

About the Spreadsheet

name	CB-HR-3540-M. Annual Salary Review Spreadsheet
owner	HR
access & use	Restricted to HR
what it is	<p>A spreadsheet template used by HR to review base salaries and determine whether increases or adjustments are required.</p> <p>Typically used to conduct an annual salary review, but may be used at any time to review internal equity and market competitiveness.</p>
who uses it	<ul style="list-style-type: none"> ◆ HR completes the spreadsheet and retains the original file for future reference and audit purposes ◆ Senior management team reviews and approves the information in the spreadsheet ◆ Payroll uses the spreadsheet to process salary increases ◆ Finance keeps a copy for audit purposes

Why This Process is Important

The information gathered during annual salary review process helps us manage our compensation structure to ensure we maintain:

- ◆ **Internal equity** – that is, our employees are rewarded fairly according to the relative value of their positions within the Company, and compared with other employees in similar positions in the Company.
- ◆ **External competitiveness** – that is, we offer compensation in line with compensation packages of other companies in our industry. This gives us a competitive advantage and allows us to attract, motivate, and retain high-performers.

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1. **Recommended % Increase:** Maps the performance rating and position in salary range of the individual to the appropriate percentage from the **% Salary Increase** table (on the **Matrix & Salary Structure** worksheet) and displays that percentage
2. **Recommended \$ Increase:** Calculated by multiplying the **Recommended % Increase** by the individual's current annual salary.
3. **Recommended New Salary:** Calculated by adding the **Recommended \$ Increase** to the individual's current annual salary

Note: If you modify values in the **% Salary Increase** matrix on the **Matrix & Salary Structure** worksheet, the values in these 3 blue-shaded columns will update accordingly.

THE FORMULA

```
=IF(N2=4,"0",IF(N2=5,"0",(IF(AND(N2=3,M2=25),'Matrix&SalaryStructure'!$C$7,IF(AND(N2=3,M2=50),'Matrix&SalaryStructure'!$D$7,IF(AND(N2=3,M2=75),'Matrix&SalaryStructure'!$E$7,IF(AND(N2=3,M2=100),'Matrix&SalaryStructure'!$F$7,IF(AND(N2=2,M2=25),'Matrix&SalaryStructure'!$C$6,IF(AND(N2=2,M2=50),'Matrix&SalaryStructure'!$D$6,IF(AND(N2=2,M2=75),'Matrix&SalaryStructure'!$E$6,IF(AND(N2=2,M2=100),'Matrix&SalaryStructure'!$F$6,IF(AND(N2=1,M2=25),'Matrix&SalaryStructure'!$C$5,IF(AND(N2=1,M2=50),'Matrix&SalaryStructure'!$D$5,IF(AND(N2=1,M2=75),'Matrix&SalaryStructure'!$E$5,IF(AND(N2=1,M2=100),'Matrix&SalaryStructure'!$F$5)))))))))))))))))
```

This formula tells Excel to calculate the percentage X, where X differs depending on the intersection of the employee's performance rating **AND** position in the salary range (as determined in the **% Salary Increases** matrix):

- ◆ If the performance rating is 4 or 5, then X is 0%
- ◆ If the performance rating is 3 **AND** the position in the salary range is 25, then X is equal to the value in cell C7
- ◆ If the performance rating is 3 **AND** the position in the salary range is 50, then X is equal to the value in cell D7
- ◆ If the performance rating is 3 **AND** the position in the salary range is 75, then X is equal to the value in cell E7
- ◆ If the performance rating is 3 **AND** the position in the salary range is 100, then X is equal to the value in cell F7
- ◆ If the performance rating is 2 **AND** the position in the salary range is 25, then X is equal to the value in cell C6
- ◆ If the performance rating is 2 **AND** the position in the salary range is 50, then X is equal to the value in cell D6
- ◆ If the performance rating is 2 **AND** the position in the salary range is 75, then X is equal to the value in cell E6

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- Current annual salary
- Recommended salary increase
- Whether the employee has been identified as ‘Must Keep’
- Whether the salary for this position should be adjusted to maintain internal equity
- Recommended new salary relative to **External Market Data** table
- Company budget for salary increases

This workbook includes formulas that automate several calculations. Cells containing formulas are shaded in blue. As you add rows to the worksheet, you’ll need to copy the formulas into those rows.

To copy a formula down a column:

1. Place your mouse cursor at the lower right-hand corner of the last cell containing the formula. The cursor will change to a plus sign (+) - this is known as the **Fill** handle.
2. Click the **Fill** handle, hold down the mouse button, and then drag down the column. This fills the cells with a copy of the original formula.

Salary Review Worksheet Column Descriptions

Column	Name	How to Complete the Spreadsheet
A	First Name	Enter the employee’s first name.
B	Last Name	Enter the employee’s last name.
C	Title	Enter the employee’s position title.
D	FTE	Enter the full-time equivalency of the position, where 1.00 = 1 full time employee.
E	Position Status	From the drop-down list, select the position status: <ul style="list-style-type: none"> ◆ Regular, full-time ◆ Regular, part-time ◆ Temporary, full-time ◆ Temporary, part-time
F	Hire Date	Enter the employee’s first day of employment with the Company.

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Column	Name	How to Complete the Spreadsheet
Q	Recommended New Salary	Do not type in this column. Value is automatically calculated as described above in How Recommended Increases Are Calculated .
R	Actual % Increase	Enter the actual % salary increase that will be awarded to the employee. This may not be the same number as the recommended percentage increase, based on overall budget and individual performance.
S	Actual \$ Increase	Do not type in this column. Value is automatically calculated using the Current Annual Salary and Actual % Increase .
T	Actual New Salary	Do not type in this column. Value is automatically by adding the Current Annual Salary and Actual \$ Increase .