



# Salary Adjustments – Justification

Updated \\ October 15, 2024

## University of Wisconsin – Madison Adjustments \\ Justification

Supporting Tool to Policy [UW-5023](#) Salary Adjustments

All pay adjustments noted in this document must be awarded in accordance with the Office of Human Resources Pay Adjustments Policy ([UW-5023](#)). The Office of Human Resources (OHR), or School/College/Division head if delegated, must approve all base adjustments for UW-Madison employees outside of the pay plan. **Until final approval is obtained by OHR, no university official is authorized to promise a base adjustment to an employee.**

### For additional resources, please refer to:

- **Amount:** To determine amounts which can be awarded see:
  - [Salary Administration Guidelines](#)
  - [Salary Adjustment Tools and Mechanisms Amount Matrix](#)
  - [Compensation Toolkit](#)
- **Eligibility:** To verify which employee classes are eligible and the types of adjustments which can be awarded see below.
- **Faculty:** For more information on Faculty salary adjustments, see:
  - [\\*Faculty Promotions](#)
  - [\\*\\*Standard Salary Equity Review Policy](#) – There is an additional type of parity/equity review specifically for Faculty. Guidelines are set by the Office of the Provost.
- **[Sample Justification Wording:](#)** Includes template and example justifications for JEMS Rate/Title
- **Overloads:** To evaluate situations qualifying as Overloads rather than salary adjustments, see [UW-5031: Overload](#).



## BASE BUILDING ADJUSTMENTS

Type of Salary Adjustment	When Request is Needed	Evidence for Need	Supporting Documentation
<p><b>Change in Unique Responsibilities, No Change in Title</b></p> <p>(HRS Code 093)</p> <p><a href="#">Sample Justification Wording</a></p>	<p>May be requested when there are permanent changes to an employee's unique responsibilities.</p> <p>All requests should include a review to determine if a new title is more appropriate based upon the change.</p>	<ul style="list-style-type: none"> <li>List of current responsibilities with a comparison list of proposed responsibilities; and</li> <li>Explanation of how the change in responsibilities came to be; and</li> <li>Evidence of a substantial change in responsibilities (qualitative rather than just quantitative).</li> <li>This is typically considered a year or more after taking a new position, unless there are extenuating circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>Updated version of job responsibilities</li> <li>Updated organization chart (if applicable)</li> </ul>
<p><b>Change in Responsibilities &amp; Title</b></p> <p><b>HRS Title Change Code</b></p> <p><b>Promotion</b> (003); or <b>Lateral:</b> (013); or <b>Demotion</b> (005)</p> <p><b>HRS Rate Change Code</b></p> <p><b>Faculty</b> (003) <b>Non-Faculty</b> (001)</p> <p><a href="#">Sample Justification Wording*</a></p>	<p>May be requested when a filled position is assigned to a different title and standard job description based on permanent changes to the responsibilities resulting from changes in the organization's business needs.</p>	<ul style="list-style-type: none"> <li>See "<a href="#">Evaluating Job Title within the Job Framework</a>" job aid</li> <li>The movement from an Organizational Contributor to a Management track title may not be allowable under this type of change; it may require recruitment.</li> <li>This type of adjustment may not be available for movement into a Limited title from a non-Limited title, unless the non-Limited title is a Faculty title.</li> <li>This type of adjustment may not be available when the title change is a result of a vacancy; it may require recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>See "<a href="#">Evaluating Job Title within the Job Framework</a>" job aid</li> <li>If employee will be assigned to a different title set, include: <ul style="list-style-type: none"> <li>Explanation how skills and abilities needed to perform the work are very similar; and</li> <li>Identification of other similarly situated employees, and statement/justification why responsibilities are being reassigned to employee, instead of other similarly situated employees.</li> </ul> </li> </ul>



