




**WESTERN
ILLINOIS
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Western Illinois University
Pay for Exceptional
Performance Guide for
Administrative Personnel

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Objective

As part of a continuous effort to work toward the University's Strategic Plan, *Higher Values in Higher Education (II.B.5)*...*Explore the pros and cons of a system of performance-based salary increases for non-collective bargaining employees*, Human Resources has developed a comprehensive proposal for a Pay for Exceptional Performance structure for implementation at Western Illinois University.

Goals

The goal of the Pay for Exceptional Performance award is to facilitate the success of University employees by fostering communicative working relationships between supervisors and employees. Awards will be given to employees whose performance exceeds expectations, in an effort to reinforce the University's commitment to recognize high performance.

Eligibility

For employees to be considered for a Pay for Exceptional Performance award, the following eligibility requirements must be met:

- ◆ Administrative personnel (this includes chairs, deans, associate deans, directors, associate directors and other administrative and academic professionals) If clarification is needed, please call the HR office at 298-1971
- ◆ Non-negotiated
- ◆ Employed in current position at least one full year

Meeting the above requirements determines eligibility only, and does not guarantee a Pay for Exceptional Performance award.

Training

Human Resources will provide training for supervisors and employees regarding the Pay for Exceptional Performance process. Supervisor training is mandatory. New supervisors will be required to complete training within **30 days** of assumed supervisory duties. Employee training is encouraged.



Criteria

Per *Annual Performance Evaluation Procedures* for Administrative Personnel, supervisors of non-negotiated administrative personnel are to establish written annual goals for these employees each fiscal year. Goals should be established in consultation with the employee.

These goals should include objectives for performance defined in the employee's job description. Categories of evaluation will be developed by supervisors and provided to the employee at the beginning of the year. These categories will address the performance objectives, including:

- Fulfillment of assigned duties
- Supervision and leadership
- Interpersonal relations
- Communication skills
- Professional development
- Other areas specific to the position

At the end of the fiscal year, administrative employees will submit a report outlining accomplishments and challenges in each of the areas of evaluation outlined by the supervisor. Evaluations may include input from others in the administrative unit, as determined by the supervisor.

Supervisors will review the results of annual evaluations with administrative employees and establish goals and objectives for the coming year. A determination as to whether or not this employee should be recommended for a Pay for Exceptional Performance award will be made at that time. A written summary of the evaluation and the Pay for Performance recommendation will be provided to the employee. This summary will include an outline of accomplishments and, if appropriate, areas for improvement. The summary will be sent through applicable administrative channels to the appropriate Vice President and will be placed in the employee's University personnel file.

Salary Increases Through Exceptional Performance

When Pay for Exceptional Performance awards are available for distribution, the awards will be allocated to qualifying employees as an increase in their base pay, and will be **effective July 1**. Supervisors may distribute Pay for Exceptional Performance awards using a variable pay method contingent upon any or all of the following factors:

- ◆ Impact on department operations
- ◆ Impact on University operations
- ◆ Completion of outlined goals
- ◆ Exemplary job performance

Awards may vary based on the amount of total dollars allocated by the University.

Funding for the Pay for Exceptional Performance program will be determined each year by the University and will be established at the beginning of the fiscal year (after the appropriation of funds by the Illinois legislature).



Solutions & Concerns

The Pay for Exceptional Performance administration addresses the concerns initially presented in the Strategic Plan as follows:

<u>Solutions</u>	<u>Concerns</u>
The Pay for Exceptional Performance structure is based upon individual performance, eliminating any competitive element. Mutually agreed upon goals and supportive documentation should prevent increases from being arbitrarily awarded.	Popularity Contest <ul style="list-style-type: none"> • Salary increases for those who do not truly deserve it but have generous supervisors • Personality conflicts could prevent a worthy person from an increase
By offering training through Human Resources, the Training and Development budget would absorb much of the expense resulting in less expense for the individual departments.	Training Expense
Mutually agreed upon goals between the supervisor and employee(s) determine exemplary performance. The award is not competitive between employees. This creates equal opportunity for all employees.	Competitive/Comparative Mentality
The method of determining Pay for Exceptional Performance creates an opportunity for all employees. This eliminates the arbitrary administration of increases. Because goals are agreed upon at the beginning of the review period, there should be little question involved as to how to earn the increase.	Morale <ul style="list-style-type: none"> • Lack of morale if not administered fairly or for those who did not get an increase. • Can create discord and resentment among peers
Salary equity increases were given in FY06 and continue to be a consideration of the Administration.	Salary equity needs to be addressed prior to implementation of a merit system.
Employees and supervisors are encouraged to outline Pay for Exceptional Performance goals in partnership. Employees who feel they have met the outlined goals, but are not recommended for award may appeal the decision.	Who Determines who is worthy? <ul style="list-style-type: none"> • Evaluation system would be too subjective, even for HR personnel. • Some employees are worthy, but supervisors “drag their feet” and wouldn’t submit the request.
To be determined	Implications for bargaining employees



Procedures – Documentation & Timeline

Section A of the Pay for Exceptional Performance Guide is to be completed by employee and supervisor prior to **June 30***. This section outlines goals and expectations for exceptional performance and may be revisited throughout the fiscal year by the employee and supervisor and may be used to assess progress. Please see page 2 under **Eligibility** to verify individual eligibility for this program.

Section A and the Annual Performance evaluation, including any supplemental information (event record, letter of support or other supporting documentation) will be utilized by department heads/directors and supervisors to make individual determination as to the recommendation for a Pay for Exceptional Performance award.

Event Record (optional) may be used to record noteworthy, job-related events occurring throughout the year.

Employee Worksheet (optional) may be used by the employee to provide input regarding accomplishments, obstacles and other aspects of performance during the review period, and may be used to facilitate discussion at the Pay for Exceptional Performance meeting.

Section B - Overall Performance Rating and Award Recommendation, will be completed by the supervisor and reviewed with the employee on or before **April 1*** of the fiscal year. Both the supervisor and employee will sign the form and then forward to the department head/director.

On or before **April 15***, the department head or director will review, approve or deny, sign, and forward the document to the appropriate Vice President/President for review.

On or before **May 1***, the Vice President/President will review the recommendation, and **if approved**, sign the form and forward to the appropriate office based on employee status:

Civil Service Employee – forward document to Human Resources, 105 Sherman Hall.

COAP Employee – forward document to Academic Personnel, 202 Sherman Hall.

If denied the Vice President/President will write “denied” on the form and return the unsigned form to the supervisor.

The completed Pay for Exceptional Performance guides will remain in a holding file within the department. Following the allocation of awards, Section B will be placed in the employee personnel file.

