WEB MERIT TRAINING

PART I
AGENDA

PART I
• NEW MERIT PROGRAM WEB PAGE
• MERIT PROGRAM UPDATE
• PREPARATION FOR MERITS
• PERFORMANCE EVALUATIONS
• PAST PROGRAM INFORMATION
• NEW MERIT PREPARATION REPORT
• NOTIFYING EMPLOYEES

PART II
• WEB MERIT PROGRAM
• CONTACTS
NEW MERIT PROGRAM WEB PAGE

http://www.hr.ucsb.edu/compensation/salary-increase-programs
UPDATE ON MERIT PROGRAM

• President Napolitano has announced a Merit Program for 2017
• Chancellor announcement to campus is pending final review
• HR program guidelines and implementation plans will immediately follow the Chancellor’s announcement
• Plans for this year’s program are expected to be similar to last year
• For purposes of this training workshop, we’ll be referencing last year’s Merit Program guidelines
PREPARATION FOR THE MERIT PROGRAM

• COMPLETE A WRITTEN PERFORMANCE EVALUATION
  • MUST BE COMPLETED WITHIN 12 MONTHS PRIOR TO THE START OF MERIT INCREASE PROCESS
  • PPSM 23, PERFORMANCE MANAGEMENT, STIPULATES THAT EVERY POLICY COVERED EMPLOYEE BE APPRAISED AT LEAST ANNUALLY IN WRITING BY THE SUPERVISOR
  • IF NO EVALUATION COMPLETED, DEPARTMENT IS OUT OF COMPLIANCE WITH POLICY AND MERIT INCREASE DECISIONS GET ESCALATED TO VC/EVC OF DIVISION

• PERFORMANCE EVALUATIONS FOR POOR PERFORMERS
  • PLEASE CONSULT WITH EMPLOYEE & LABOR RELATIONS ON ANY PERFORMANCE EVALUATIONS WITH A “CONSISTENTLY BELOW EXPECTATIONS” RATING PRIOR TO COMMUNICATING THE EVALUATION TO THE EMPLOYEE

• COMPLETE MANDATORY TRAINING REQUIREMENTS
  • EXAMPLES: UC CYBER SECURITY AWARENESS FOR ALL EMPLOYEES, SEXUAL HARASSMENT PREVENTION TRAINING FOR SUPERVISORS, ETC.
PREPARATION FOR THE MERIT PROGRAM

• REVIEW AND UPDATE THE APPOINTMENT DETAILS IN PPS FOR EACH EMPLOYEE TO ENSURE THAT:
  • AT LEAST ONE DISTRIBUTION ENDS ON OR AFTER MERIT EFFECTIVE DATE
  • NEXT SALARY REVIEW DATE IS EFFECTIVE DATE OF MERIT OR EARLIER
  • APPOINTMENT TYPE IS 2 (CAREER) OR 7 (PARTIAL YEAR CAREER)
  • SALARY GRADE IS CORRECT AND NOT BLANK
  • EMPLOYEE RELATIONS CODE IS ACCURATE
PERFORMANCE EVALUATION FORM

• USE THE NEW PERFORMANCE EVALUATION FORM, CREATED IN 2013, AND RECENTLY REVISED IN 2017
  • LOCATED ON HR WEB SITE AT HTTP://WWW.HR.UCSB.EDU/MANAGERS-SUPERVISORS/PERFORMANCE-EVALUATIONS
  • OLD “CORE EVALUATION” FORM IS USED ONLY FOR REPRESENTED EMPS

• MINOR CHANGES TO PERFORMANCE EVALUATION FORM:
  • SECTION 2 AND 3 SWITCHED AROUND (CORE COMPETENCIES AND KEY RESPONSIBILITIES)
  • SECTIONS 4 AND 5 SWITCHED AROUND (OVERALL EVALUATION AND PROFESSIONAL/DEVELOPMENT)
  • NEW DROP-DOWNS UNDER SECTION 2 (CORE COMPETENCIES)
  • NEW MANDATORY TRAINING BOX ADDED TO SECTION 3 (KEY RESPONSIBILITIES)
  • “MEETS EXPECTATIONS” RATING CHANGED TO “FULLY MEETS EXPECTATIONS/SOLID PERFORMANCE”
  • ELECTRONIC SUBMISSION OF PERFORMANCE EVALUATIONS WILL BE REQUIRED AGAIN
MERIT PROGRAM – NEW FOCUS

• SHIFT FROM ACROSS-THE-BOARD TO PERFORMANCE/MERIT BASED
  • EMPLOYEE FEEDBACK FROM THE ENGAGEMENT SURVEY URGED US TO MAKE PAY FOR
    PERFORMANCE A MORE PROMINENT FEATURE IN OUR SALARY PROGRAMS
  • RECOGNIZING AND REWARDING OUTSTANDING PERFORMANCE AND DIFFERENTIATED
    PAY INCREASES BASED ON EMPLOYEES’ ACCOMPLISHMENTS WILL HELP MOTIVATE PEOPLE
    TO ACHIEVE SUPERIOR RESULTS
  • SUPERIOR PERFORMANCE IS DIFFICULT TO ACHIEVE WHEN EVERYONE RECEIVES THE SAME
    INCREASE IN COMPENSATION REGARDLESS OF THEIR CONTRIBUTION
MERIT PROGRAM – NEW FOCUS