Type of Salary Adjustment	When Request is Needed	Evidence for Need	Supporting Documentation
<p><b>Temporary Change in Responsibilities</b> (No Change in Title)  (HRS Code 025)</p> <p><a href="#">Sample Justification Wording</a></p>	<p>The rate increase for an employee who assumes temporary responsibilities such as a temporary assignment while the unit is recruiting for a permanent position; an assignment of an unusual, short-term or non-recurring nature; or a temporary administrative or work assignment.</p>	<ul style="list-style-type: none"> <li>List of current responsibilities with a comparison list of proposed responsibilities; and</li> <li>Explanation of how the change in responsibilities came to be; and</li> <li>Expected duration; and</li> <li>Evidence of truly new responsibilities – not just more of the same; and</li> <li>If interim responsibilities, must have evidence that the new responsibilities are only a portion of another position.</li> </ul>	<ul style="list-style-type: none"> <li>Updated version of job responsibilities including responsibilities of the temporary assignment</li> <li>Updated organization chart (if applicable)</li> </ul>



Type of Salary Adjustment	When Request is Needed	Evidence for Need	Supporting Documentation
<p><b>Parity</b> (HRS Code 041)</p> <p><a href="#">Sample Justification Wording**</a></p>	<p>To correct for inequity compared to staff of similar training, performance, experience and responsibilities –OR – when inequities are created by hiring new employees at rates higher than existing staff – OR – to address significant pay compression.</p>	<ul style="list-style-type: none"> <li>• Evidence of necessity to hire new employees at higher levels; and/or</li> <li>• Evidence of pay compression between an employee and their immediate subordinates or peers with fewer years of service.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of the effect of adjustments on the salary structure within the department (and division) including the effect on parity (must identify those receiving an increase and those who are not; explain why)</li> <li>• Identification of newly hired employees &amp; salaries (if applicable)</li> <li>• Identification of the employees in the same title on campus</li> <li>• Methodology/formula used to determine the adjustment</li> <li>• Statement regarding the performance level of the individual (i.e., satisfactory performance)</li> </ul>
<p><b>Equity</b> (HRS Code 006)</p> <p><a href="#">Sample Justification Wording**</a></p>	<p>To rectify a situation in which inequitable salary relationships exist in categories protected by state and federal law (race, color, gender, religion, sex, national origin, age, and/or disability).</p>	<ul style="list-style-type: none"> <li>• Evidence of inequity in categories protected by state and federal law</li> </ul>	<ul style="list-style-type: none"> <li>• For Faculty: Analysis of data from the <a href="#">faculty salary data</a> including the effect of adjustments on the salary structure within the department (and division)</li> <li>• For Staff: Analysis of data from the OHR Compensation Center of Excellence Identification of the “similarly situated group of employees” (if applicable)</li> <li>• Methodology/formula used to determine the adjustment</li> </ul>



Type of Salary Adjustment	When Request is Needed	Evidence for Need	Supporting Documentation
<b>Market Factor Adjustment</b>			
<b>Retention</b> (HRS Code 081)  <a href="#">Sample Justification Wording</a>	To retain one or more employees when there is a serious retention problem due to increased interest to take outside positions with comparable duties and responsibilities at higher levels of pay.	<ul style="list-style-type: none"> <li>Evidence of a retention problem such as a recent pattern of employees in the same discipline/unit leaving to take positions outside UW-Madison; or</li> <li>Employment offer outside UW-Madison or the Universities of Wisconsin.</li> </ul>	<ul style="list-style-type: none"> <li>Summary of the retention issue</li> <li>Statement regarding the performance level of the individual (i.e., exemplary performance)</li> <li>Statement of the effect of adjustments on the salary structure within the department (and division) including the effect on equity and parity</li> <li>Statement indicating comparable duties and responsibilities</li> </ul>
<b>Competitive</b> (HRS Code 080)  <a href="#">Sample Justification Wording</a>	To retain one or more employees when there is no outside offer or specific example of current retention problems, but there is evidence of a potential retention problem.	<ul style="list-style-type: none"> <li>Identification of potential retention problems based on peer market data and/or placement in established salary range (less than 85% Compa Ratio or lower than 25% PIR).</li> </ul>	<ul style="list-style-type: none"> <li>Data showing that the current salaries are below the external labor market</li> <li>Statement regarding the performance level of the individual (i.e., satisfactory performance)</li> <li>Identification of individual(s) and the methodology/policy for the adjustments</li> <li>Statement regarding the effect of adjustments on the salary structure within the departments, including the effect on parity</li> </ul>



