

SALARY DECISION WORKSHEET
(Graded and Career Banded Positions)

Effective Date:	Name:	Position #:	
Classification Title:		Salary Grade:	Salary Range:
		Hiring Range:	
Competency Level (If CB): N/A	Department:	College/Division:	
Department Org. Number:	Check Distribution #:		

I. TYPE OF ACTION: *(Please check applicable action requested.)*

Recruitment Actions:

- New Hire
 Promotion
 Transfer
 Reassignment
 Grade-Band Transfer

Classification and Compensation Actions:

- New Position
 Reclassification

Career Progression Adjustment:

- Competency/Skill Change
 Competency Level Change
 Labor Market

In-Range Adjustment:

- Job Change
 Equity
 Labor Market

II. SALARY RECOMMENDATION:

Salary Request	Position Current Funding	Minimum Salary	Funding Source

Salary Reserve Decrease	Salary Reserve Increase

III. SALARY JUSTIFICATION: *(Include competency assessment documentation)*

IV. APPROVALS: *(This document flows with the hiring proposal; therefore the electronic signatures approve this Salary Decision Worksheet)*

Completing the Salary Decision Worksheet Form Instructions

1. Complete the following information if applicable to the position, Effective Date, Name, Position Number, Classification Title, Salary Grade, Salary Range, Hiring Range, Competency Level, Department, College/Division, Department Org Number, Check Distribution # (same as Department Org Number, unless employees check needs to be delivered to another department).
2. Recruitment Actions
 - *New Hire*
 - *Promotion*
 - *Transfer*
 - *Reassignment*
 - *Grade-Band Transfer* - Employee movement between banded and graded classes. Into band, establish salary with pay factors. Into grade, establish salary using new appointment method.
3. Classification and Compensation Actions
 - *New Position* – Establish New Position
 - *Reclassification* – Re-class Existing Position
4. Career Progression Adjustment – For Career Banded
 - *Competency /Skill Change* – Competency evaluation justifies higher salary within the same competency level
 - *Competency Level Change* – Competency evaluation justifies higher competency level, and typically a higher salary.
 - *Labor Market* – Banded class market rates are adjusted due to labor market study; or statewide journey market rate used by Appalachian is no longer adequate and a market reference rate is established.
5. In-Range Salary Adjustment – For Salary Graded
 - *Job Change* – Employee is assigned additional or different duties requiring more competencies/skills that justify salary change (similar to reallocation, In-range based on job change).
 - *Equity* – Consistent alignment of salaries among employees with similar job duties and years of experience.
 - *Labor Market* – Key Employee in a highly competitive labor market job may have another employment offer or may be seeking other employment (outside of State government/university system).
6. Salary Recommendation: Indicate in the blocks provided the Salary Request, Position Current Funding (employee's current state salary), minimum salary, and the funding source (budget code) If the position is state funded and the requested salary is higher than the minimum salary, the additional funds will come from your area, resulting in a permanent reduction in your budgeted allocation.
7. Justification of salary change: Explain the reason for the salary change. Include competency assessment documentation if a Career Banded position.
8. Electronic signatures needed: Hiring Manager, Department Head, Dean/Director, Vice Chancellor or Designee
9. Audit approval by HRS

Before processing any salary action, please obtain budget approval.

Salary Decision Worksheet

(Additional information for Career Banded Positions)

In determining pay of new or current employees, the required Pay Factors should be applied consistently for the following actions:

- New Hires
- Promotions
- Reassignments
- Grade – Band Transfer

PAY FACTORS

- **Financial Resources** -The amount of funding that a manager has available when making pay decisions.
 - University business need (budget)
- **Appropriate Market Rate** - The market rate applicable to the functional competencies demonstrated by the employee.
 - Journey market rate guidelines/market reference rate guidelines and related market information
 - Market dynamics
- **Internal Pay Alignment** - The consistent alignment of salaries among employees who demonstrate similar required competencies in the same banded class within a work unit or organization.
 - Internal pay alignment (equity)
 - Current salary and total compensation
- **Required Competencies** - The functional competencies and associated levels that are required based on organizational business need and subsequently demonstrated on the job by the employee.
 - Minimum qualifications for class
 - Knowledge, skills, and competencies
 - Related education and experience
 - Duties and responsibilities
 - Training, certifications, and licenses

Determine employee's/applicant's current competency level for the specific job. Use latest assessment form for the employee. For the applicant, you can review previous work experience on the application.

Decide on an appropriate salary based on established market rate guidelines for the employee's competency level and Pay Factors. Determine if the proposed salary is equitable with salaries for other employees who may have similar competencies. You may want to rank all employees in the competency level considering their individual competencies.

Additional notes on granting salary increases—

- Salary increases granted through policy provisions are not limited to a specific amount, nor is any specific amount of increase required. Increases of 15% or above, must be approved by HRS.
- Salary must be in the range of the banded class.
- Policy provisions such as probationary period, appointment types and effective dates, etc, that are applicable to employees with grades will also apply to employees in banded classes.
- If an employee is reallocated to a banded class from a graded class and his/her salary exceeds the appropriate salary considering the pay factors, the salary may be maintained, but the competency level may be lowered to the appropriate level. This should not be an extreme amount above the appropriate rate, but will allow the employee's competencies to catch up in reasonable time.