• SHIFT FROM ACROSS-THE-BOARD TO PERFORMANCE/MERIT BASED (CON’T)
  • WITH PROPER DISTRIBUTION OF PERFORMANCE RATINGS, MANAGERS CAN DIFFERENTIATE
    MERIT AWARDS AND APPROPRIATELY RECOGNIZE THE STRONGEST CONTRIBUTORS
  • PREDICTABLE PAY PRACTICES THAT ARE BASED ON PERFORMANCE:
    • ENGAGE EMPLOYEES
    • MAINTAIN THE UNIVERSITY’S COMPETITIVE POSITION FOR TALENT
    • HELPS BUILD AN EVEN HIGHER PERFORMING ORGANIZATION WHERE STAFF FEEL THEY CAN
      EXCEED
MERIT EFFECTIVE DATES
(TENTATIVE)

• MONTHLY PAID EMPLOYEES = JULY 1, 2017
  • INCREASE APPEARS IN AUGUST 1ST PAYCHECK

• BI-WEEKLY PAID EMPLOYEES = JUNE 18, 2017
  • INCREASE APPEARS IN JULY 12TH PAYCHECK
• **MERIT FUND POOL / BUDGET**

  • BUDGET DETERMINED BY OFFICE OF THE PRESIDENT
  
  • MERIT FUND POOL IS A % CALCULATION OF THE PAYROLL BASE OF CAREER, NON-REPRESENTED STAFF, AS IDENTIFIED ON THE WEB MERIT ROSTER
    
  • THE SUM OF ALL SALARY INCREASES MUST NOT EXCEED THE MERIT FUND POOL

• THE BUDGET FOR THE LAST FEW YEARS HAS BEEN 3%
FUNDING FOR THE MERIT INCREASE
(TENTATIVE)

• THE DEPARTMENT IS RESPONSIBLE TO COVER MERIT INCREASES FOR:
  • NON-CORE FUNDED POSITIONS
  • LIMITED AND CONTRACT APPOINTMENTS THAT REQUIRE PAY ADJUSTMENTS TO BRING THE PAY RATE UP TO THE NEW MINIMUM OF THE SALARY RANGE
  • CAREER APPOINTMENTS INELIGIBLE FOR THE MERIT INCREASE BUT REQUIRE A PAY ADJUSTMENT TO BRING THE PAY RATE UP TO THE NEW MINIMUM OF THE RANGE
• THE FUND SOURCE(S) USED FOR THE MERIT INCREASE SHOULD BE THE SAME FUND SOURCE(S) FROM WHICH THE EMPLOYEE IS CURRENTLY PAID
• NO FUNDING WILL BE AVAILABLE FOR RANGE ADJUSTMENTS ASSOCIATED WITH CURRENT OPEN PROVISIONS

SPECIFIC QUESTIONS CONCERNING FUNDING FOR THE MERIT PROGRAM SHOULD BE DIRECTED TO SANDRA PEREZ, ASSISTANT BUDGET DIRECTOR (SANDRA.PEREZ@UCSB.EDU, PHONE EXTENSION 4052).
• MERIT PROGRAM ELIGIBILITY

  • PSS AND MSP STAFF ARE ELIGIBLE IF:
    • APPOINTED TO A CAREER POSITION ON OR BEFORE TUESDAY, JANUARY 3, 2017; AND
    • ON PAY STATUS OR APPROVED LEAVE ON JULY 1, 2017 FOR MONTHLY PAID, OR JUNE 18, 2017 FOR BI-WEEKLY PAID EMPLOYEES

  • TRANSFERS FROM ANOTHER UC LOCATION ARE ELIGIBLE ASSUMING NO BREAK IN SERVICE AND THE ABOVE ELIGIBILITY CRITERIA IS MET
MERIT ELIGIBILITY
(TENTATIVE)

• EXCLUDED FROM THE PROGRAM ARE:
  • POLICY-COVERED (NON-REPRESENTED) PSS AND MSP STAFF IN LIMITED, CONTRACT, OR PER-DIEM APPOINTMENTS
  • STUDENT EMPLOYEES IN CASUAL-RESTRICTED APPOINTMENTS
  • EMPLOYEES COVERED UNDER COLLECTIVE BARGAINING AGREEMENTS
  • EMPLOYEES WHO SEPARATE FROM THE UNIVERSITY, WITH OR WITHOUT NOTICE, BEFORE THE EFFECTIVE DATE OF THE INCREASE
MERIT PROGRAM PRINCIPLES
(TENTATIVE)