Type of Salary Adjustment	When Request is Needed	Evidence for Need	Supporting Documentation
<b>Performance</b> (HRS Code 091)  <a href="#">Sample Justification Wording</a>	May be awarded for achievements, based on a structured and consistent process that links employee compensation to employee performance.  Notable, sustained performance that meets and exceeds established standards of a job.	<ul style="list-style-type: none"> <li>Length or frequency of the outstanding performance; and/or</li> <li>Overall significance of the employee's work products; and/or</li> <li>Regularity with which the outstanding performance or unique contribution is demonstrated.</li> </ul>	<ul style="list-style-type: none"> <li>Copy of the latest performance review (on file)</li> <li>Statement regarding the employee's performance</li> </ul>

## BONUS (LUMP SUM) PAYMENTS

All Lump Sum adjustments are processed via Workflow for Additional Pay – (WfAP)

Type of Pay Adjustment	When Request is Needed	Evidence for Need	Supporting Documentation
<b>Performance Bonus (Lump Sum)</b>  <a href="#">Sample Justification Wording</a>  <b>Earn Codes</b> HPE (US) UPE (FAASLI)	Employee performs a task or completes a large project, and the employer would like to reward the work with a one-time payment.	<ul style="list-style-type: none"> <li>Division leadership may determine when to provide</li> </ul>	<ul style="list-style-type: none"> <li>Copy of the latest performance review (keep on file and provide date in request)</li> <li>Information on the completion of a large project or department event</li> <li>Statement regarding the employee's performance</li> </ul>



## Sample Justification Wording

Change in Unique Responsibilities – No Title Change.....	7
Change in Responsibilities and Change in Title .....	8
Temporary Change in Responsibilities .....	8
Parity .....	9
Equity.....	13
Market – Retention .....	13
Market – Competitive.....	14
Performance.....	15

### **Change in Unique Responsibilities – No Title Change \\ HRS Code 093**

#### **Template #1 \\ All Employment Categories**

The Department of DEPARTMENT requests a base salary increase for EMPLOYEE due to a permanent change in responsibilities.

EMPLOYEE began employment as a CURRENT TITLE with UW Madison, Department of DEPARTMENT on DATE. The primary function of this position was [*List primary responsibilities*].

EMPLOYEE has taken on new responsibilities:

1. [*Describe and list the primary new unique responsibilities*]
2. [*Explain how these new responsibilities became associated with this person's position*]
3. [*If responsibilities are changing less than a year after taking the new position, explain why*]

These new responsibilities represent significant additions and broaden the scope of this employee's position and contribute to the success of our organization.

#### **Example Justification \\ Unique Responsibilities**

1. Permanent base adjustment to replace TBA put in place on 6/30/2024. Owen Bennett has continued these unique responsibilities for the duration of the TBA being in place, and the permanent duties have already been captured in his job description.

Unique Responsibilities:

10% - Develops training methodology, coordinates, and implements the training of operators of remote research cyber infrastructure.  
5% - Plans and implements the logistics for shipping and deployment of remote research cyber infrastructure.

These responsibilities represent significant additional and broaden Mr. Bennett's position and contribute to our organization's success.

2. Sophie Mitchell completed her 6-month probationary period and has exceeded expectations in all areas. Ms. Mitchell has been filling in for additional duties after another employee retired who was the department's primary payroll, benefits, and HR coordinator. The previous contact was in the same title as Ms. Mitchell, and it was a logical shift in duties for her to fill this role in the department. Ms. Mitchell has been so successful in supporting these duties the Sciences Center is requesting they be incorporated into her permanent responsibilities. With this change in responsibilities the department will be able to use the newly opened FTE in another way to suit the business needs of the unit.

### **Change in Responsibilities and Change in Title**

#### **Template #1 \\ Faculty\* \\ Title Change Code 003 \\ Salary Increase Code 003**

Promotion from [*choose one*: Assistant Professor C40NN to Associate Professor C30NN; or Associate Professor C30NN to Professor C20NN] was approved by Dean and will become effective DATE. Documentation is stored at the school, college or division.

#### **Template #2 \\ All Other Staff \\ Title Change Code 003/013/005 \\ Salary Increase Code 001**

See "[Evaluating Job Title Changes within the Job Framework](#)" Job Aid

### **Temporary Change in Responsibilities \\ HRS Code 025**

#### **Template #1 \\ All Employment Categories**

The Department of DEPARTMENT requests a base salary increase for EMPLOYEE due to Temporary Change in Responsibilities. EMPLOYEE began employment as a CURRENT TITLE with UW-Madison, Department of DEPARTMENT on DATE. The primary function of this position was [*List of primary responsibilities*]. EMPLOYEE has taken on new responsibilities that represent a substantial qualitative change in the position.