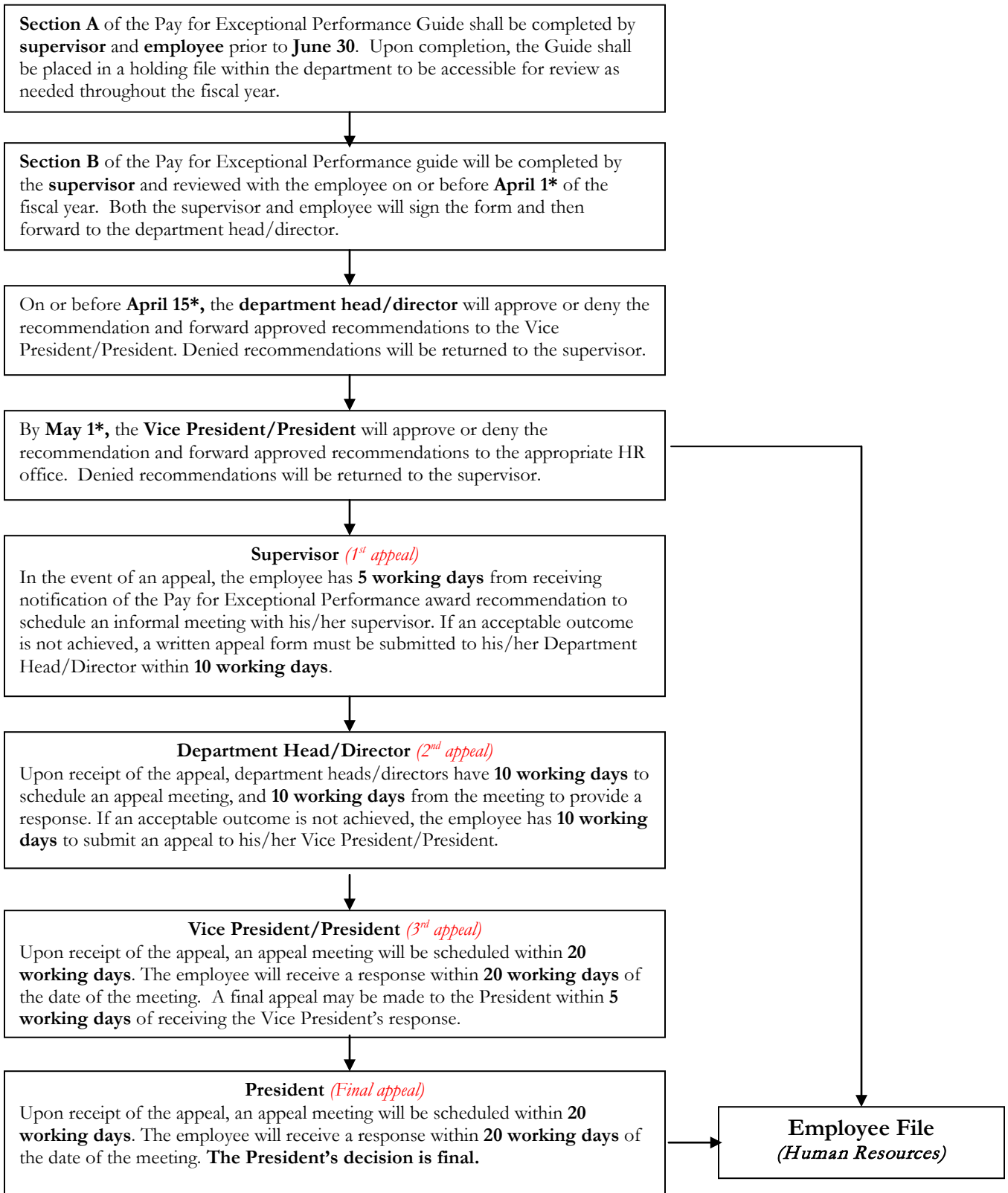
In the event of an appeal, a copy of the guide will be made available by the department and will circulate through the proper channels for the appeal.

Department heads and/or directors may be requested to submit documentation to the appropriate Vice President/Provost/President illustrating the departmental distribution of awards.

**Dates may be subject to change, as necessitated by special circumstances including, but not limited to, employee leaves or layoffs. For special consideration, employees and/or supervisors should contact Human Resources.*



Procedures Flow Chart





Procedures - Appeal Process

In the event of an appeal, the employee will initiate the process by scheduling an informal meeting with his/her direct supervisor within **5 working days** of receiving the Pay for Exceptional Performance recommendation.

If a satisfactory outcome is not achieved, a written appeal form must be submitted to his/her department head/director within **10 working days**.

Upon receipt of the appeal, department heads/directors have **10 working days** to schedule an appeal meeting, and **10 working days** from the meeting to provide a response.

If the issue remains unresolved, the employee may submit an appeal to the appropriate Vice President/President within **10 working days** of receiving the department head's/director's response.

The Vice President/President will have **20 working days** to schedule an appeal meeting, and will provide a response within **20 working days** of that meeting.

