



**WESTERN
ILLINOIS
UNIVERSITY**

Western Illinois University
Pay for Exceptional
Performance Guide for
Civil Service 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 meets established Pay for Exceptional Performance objectives, 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:

- ◆ Civil service staff
- ◆ Non-negotiated
- ◆ Status appointment
- ◆ Non-probationary
- ◆ 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

Criteria used to determine exceptional performance can include, but is not limited to,

- ♦ Significant increase in service or productivity through innovation
- ♦ Demonstrated positive attitude and spirit of service and cooperation
- ♦ Substantial contribution to the objectives of the department, division, or campus through the performance of special assignments or the provision of exceptional customer service
- ♦ Attainment of a higher level of education or professional development related to the current position or recognized as being valuable to the department or division
- ♦ Work effort greatly exceeds expectations and produces a positive, significant effect for the University
- ♦ The product, project or service clearly demonstrates an extra effort put forth by the employee
- ♦ The consistency of high level job performance over a significant period of time
- ♦ Service, project or product is exceptionally creative
- ♦ Efficiency of University operations is measurably enhanced by the employee's work
- ♦ Action taken by the employee results in significant cost savings or the prevention of serious property damage and/or physical injury and is outside the scope of the employee's regularly assigned job duties and responsibilities.

In completing the initial phase of the Pay for Exceptional Performance process, employees and supervisors will establish mutually agreed upon objectives, in relation to:

- ♦ Identified Goals
- ♦ Performance Expectations
- ♦ Competencies
 1. The acquisition of a position related competency generally occurs through the completion of formalized coursework or training. Such acquisition must be documented (course transcripts, course completion certificates, or related documentation).
 2. It is incumbent upon department supervisors to determine competencies for their employees. Supervisors unable to make such determinations are invited to work in conjunction with the Training and Development Manager to develop competencies pertinent to their areas.

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
- ◆ Completion of customized competencies
- ◆ 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

This proposal for 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.

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 A and B, including supplemental information (event record, employee worksheet, 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 as outlined in **Section C – Overall Performance Rating and Award Recommendation**.

Section B and C – Performance Evaluation and 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, 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, Sections B and C will be placed in the employee personnel file.

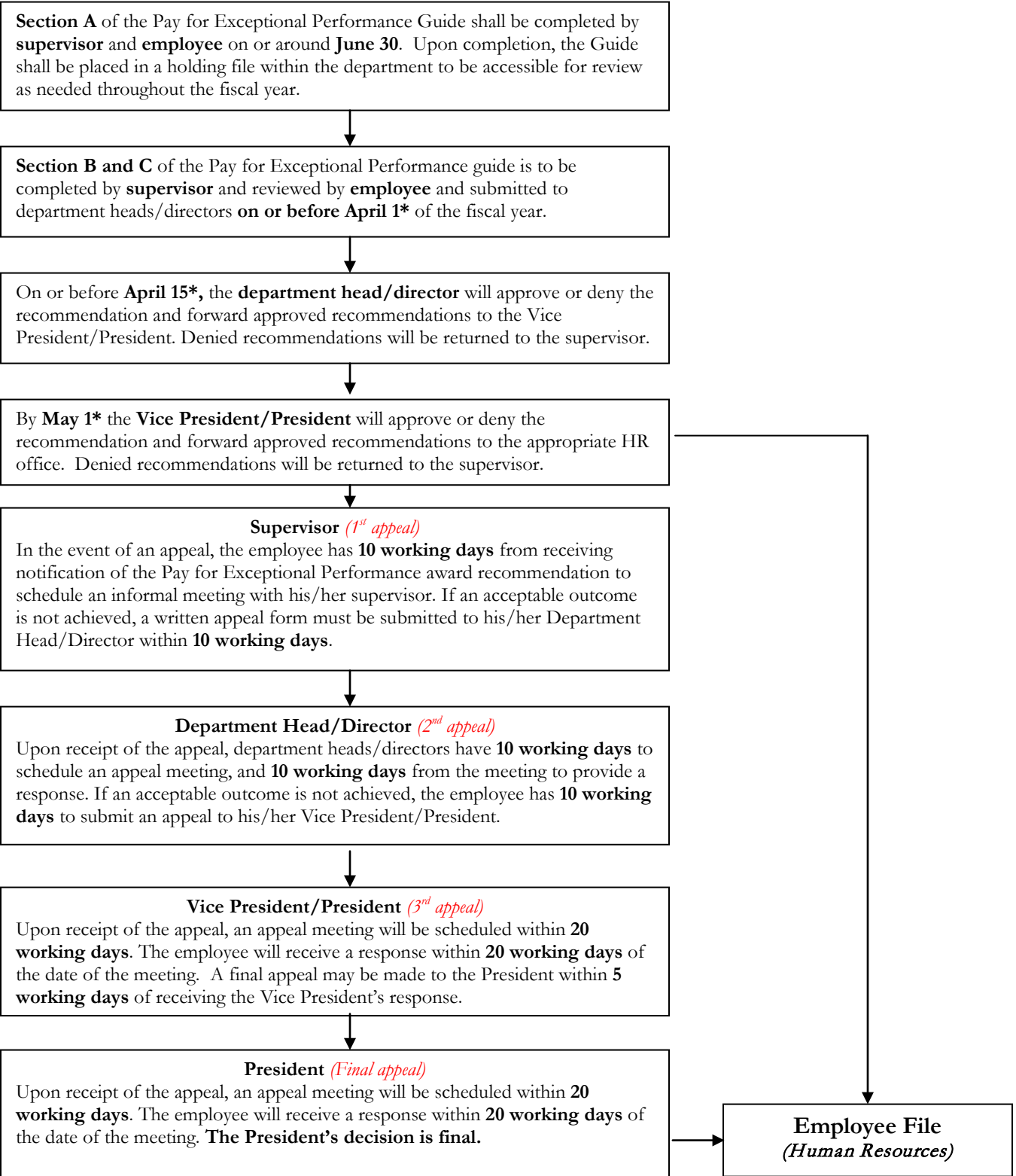
In the event of an appeal, a copy of the guide will be made available by the department and will circulate through the proper channels for the appeal.