EMPLOYEE has taken on new responsibilities:

1. [*Describe and list the primary new responsibilities.*]
2. [*Explain how these new responsibilities became associated with this person's position*]
3. [*If responsibilities are changing less than a year after taking the new position, explain why*]

These new responsibilities represent significant additions and broaden the scope of this employee's position and contribute to the success of our organization.



### **Example Justifications \\ Temporary Change in Responsibilities**

1. Requesting additional pay of 10% for a period of four months for Ms. Lee. Ms. Lee's current duties are as an Accountant I. Her current work is focused with A00 divisional general accounting duties. She will be adding additional duties of an Accountant II level position working on a portion of the departmental analysis for A00 departments for financial analysis work formerly assigned to Alice Clarkson's vacant position. These new responsibilities represent significant additions and broaden the scope of this employee's position and contribute to the success of our organization.
2. Dr. Smith is the Administrative Associate Director with A00. The current Director is retiring. We will be recruiting for a replacement director, beginning immediately. Given the timeline of the recruitment, Dr. Smith will be performing the essential duties of the director position in addition to his regular duties, rather than appointing an interim director. Dr. Smith's current role within A00 gives him the knowledge and familiarity with employees and business processes that are needed to temporarily take on these duties. Given the magnitude of the additional duties Dr. Smith will assume, we are requesting a \$15,000 temporary base adjustment during the time period that he is performing the additional duties. We are requesting this TBA for six months but may extend it or end it early depending on when a new director is selected and able to start.

### **Parity \\ HRS Code 041**

#### **Template #1 \\ Between Similar Staff**

The Department of DEPARTMENT is requesting a base pay increase for EMPLOYEE based on internal parity with staff in the same official title on campus. EMPLOYEE has satisfactory performance. EMPLOYEE is a TITLE with a current annual salary of \$72,000, as compared with other employees in the title (see attached salary spreadsheet).

We request a pay increase for EMPLOYEE to \$75,000, to bring them in line with these other similarly situated employees. We have taken performance, skills and experience of the employee and peers into consideration. We have reviewed the impact of this adjustment on the Department and believe the adjustment is necessary.

#### **Example of Parity \\ Between Similar Staff**

Our department is requesting a base increase on parity for Mr. Shaw. Factors that were considered when reviewing and requesting a base increase were parity with staff in the same official title on campus, hiring new employees at higher rates, and compression between an employee and supervisor. We have utilized compensation strategy by conducting a comprehensive review of quartiles, and PIR/Compa-ratio data with the ultimate goal of progressing experienced employees into Quartile 2 or Quartile 3, depending on the knowledge, skills, and abilities and years of experience. Additionally, we have taken the performance, skills, and experience of the employee and peers into consideration. We have reviewed the impact of this adjustment on the internal parity and believe the adjustment is necessary.

## Template #2 \\ Hiring New Employees at Higher Rates

The Department of DEPARTMENT is requesting a base pay increase for EMPLOYEE based on internal parity created by hiring new employees at higher rates. EMPLOYEE was hired as a TITLE on DATE and is being compensated lower than recent new hires in the same title performing similar work who have less experience. EMPLOYEE has satisfactory performance. Their current rate is \$25.60/hour, as compared with these other new hires (see attached salary spreadsheet):

- COMPARISON EMPLOYEE #1 hired in DATE at \$26.60/hour
- COMPARISON EMPLOYEE #2 hired in DATE at \$27.00/hour
- COMPARISON EMPLOYEE #3 hired in DATE at \$24.00/hour and is less experienced than all peers in the Department

Finalists during the last recruitment indicated they had received job offers for similar positions at \$27.00–29.00/hour. We request a pay increase for EMPLOYEE to an annual salary of \$28.00/hour to bring them above the rate of these comparison employees, since they have four years more experience than his peers. We have taken performance, skills and experience of the employee and peers into consideration. We have reviewed the impact of this adjustment on the internal parity of the Department and believe the adjustment is necessary.