A final appeal may be submitted to the President within **5 working days** of receiving the Vice President's response. The President will have **20 working days** to schedule an appeal meeting, and will provide a response within **20 working days** of that meeting. **The President's decision is final.**


As part of each appeal process, all pertinent information will be reviewed, including the Pay for Exceptional Performance appeal form and the Pay for Exceptional Performance Guide. The appeal timeline and hierarchy are reflected in the Procedures Flow Chart [pg 7].




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Western Illinois University Pay for Exceptional Performance Objectives

Section A – *to be completed prior to the beginning of the fiscal year*

 Employee Information	
Employee Name: _____	WIU ID: _____
Department: _____	Title: _____
Fiscal Year: _____	Review Date: _____

 Goals	
<u>Goals:</u>	
_____ Employee Signature	_____ Date
_____ Supervisor Signature	_____ Date

 **Event Record (Optional)**

Specific, noteworthy, job-related events occurring throughout the year. These could include accomplishments or challenges. Event records can be completed by employee or supervisor and are to be attached to and discussed with the Pay for Exceptional Performance Guide.

Employee Name: _____ Date: _____

On this date, _____, the following event occurred:

Date: _____

On this date, _____, the following event occurred:



Overall Performance Rating and Award Recommendation

** Please either attach a letter of support that addresses the criteria used to determine exceptional performance, or this completed Pay for Exceptional Performance form.*

Employee Name: _____ Department: _____

Classification: _____ Period Covered by Review: _____ thru _____

	Annual Performance Review	Pay for Exceptional Performance
Employee Overall Performance Rating	<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Did Not Participate
Pay for Exceptional Performance Award granted based on:	<input type="checkbox"/> Performance Review/Goals <input type="checkbox"/> Other _____	
Amount of Award granted:	\$ _____	
Performance Award not granted	<input type="checkbox"/>	



Employee Comments

I participated in the process of defining performance objectives and developing goals.	<input type="checkbox"/> Yes <input type="checkbox"/> No
I received feedback regarding my work on a regular basis.	<input type="checkbox"/> Yes <input type="checkbox"/> No
I agree with the above rating.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Additional Employee Comments:	

_____ Supervisor Signature	_____ Date	_____ Employee Signature	_____ Date
_____ Dept. Head or Director Signature	_____ Date	_____ VP/President Signature	_____ Date



Pay for Exceptional Performance Appeal Form

Employee Name: _____

Department: _____

Title: _____

Supervisor: _____

Briefly list below the points on which you wish to appeal the Pay for Exceptional Performance decision:

1.

2.

3.

Employee Signature

Date Submitted

Pay for Exceptional Performance Monetary Distribution

Department: Human Resources **Total Departmental Pay for Exceptional Performance Amount:** \$4000
 (1% of Personnel Services Base) **Total Number of Employees in Department:** 10

Employee Name	Performance Level	Employee Annual Award Amount	Percentage of Department Pay for Exceptional Performance Amount	Employee Annual Salary	Adjusted Employee Salary	Award As Percentage of Annual FTE
Employee A	Exceeds Expectations*	\$800	20%	\$30,000	\$30,800	2.7%
Employee B	Exceeds Expectations*	\$720	18%	\$65,000	\$65,720	1.1%
Employee C	Exceeds Expectations*	\$600	15%	\$40,000	\$40,600	1.5%
Employee D	Meets Expectations**	\$400	10%	\$30,000	\$30,400	1.3%
Employee E	Meets Expectations**	\$400	10%	\$60,000	\$60,400	0.7%
Employee F	Meets Expectations**	\$380	9.5%	\$45,000	\$45,380	0.8%
Employee G	Meets Expectations**	\$360	9%	\$35,000	\$35,360	1.0%
Employee H	Meets Expectations**	\$340	8.5%	\$25,000	\$25,340	1.4%
Employee I	Does Not Meet Expectations	0	0	\$50,000	\$50,000	0
Employee J	Does Not Meet Expectations	0	0	\$20,000	\$20,000	0

TOTALS: \$4000 100% \$400,000 \$404,000

* **Exceeds** expectations is defined as exceeding expectations for exceptional performance, via completion of identified goals, customized competencies, or superior performance evaluation.

