POLICY TITLE: Salary Increases
NUMBER: 1016
CHAPTER TITLE: Wage and Salary Administration

EFFECTIVE DATE: January 1, 2026
PRIOR EFFECTIVE DATE: January 1, 2020

POLICY STATEMENT

The department recognizes the need to provide salary increases that are competitive with the job market and necessary to attract, retain, motivate, and engage a skilled workforce. Salary increases are provided as described in this policy, but only if appropriate funding is available.

PROVISIONS / REQUIREMENTS

1. Human Resources (HR) staff are responsible for providing advice on salary administrative support and documenting the salary increase process at their location.

2. Salary increases provided according to this or any other personnel policy will not be backdated to a date within a pay cycle that has been processed in the SAM II HR/Payroll System, unless the HR Director approves a waiver. Lateral transfers and demotions (where salary increases are not provided) may be backdated to a date within a pay cycle that has been processed in the SAM II HR/Payroll System.

3. Salary increases shall not result in a salary less than the minimum rate or more than the maximum rate of the new salary range.

4. Salary increase justification and related information must be documented and retained in accordance with Personnel Policy 0520, “Personnel Files and Employee Records.”

5. **Promotion salary increases** may be granted to employees who are selected to fill positions in higher salary grades. The employee being promoted will receive the minimum salary rate of the new range, the authorized rate, or a two percent increase of the employee’s current salary, whichever is greatest.

6. **Lateral salary increases** for some transfers within the same salary grade may occur due to the transfer of a position to a new location with an authorized rate. An employee shall not receive a salary increase for a lateral transfer to return to their previous job title at their previous location. Increases for lateral transfers of up to four percent may be provided, with approval of the HR Director, if the job requires a high level of expertise.

7. **Temporary assignment or promotion salary increases** may be available under Personnel Policy 1019, "Temporary Assignments or Promotions."

8. **Within-grade salary increases** are approved by executive management, following guidelines provided by the HR Division. Within-grade salary increases allow employees to advance within their salary range. Performance, progression, internal equity, budget constraints, and other factors may limit, delay, or prevent increases.

9. **General structure adjustments** (e.g. cost of living adjustments) may be provided only when formally approved by the Missouri Highway and Transportation Commission (MHTC) and in concurrence with guidelines provided by the HR Division. General schedule adjustments are applied to the department's salary schedule and each eligible employee's base salary, with all employees maintaining the same salary grade assignment.

10. **Reclassification salary increases** may be provided with the implementation of a job classification study. Salary range progression, internal equity, budget considerations, and other factors may limit, delay, or prevent the reclassification salary increase.

11. **Reassessment of qualifications salary increases** may be provided with the approval of the HR Division within six months of the initial hire date, if it is determined that the employee's qualifications were underestimated when employed. Increases may take the form of within-grade advancement, or career ladder promotion.

12. **Complexity salary increases** may be provided when an employee's job duties increase in scope, impact, and complexity of the work, but not to the extent that a higher classification level is warranted. A four percent increase is usually recommended. These salary increases must be approved by the HR Division.

Ashley Halford
Human Resources Director

CROSS REFERENCES

Personnel Policy 0517, "Staffing of Department Vacancies"
Personnel Policy 0522, "Waiver of Job Specification Minimum Requirements"
Personnel Policy 1019, "Temporary Assignments or Promotions"
Personnel Policy 1026, "Promotions"