## Example of Parity \\ Hiring New Employees at Higher Rates:

The Department of Human Resources is requesting a base pay increase for Ms. Davis based on internal parity created by hiring new employees at higher rates. Ms. Davis was hired as an HR Coordinator on 1/4/2021 and is being compensated lower than recent new hires in the same title performing similar work who have less experience. Ms. Davis has satisfactory performance. Their current rate is \$25.60/hour, as compared with these other new hires (see attached salary spreadsheet):

- Sophie Mitchell hired 6/2/2023 at \$26.60/hour
- Olivia Foster hired 10/30/2023 at \$27.00/hour
- Henry Lawson hired 4/1/2024 at \$26.50/hour and is less experienced than all peers in the Department

Finalists during the last recruitment indicated they had received job offers for similar positions at \$27.00–29.00/hour. We request a pay increase for Ms. Davis to an annual salary of \$28.00/hour to bring them above the rate of these comparison employees, since they have 4 years more experience than their peers. We have taken performance, skills and experience of the employee and peers into consideration. We have reviewed the impact of this adjustment on the internal parity of the Department and believe the adjustment is necessary.

## Template #3 \\ Compression

**[Compression Definition: The state where there is little difference in salary between employees who have distinct differences in their respective knowledge, skills, experience, abilities, and/or reporting structures or organizational structure stance.]**

The Department of DEPARTMENT is requesting a base pay increase for EMPLOYEE based on internal parity compression

between employee/supervisor. EMPLOYEE has satisfactory performance. EMPLOYEE is a TITLE with a current annual salary of \$80,000, supervising COMPARISON EMPLOYEE #1, who was recently promoted to TITLE at \$78,000 (see attached salary spreadsheet).

We request a pay increase for EMPLOYEE to \$85,000, to increase the pay differential between EMPLOYEE and COMPARISON EMPLOYEE #1 and bring EMPLOYEE'S pay in line with others in the same title in the division. We have taken performance, skills and experience of the employee and peers into consideration. We have reviewed the impact of this adjustment on the internal parity of the Department and believe the adjustment is necessary.

### **Example of Parity \\ Compression**

The Department of Biology is requesting a base pay increase for Bobby Mitchell based on internal parity compression between employee/supervisor. Mr. Mitchell has satisfactory performance. Mr. Mitchell is an HR Manager with a current annual salary of \$80,000, supervising Samuel Soyer, who was recently promoted to HR Generalist at \$78,000 (see attached salary spreadsheet).

We request a pay increase for Mr. Mitchell to \$85,000, to increase the pay differential between Bobby and Samuel and bring Bobby's pay in line with others in the same title in the division. We have taken performance, skills and experience of the employee and peers into consideration. We have reviewed the impact of this adjustment on the internal parity of the Department and believe the adjustment is necessary.

### **Template #4 \\ Faculty Salary Parity Review\*\***

We request a base pay increase of \$CHANGE AMOUNT for Dr. Martha Washington. Upon completing the annual faculty salary parity study, the Department of Money identified Dr. Martha Washington as a candidate for a parity increase. Dr. Washington's current UW base rate of \$CURRENT SALARY is low compared to peers within the department. Dr. Washington is a PhD Associate Professor and the median for all Associate Professor PhD faculty is \$MEDIAN SALARY.

Dr. Washington, PhD is a basic science researcher appointed as an Assistant Professor in March of 2017 with an Institutional Base Salary of \$SALARY. They were promoted to Associate Professor in July of 2022. Dr. Washington is one of five PhD associate professors within the Department of Money and has the lowest base salary of that group. When comparing Dr. Washington with all PhD faculty in the department, we noted that there are four Assistant Professors that are within \$5,000 or less of Dr. Washington's salary.

*[Explain why/how comparables were chosen and provide salary equity]:* Dr. Washington has the same research and teaching services responsibilities as that of peers with research time devoted to the general field of Coins with specific expertise in the Penny. Dr. Washington has 15 awards and 65 publications. As shown below and noted on the spreadsheet provided ("Salary Equity Review-Faculty Comparison"), responsibilities, awards and publications relative to comparable faculty confirm that an adjustment to maintain equity of Dr. Washington's salary is appropriate.

