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HUMAN RESOURCES

To:	**Department Heads**
From:	**Eloise See McGaw** **Assistant Vice President and Director of Human Resources and Equal Opportunity**
Date:	**May 2, 2011**
Subject:	**Merit Increase Program for 2011-12**
CC:	**Division Heads**

Enclosed with this e-mail are the Excel salary worksheets for your salary recommendations for the 2011-12 fiscal year. These worksheets show your departmental profile as of March 31, 2011. Continuing employees on the payroll as of March 31, 2011 are eligible for increases in salary as recommended by department heads and approved by your division head.

The 2011-12 merit increase program for administrative staff consists of two elements: a) a 1.4% salary increase budget and b) a 1.0% bonus pool. The bonus pool provides the opportunity to reward administrative employees for outstanding achievement.

Salary Increase Guidelines
Supervisors should indicate on the salary worksheet the description below that best describes the employee's performance throughout the year. The performance review should indicate the distinction between "exceeds expected results" and "meets expected results." ***Only employees in the category "exceeds expected results" will be eligible for a bonus.***

Managers and supervisors should consider overall performance throughout the year when deciding what description best summarizes an employee's performance. The descriptions below describe what is typically expected for each performance category.

- **Exceeds Expected Results**: Achieved the results described in the Goal Setting/Performance Planning stage and <u>further enhances</u> them through initiative, creativity, and proactive and self-directed action. Consistently exceeds established standards, requirements, and expectations. *These employees should receive the 1.4% increase pool and may be eligible for a bonus.*

- **Meets Expected Results**: Achieved the results described in the Goal Setting/Performance planning stage for competencies and goals. Consistently meets established standards, requirements or expectations and sometimes exceed standards. *These employees should receive the 1.4% increase pool.*

- **Falls Short of Expected Results**: Did not fully achieve the results described in the Goal Setting/Performance Planning stage for competencies and goals. Does not *fully* meet established standards, requirements or expectations. Requires supervisory follow-up

frequently to make sure that work is up to standards. *These employees should receive less than the 1.4% increase pool.*

- **Performance is unsatisfactory**: The employee is not performing up to acceptable standards and work constantly requires correction. Employee ineffectively applies or lacks job knowledge/skills to meet standards. *These employees should not receive an increase.*

Performance issues must be discussed with Human Resources and must be documented.

Salary Worksheets and Recommendation for 2011-2012
Please enter the performance rating from the drop down menu. Once the percentage increase has been determined, please enter the increase percentage on the salary worksheets. To expedite data entry, the spreadsheet will be formatted with a default to 1.4%; therefore, you will only need to make changes for those employees receiving a lower increase or no increase. You do not need to calculate the new salary. **Forward the spreadsheet to your division head along with any bonus nominations by May 20, 2011.** As in past years, the salary process must be completed College-wide before it is finalized; therefore, no information about salary recommendations should be shared with employees until they receive their annual salary letters.

Performance Evaluations
In order to receive a salary increase, administrative staff are expected to have a performance review that evaluates work over the past year and establishes goals for 2011-12. Supervisors are responsible for documenting the performance review discussions and sharing that documentation with their staff. The completed and signed reviews should then be forwarded to Human Resources for retention in individual personnel files. Normally, this process should be completed no later than June 30, 2011. However, if it is appropriate or necessary to delay a performance review beyond June 30th, the supervisor should notify Human Resources and her/his division head of the anticipated date of the review. Human Resources will follow up with division heads on any performance reviews not received.

Bonus Program for 2011-2012
This year, we have a bonus pool of 1.0% available. At the discretion of the division head, bonus dollars may be added to base salary. The maximum increase to base salary from both the salary increase pool and bonus dollars is 4.0%.

Bonuses should be paid out as a one-time payment when one or more of the following criteria are met.
- The employee is being recognized for efforts involving a one-time project.
- The employee stepped up to assume additional responsibilities on a temporary basis.
- The employee consistently exceeds the expectation of the role over time and the employee's salary is already at the appropriate level when compared to employees in similar roles. (This is documented by past performance reviews.)

Division heads **may** decide to roll the bonus dollars into base salary when one or more of the following criteria are met.
- The employee permanently assumed additional responsibilities but the changes were not significant enough to warrant a reclassification request.
- The employee consistently exceeds the expectation of the role over time. (This is documented by past performance reviews.)
- A department wants to address equity issues between employees in similar roles.

The division head should consider equity within the division when deciding to pay bonuses dollars as a one-time payment or roll into base salary.

***Eligibility*:** Employees working at least half time or more in regularly budgeted positions are eligible. A paragraph or two outlining why the individual should receive the bonus should be submitted to the division head. There is an option for team bonuses for a group of employees who have worked together on a project whose impact is significant to the College. For employees who are paid through a grant, performance bonuses must be allowed under the terms of the grant.

Your division head will communicate the nomination process for your division. ***You should discuss any employees who meet these criteria with your division head and provide a brief explanation of your nomination.*** You can also submit a nomination to another division head if you have significant experience working with an employee from a different division who you believe qualifies according to the above criteria. Each division head will decide how to allocate the bonus dollars within his/her division. The division head will communicate bonuses in dollar terms; Human Resources will do the calculations and communicate to the employee the base salary increase and one time payment as applicable.

Important Dates and Deadlines
Salary and bonus recommendations are due to division head by May 20, 2011.
Division recommendations are due to Human Resources by May 31, 2011.
Salary Letters will be sent out the week of June 27, 2011.
Performance Evaluations due in Human Resources by June 30, 2011.
Salary Increases effective July 1, 2011.

Salary Letters
Based upon the salary and bonus recommendations of division heads, salary letters will be generated from the Human Resources Office under my signature and sent to home addresses to be received by all employees at the same time at the end of June. The salary letter from Human Resources is strictly a statement of next year's salary and will not reference performance. Bonus information will be included in the employee's salary increase letter. If a one-time payment is necessary, it will be included in the July paycheck for full year employees and in the September paycheck for academic year employees. We are relying on the division heads to inform you if your recommendations differ from what they submit to our office.

My staff and I are available to assist with the salary increase process as well as with the performance management process. If you have questions about the process, contact Kathi Krajewski at x2447 or Sue Doherty at x2211. Please let us know how we can help you.

Thank you for your ongoing support of our salary administration program.