• DISTRIBUTION OF MERIT INCREASES:
  • ACROSS THE BOARD INCREASES, WITHOUT REGARD TO PERFORMANCE, ARE NOT PERMITTED
  • EACH DEPARTMENT/DIVISION SHOULD USE A CONSISTENT METHOD IN DETERMINING INDIVIDUAL
    MERIT INCREASES
  • PRO-RATION OF MERIT INCREASES IS ACCEPTABLE FOR SITUATIONS IN WHICH AN EQUITY,
    RECLASSIFICATION, OR PROMOTIONAL INCREASE WAS GRANTED IN THE PRIOR 12 MONTHS, OR IF
    HIRED WITHIN THE PAST 12 MONTHS
  • MERIT DECISIONS CONCERNING INDIVIDUALS WHO HAVE NOT RECEIVED A PERFORMANCE
    EVALUATION MUST BE MADE BY THE VC/EVC OF THE DIVISION
  • THE MAXIMUM PERMISSIBLE INCREASE IS CAPPED AT 6% (STILL HAVE TO BALANCE TO MERIT FUND
    POOL)
MERIT PROGRAM PRINCIPLES
(TENTATIVE)

• THE MERIT MATRIX SHOWN BELOW IS A SUGGESTED APPROACH IN ALLOCATING MERIT INCREASES AND IT ASSUMES THAT YOU HAVE A STANDARD DISTRIBUTION OF EMPLOYEES ACROSS PERFORMANCE RATINGS:

<table>
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<th>Consistently Below Expectations</th>
<th>Improvement Needed</th>
<th>Fully Meets Expectations / Solid Performance</th>
<th>Exceeds Expectations</th>
<th>Exceptional</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Empl</td>
<td>1 Empl</td>
<td>16 Empls</td>
<td>2 Empls</td>
<td>0 Empl</td>
</tr>
<tr>
<td>0% - 1%</td>
<td>2% - 3%</td>
<td>3% - 6%</td>
<td></td>
<td></td>
</tr>
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</table>

• THIS TYPE OF DISTRIBUTION WOULD ALLOW EXTRA FUNDS IN THE POOL TO SPEND ON EMPLOYEES WITH HIGHER RATINGS
• THIS CHART ASSUMES THAT ALL EMPLOYEES ARE PAID FROM THE SAME FUND SOURCE

NOTE: EACH DIVISION HAS THE FLEXIBILITY TO ESTABLISH AN INTERNAL PROCESS TO ALLOW FOR CALIBRATION OF PERFORMANCE RATINGS AND MERIT INCREASES AND TO ADMINISTER THEIR INTERNAL PROCESS IN THE MANNER THAT IS MOST EFFECTIVE FOR THEM.
NEW “MERIT PREPARATION” REPORT
(DATA WAREHOUSE / EZ ACCESS)

- REPORT OF EMPLOYEE DATA BY DEPARTMENT
- FILTERED TO ONLY INCLUDE NON-REP EMPLOYEES
- INCLUDES DATA FIELDS THAT CAN BE USED TO PLAN FOR MERIT INCREASES:
  - TYPE OF FUNDING (CORE/NON-CORE)
  - CURRENT ANNUALIZED SALARY
  - PERCENTAGE OF FULL TIME
  - ERIT PROGRAM PARTICIPATION
  - MOST RECENT HIRE DATE
  - APPT BEGIN/END DATE
- USE FOR COSTING OUT VARIOUS MERIT INCREASE SCENARIOS
  - EXPORT TO EXCEL, ADD SOME CALCULATION FIELDS, DETERMINE ELIGIBILITY, AND VOILA!
- “MERIT PREPARATION” REPORT LOCATED IN DATA WAREHOUSE/EZ ACCESS, UNDER “EMPLOYEE” REPORTS
NOTIFYING EMPLOYEES

- MERIT NOTIFICATION TO EMPLOYEES
  - ELIGIBLE NON-REPRESENTED STAFF SHOULD BE INFORMED OF THEIR MERIT INCREASE AFTER FINAL APPROVAL BY THE DIVISIONAL CONTROL POINTS

- HARD COPY LETTER OR EMAIL IS ACCEPTABLE
  - TEMPLATES ON NEW HR MERIT PROGRAM WEBPAGE -
    HTTP://WWW.HR.UCSB.EDU/COMPENSATION/SALARY-INCREASE-PROGRAMS/MERIT-PROGRAM-POLICY-COVERED
IMPLEMENTATION OF MERIT INCREASES

• FORMAL MERIT PROGRAM ANNOUNCEMENT FORTHCOMING FROM CHANCELLOR
• FORMAL MERIT PROGRAM GUIDELINES FORTHCOMING FROM HUMAN RESOURCES
• FORMAL MERIT PROGRAM INSTRUCTIONS ON HOW AND WHEN TO IMPLEMENT FORTHCOMING FROM HUMAN RESOURCES

WEB MERIT INSTRUCTIONS COMING UP NEXT!!
FAQS & CONTACTS

• FAQS – COMING SOON TO THE MERIT PROGRAM WEB PAGE

• CONTACTS:
  • AMY ARNOLD, SENIOR COMPENSATION ANALYST
    • AMY.ARNOLD@HR.UCSB.EDU OR EXT 4068
  • KATHY MOORE, COMPENSATION MANAGER
    • KATHY.MOORE@HR.UCSB.EDU OR EXT 7137