Comparable Department of Money faculty members are:

1. George Washington, PhD (Associate Professor, Division of the One Dollar, \$SALARY)  
Basic science researcher recruited in January 2017 as an Assistant Professor and promoted to Associate Professor in July 2022.  
Basic Responsibilities: This position involves research and teaching services as expected of a tenure track faculty member.  
Research time devoted to the field of one-dollar bills and quarters. An equitable role in the teaching activities of the Division of the One Dollar along with fellow conference.  
Number of Awards: 10; Number of Publications: 30
  
2. Andrew Jackson, PhD (Associate Professor, Division of Twenty Dollars, \$SALARY)  
Basic science researcher recruited in August 2012 as an Assistant Professor and promoted to Associate Professor in July 2019. Basic Responsibilities: This position involves research and teaching services as expected of a tenure track faculty member.  
Research time devoted to the general field of twenty-dollar bills. An equitable role in the teaching activities of the Division of Twenty Dollars along with fellow conference.  
Number of Awards: 16; Number of Publications: 81
  
3. Janet Yellen, PhD (Associate Professor, Division of Federal Reserve, \$SALARY)  
Psychology/social researcher recruited in August 2018 as a Visiting Associate Professor and appointed in June 2023 to their first faculty position. Basic Responsibilities: This position involves research and teaching services as expected of a tenure track faculty member.  
Research time devoted to the general field of money and the federal reserve. An equitable role in the teaching activities of the Division of Federal Reserve along with guest lecturer attendance.  
Number of Awards: 11; Number of Publications: 32

[\*NOTE: Faculty parity reviews require comparison within their peers of the same or comparable fields or disciplines.]

**Example Justification \ \ Faculty Salary Parity Review**

We request a base pay increase of \$8,000 for Dr. Roberts. Upon completing the annual faculty salary parity study, the Department of Money identified Dr. Roberts as a candidate for a parity increase. Dr. Roberts current UW base rate of \$87,000 is low compared to peers within the department. Dr. Roberts is a PhD Associate Professor and the mean for all Associate Professor PhD faculty is \$97,000 (\$99,000 if Dr. Roberts is excluded).

Dr. Roberts, PhD is a basic science researcher appointed as an Assistant Professor in March of 2010 with an Institutional Base Salary of \$74,000. They were promoted to Associate Professor in July of 2015. Dr. Roberts is one of five PhD associate professors within the Department of Money and has the lowest base salary of that group. When comparing Dr. Roberts with all PhD faculty in the department,

we noted that there are four Assistant Professors that are within \$5,000 or less of Dr. Roberts salary.

## **Equity \\ HRS Code 006**

### **Faculty\*\***

Deans, directors, department chairs and faculty may review [faculty salary data](#) in both table and scatter plot form for each academic unit (school, college, department). Data may be used to identify some types of equity issues.

### **Academic Staff, University Staff and Limited Appointees**

Equity Reviews are conducted by the OHR's Compensation Center of Excellence. For questions on this type of salary adjustment, please contact [compensation@ohr.wisc.edu](mailto:compensation@ohr.wisc.edu).

## **Market – Retention \\ HRS Code 081**

### **Template #1 \\ All Employment Categories except Faculty**

The Department of DEPARTMENT requests a base salary increase for EMPLOYEE due to Market – Retention.

*[Provide summary of the retention issue. May include serious retention problem due to increased interest to take outside positions with comparable responsibilities at higher level of salary (examples: applying/interviewing for positions outside UW; being actively recruited for positions outside UW); recent pattern of employees in the same discipline/unit leaving to take positions outside UW; or an employment offer from outside UW.]*

EMPLOYEE consistently has excellent performance in their work. We wish to retain the employee because *[List reasons for retention]*.

In recommending this increase, the department studied the salary structure of the department, the external market and internal parity.

### **Example Justification \\ Market – Retention**

The Department of Health requests a base salary increase for Mr. Smith due to Market-Retention.

Mr. Smith received an outside offer for a position with comparable responsibilities at a higher level of salary. Being that Mr. Smith is our sole electrical engineer for the ABC Program, it is important that we retain him. In order to do so, we are requesting a 10.4% base adjustment. Please see attached offer letter and position description for evidence of the written offer and comparable position duties.

Mr. Smith consistently has excellent performance in his work. We wish to retain him because of his specialized knowledge, skills and experience. He is an integral part of our ABC team. In recommending this increase, the department studied the salary structure of the department, the external market and internal parity.

