positions)- Administrative Channels: When submitting documents that require routing through “administrative channels to the appropriate approvers”

1.4.2.1 Academic Routing: Department Head, Dean or designee, Vice President for HROE or designee (non-research positions) or the Vice President for Research or designee (research positions) and Provost and Executive Vice President or designee.

1.4.2.2 Non-Academic Routing: Department Head, Vice President for HROE or designee (non-research positions) or the Vice President for Research or designee (research positions) and the Vice President or designee.

1.5 The effective date for the new rate of pay will be on or after the beginning of the pay period in which the employee is paid and the request receives final approval from the appropriate Human Resources unit. No pay increase may be retroactive, in accordance with Article III, Section 53 of the Texas Constitution which prohibits the payment of retroactive increases to State employees.

2. COUNTER OFFERS

Criteria and Approval

2.1 Texas A&M employees may be offered employment with substantial salary increases at peer institutions, government agencies, or other industries at times outside of the regular the budget cycle. Counter offers are not allowed within other

departments at Texas A&M. In some instances, counter offers may be considered to keep the employee at Texas A&M. Counter offers should be used only when an employee possesses unique knowledge, skills and abilities, that cannot easily be replaced and are approved on a case-by-case basis.

- 2.2 Approval documentation shall be submitted through administrative channels to the appropriate approvers and contain the following: name of the employee and UIN, position ID and title, the current and proposed salary rate, proposed effective date and justification. The justification must be supported by documented evidence that the employee has been offered employment with a salary increase by entities outside of Texas A&M University and that the employee possesses unique knowledge, skills and abilities, that cannot easily be replaced. Requests should be supported by strong evidence of business need for retention and are approved on a case-by-case basis.
- 2.3 Texas A&M and Division of Research Positions: Approval must be obtained in accordance with section 1.4 before an employee receives a Counter offer salary increase.
- 2.4 Faculty Positions: Requests must be routed through Faculty Affairs for final approval by the Provost and Executive Vice President.
- 2.5 TAMUG Positions: Requests for counter offers must have the approval of TAMUG Human Resources and the COO of TAMUG. TAMUG research position rates must also have the approval of the Vice President for Research or designee.

Processing

- 2.6 In Workday, the department will submit a Request Compensation Change and select “Counter Offer” as the reason. Approval documentation shall be submitted as an attachment within the request. HROE will review the request for compliance in accordance with the instructions provided in the [Counter Offer Increase Memorandum](#).
 - 2.6.1 For guidance, refer to the [Request Compensation Change business process](#) request in Workday.
 - 2.7 A copy of the approval documents will be placed in the employee’s personnel file.
3. MERIT-SALARY INCREASES
 - 3.1 Merit Salary Increase: A base salary increase that may be granted to an individual in recognition of meritorious job performance. For guidance, refer to [University Rule 31.01.08.M1, Merit Salary Increases](#).
 4. EQUITY INCREASES/OTHER SALARY ADJUSTMENTS

Criteria and Approval

- 4.1 Equity increase reasons for salary adjustments may include external pressure in high demand areas, internal salary compression, gender, or ethnic equity adjustments (if any), and other forces that may be beyond the control of departments. Other salary adjustments may occur due to an external pressure in high demand areas and other forces beyond the control of the university departments. In rare cases, other salary adjustments may be proposed for significant expansion of work, [substantial increase in supervisory role or direct reports] or reorganizations, when a classification/job title change is not otherwise appropriate. As with merit increases, salary adjustments should be made during the budget cycle whenever possible. Any request for an out-of-cycle salary adjustment shall be supported by strong evidence of need and a compelling argument as to why the adjustment cannot be accomplished during the next budget cycle. The appropriate Human Resources unit will perform an analysis which includes reviewing similar titles/classifications in the department, division, and university as a whole.

Equity Increases

- 4.2 Texas A&M and Division of Research Positions: Approval must be obtained in accordance with section 1.4 before an employee receives an Equity increase.
- 4.2.1 Texas A&M Positions: Approval documentation shall be submitted through administrative channels to the appropriate approvers and contain the following: name of the employee and UIN, position ID and title, the current and proposed salary rate, proposed effective date and justification. The justification should include strong evidence of need and a compelling argument as to why the adjustment cannot be accomplished during the next budget cycle. Equity Increases are typically approved during the budget cycle for an effective date of September 1. HROE will review the request for compliance in accordance with the instructions provided in the [Equity Increase Memorandum](#).
- 4.2.2 Division of Research Positions: [Sample Equity Memo](#) shall be submitted through administrative channels to the appropriate approvers.
- 4.3 TAMUG Positions: Requests for Equity Increases must have the approval of TAMUG Human Resources and the COO of TAMUG. TAMUG research position rates must also have the approval of the Vice President for Research or designee.
- 4.4 Faculty Positions: For guidance, refer to [Faculty Equity and/or Retention Request Template](#).

Other Salary Adjustments

- 4.5 Texas A&M and Division of Research Positions: Approval documentation shall be submitted through administrative channels to the appropriate approvers (in accordance with section 1.4) and contain the following: name of the employee and UIN, position ID and title, the current and proposed salary rate, proposed effective date and justification. The justification will include strong evidence of need and a compelling argument as to why the adjustment cannot be accomplished during the next budget cycle. Other Salary Adjustment increases are typically approved during the budget cycle for an effective date of September 1.
- 4.6 TAMUG Positions: Request for Other Salary Adjustments must have the approval of TAMUG Human Resources and the COO of TAMUG. TAMUG research position rates must also have the approval of the Vice President for Research or designee.
- 4.7 Faculty Positions: For guidance, refer to [Faculty Equity and/or Retention Request Template](#).

Processing

- 4.8 In Workday, the department will submit a Request Compensation Change and select “Equity Adjustment” as the reason for equity salary increases. The department will select “Other Salary Action” as the reason for other adjustment salary increases. Approval documentation shall be submitted as an attachment within these requests.
- 4.8.1 For guidance, refer to the [Request Compensation Change business process in Workday](#).
- 4.9 A copy of the approval documents will be placed in the employee’s personnel file.

Related Statutes, Policies, and Regulations

[System Policy 31.01, Compensation](#)

[System Regulation 31.01.01, Compensation Administration](#)

[System Regulation 31.01.08, Merit Salary Increases](#)

[University Rule 31.01.01.M7, Employee Compensation Administration](#)

[University Rule 31.01.08.M1, Merit Salary Increases](#)

Contact Office

For information or clarification on this procedure, contact: [Human Resources and Organizational Effectiveness, Classification & Compensation](#) at (979) 845-4170 or by email at hrcomp@tamu.edu.

For information on Research titles, refer to the [Research Titles and Staffing webpage](#) or contact: Division of Research at (979) 458-4956 or by email at ResearchStaffing@tamu.edu.

For information regarding Faculty titles, contact: Faculty Affairs at (979) 845-4274 or by email at facultyaffairs@tamu.edu.

For information regarding Texas A&M Health Science Center positions, contact: [Human Resources](#) by email at hschr@tamu.edu.

For information regarding Texas A&M at Galveston positions contact: [Human Resources](#) at (409) 740-4532 or by email at hr@tamug.edu.

OFFICE OF RESPONSIBILITY: [Human Resources and Organizational Effectiveness](#)