****Meets** expectations is defined as meeting expectations for exceptional performance, via completion of identified goals, customized competencies, or superior performance evaluation.

Performance Level	Number of Employees	Total Dollars	Total Percentage of Departmental Allocation
Exceeds Pay for Exceptional Performance Expectations	3	\$2120	53%
Meets Pay for Exceptional Performance Expectations	5	\$1880	47%
Does Not Meet Pay for Exceptional Performance Expectations	2	0	0

Pay for Exceptional Performance Monetary Distribution

Department: Human Resources **Total Departmental Pay for Exceptional Performance Amount:** \$4000
 (1% of Personnel Services Base) **Total Number of Employees in Department:** 10

Employee Name	Performance Level	Employee Annual Award Amount	Percentage of Department Pay for Exceptional Performance Amount	Employee Annual Salary	Adjusted Employee Salary	Award As Percentage of Annual FTE
Employee A	Exceeds Expectations	\$1000	25%	\$30,000	\$31,000	3.3%
Employee B	Exceeds Expectations	\$1000	25%	\$65,000	\$66,000	1.5%
Employee C	Exceeds Expectations	\$1000	25%	\$40,000	\$41,000	2.5%
Employee D	Exceeds Expectations	\$1000	25%	\$30,000	\$31,000	3.3%
Employee E	Does Not Meet Expectations	0	0	\$60,000	\$60,000	0
Employee F	Does Not Meet Expectations	0	0	\$45,000	\$45,000	0
Employee G	Does Not Meet Expectations	0	0	\$35,000	\$35,000	0
Employee H	Does Not Meet Expectations	0	0	\$25,000	\$25,000	0
Employee I	Does Not Meet Expectations	0	0	\$50,000	\$50,000	0
Employee J	Does Not Meet Expectations	0	0	\$20,000	\$20,000	0
TOTALS:		\$4000	100%	\$400,000	\$404,000	

Performance Level	Number of Employees	Total Dollars	Total Percentage of Departmental Allocation
Exceeds Pay for Exceptional Performance Expectations	4	\$4000	100%
Does Not Meet Pay for Exceptional Performance Expectations	6	0	0

Pay for Exceptional Performance Monetary Distribution

Department: Human Resources
 Total Departmental Pay for Exceptional Performance Amount: \$4000
 (1% of Personnel Services Base)
 Total Number of Employees in Department: 10

Employee Name	Performance Level	Employee Annual Award Amount	Percentage of Department Pay for Exceptional Performance Amount	Employee Annual Salary	Adjusted Employee Salary	Award As Percentage of Annual FTE
Employee A	Meets Expectations	\$400	10%	\$30,000	\$30,400	1.3%
Employee B	Meets Expectations	\$350	8.75%	\$65,000	\$65,350	.5%
Employee C	Meets Expectations	\$400	10%	\$40,000	\$40,400	1.0%
Employee D	Meets Expectations	\$300	7.5%	\$30,000	\$30,300	1.0%
Employee E	Meets Expectations	\$400	10%	\$60,000	\$60,400	.7%
Employee F	Meets Expectations	\$400	10%	\$45,000	\$45,400	.9%
Employee G	Does Not Meet Expectations	0	0	\$35,000	\$35,000	0
Employee H	Does Not Meet Expectations	0	0	\$25,000	\$25,000	0
Employee I	Does Not Meet Expectations	0	0	\$50,000	\$50,000	0
Employee J	Does Not Meet Expectations	0	0	\$20,000	\$20,000	0
TOTALS:		\$2250	56.25%	\$400,000	\$402,250	

Performance Level	Number of Employees	Total Dollars	Total Percentage of Departmental Allocation
Meets Pay for Exceptional Performance Expectations	6	\$2250	56.25%
Does Not Meet Pay for Exceptional Performance Expectations	4	0	0
Unused PFEP Funds		\$1750	43.75%