**Template #2 \\ Faculty**

Professor LAST NAME has exceeded expectations in the areas of research, teaching and service. Professor LAST NAME has recently been recruited by UNIVERSITY for a position as a member of their faculty. In an effort to convince Professor LAST NAME to end negotiations for a possible outside offer with UNIVERSITY, the departmental Executive Committee voted to make a preemptive retention offer which Dean LAST NAME authorized contingent on OHR approval.

In recommending this increase, the department studied the salary structure of the department, considered issues of parity and the prospect of future compensation opportunities and analyzed the recent history of raises, retentions, and unsuccessful retention efforts in the department as well as the current external market in order to set the final rate.

**Market – Competitive \\ HRS Code 080**

**Template #1 \\ All Employment Categories except Faculty**

The Department of DEPARTMENT requests a base salary increase for EMPLOYEE due to Market – Competitive.

Salary range [SALARY RANGE] for TITLE shows a midpoint of \$85,000, which is above the EMPLOYEE’s rate of \$80,000. This gap in pay raises retention concerns for this position, and we request to increase EMPLOYEE’s base salary to \$SALARY to address this. EMPLOYEE consistently has excellent performance, and we wish to retain them. [*Provide reasons for retention*].

In recommending this increase, the department studied the salary structure of the department, the external market and internal parity.

Recommended Calculation(s) CR and/or PIR

Current Compa-Ratio = Proposed Compa-Ratio =  
Current PIR = Proposed PIR =

**Example Justification \\ Market - Competitive**

The Department of Computer Sciences requests a base salary increase for Liam Parker due to Market - Competitive. Salary range 23 for Application Admin II shows a midpoint of \$82,800, which is above Liam’s rate of \$66,000. Liam has over five years of experience in his title and is a high performer. This gap in pay raises retention concerns for this position, and we request to increase Liam’s base salary to \$72,600 to address this. Liam consistently has excellent performance, and we wish to retain him in this role as he will be invaluable during the many technology transitions to and all the ancillary system changes to come. Liam has significant experience in this field and has a high level of understanding that has greatly benefited the Department. Given his knowledge of the industry and ability to implement significant changes is why we are requesting the increase. In recommending this increase, the department studied the salary structure of the department, the external market and internal parity and this new rate aligns Liam more appropriately for the work he is doing.

Recommended Calculations CR and PIR

Current Compa-Ratio= 79.7%

Current PIR= 16.1%

Proposed Compa-Ratio= 87.7%

Proposed PIR: 29.4%

**Template #2 \\ Faculty**

Professor NAME has exceeded all expectations as a faculty member in the Department of DEPARTMENT in the areas of research, teaching and service. Their service to the profession and department has been exemplary.

*[Provide examples of exemplary service. For example: "They are a prolific scholar of AREA OF EXCELLENCE who has published extensively in their field. They are an excellent undergraduate teacher and taken the lead teaching courses that prepare our undergraduate students for careers and graduate students for the teaching profession".]*

With this increase, their salary rate will be at \$NEW SALARY, below the 2023-2024 AAUDE average of \$AVERAGE SALARY [Note: OHR HAS AAUDE DATA]. In recommending this increase, the department carefully studied the salary structure of the department, considered issues of parity and the prospect of future compensation opportunities, and analyzed the recent history of raises and retention efforts in the department as well as the external market, in order to set the final rate.

**Performance \\ HRS Code 091**

**Template #1 \\ All Employment Categories**

EMPLOYEE has a favorable annual performance evaluation on file (DATE\*) and has completed the required UW-Madison training on sexual harassment and violence prevention and cybersecurity.

*[\*Note: In the JEMS Rate/Title system, the date of the performance evaluation must be added into a date field on the justification tab, but the system will automatically insert this wording into the justification section for the user. However, in the "Workflow for Add'l Pay" (WfAP) system, the language above must be added by the user.]*

**Example Justification \\ Performance**

Ms. Brown has a favorable annual performance evaluation on file and has completed the required UW-Madison Sexual Harassment and Violence Prevention and the required Cybersecurity Awareness trainings.

Ms. Brown supervises staff, and they are also up to date on performance activities as required by the Performance Management for Managers and Supervisors policy.