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 **10 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: _____	Classification: _____
Fiscal Year: _____	Review Date: _____

 Goals and Expectations for Exceptional Performance	
<u>Goals:</u>	
<u>Competencies:</u>	
<u>Performance Expectations:</u>	
_____ Employee Signature	_____ Date
_____ Supervisor Signature	_____ Date

 **Event Record (Optional)**


Indicate specific, noteworthy, job-related events occurring throughout the year. Event records can be completed by employee or supervisor and are to be attached to and discussed along 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:

 **Employee Worksheet** (*Optional*)

Prior to the Pay for Exceptional Performance review meeting, employees are encouraged (*but not required*) to complete and return this worksheet to their supervisor.

Employee Name: _____ Date: _____
Classification: _____
Department: _____


1. List what you believe were the most important aspects of your job during the performance review period.

2. List the special contributions you feel you have made to your department during the performance review period.

3. List any notable obstacles you encountered in accomplishing your job responsibilities during the performance review period.

4. Add any additional information you wish to have considered in your review.

Section B – To be submitted to Human Resources, 105 Sherman Hall, by May 1

 Performance Evaluation for Non-Probationary Civil Service Employees

Employee Name: _____ Department: _____


Classification: _____ Period Covered by Review: _____ thru _____

Instructions to Evaluator: The evaluator should refer to the employee's job description when completing this form and share the evaluation results with the employee. Both the evaluator and the employee should sign the evaluation. The employee signature indicates that he/she has seen the evaluation but does not necessarily indicate the employee concurs with the evaluation. The employee should be given a copy for his/her records.


Please indicate your evaluation of the employee's job performance by checking the appropriate box next to each attribute based on the following scale:


U = unsatisfactory; NI = needs improvement; S = satisfactory; AA = above average; E = excellent; NA = not applicable

ATTRIBUTE TO BE EVALUATED	U	NI	S	AA	E	NA
Quantity of work Extent to which employee meets job requirements on a timely basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work Extent to which employee's work is thorough, effective, and accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of job Extent to which employee knows and demonstrates all phases of assigned work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with others Extent to which employee gets along well with others; responds positively to direction and adapts well to changes; shows tact, courtesy, and effectiveness in dealing with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment Extent to which employee makes sound job-related decisions, develops alternative solutions and recommendations, and selects proper course of action; understands impact of decisions and actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attendance, reliability, and dependability Extent to which employee is present or contacts supervisor concerning absences on a timely basis; can be depended upon to be available for work; assumes responsibilities and ensures tasks are followed to completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning and organizational effectiveness Extent to which employee meets deadlines, manages resources, and effectively balances tasks and priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication Extent to which employee effectively conveys information and ideas to others; clarity of oral and written communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative and creativity Extent to which employee is self-directed, resourceful, and creative in meeting job objectives; follows through on assignments; initiates or modifies ideas, methods, or procedures to meet changing circumstances or needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisory ability Extent to which employee applies sound practices in executing his/her supervisory responsibilities; demonstrates skill in arousing interest and enthusiasm in subordinates; effectively selects and develops personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific job attributes (describe) _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 Performance Review cont.	Print Employee Name:
<i>Review of Identified Goals, Competencies and/or Performance Evaluation:</i>	
Attachments:	<input type="checkbox"/> Employee Worksheet <input type="checkbox"/> Event Record(s) <input type="checkbox"/> Other

Section C *To be submitted to Human Resources, 105 Sherman Hall, by May 1*

 Overall Performance Rating and Award Recommendation		
<i>* Please either attach a letter of support that addresses the criteria used to determine exceptional performance, or this completed Pay for Exceptional Performance form.</i>		
	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"/> Identified goals <input type="checkbox"/> Completed competencies <input type="checkbox"/> Performance Review	
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:	

<hr/> Supervisor Signature Date	<hr/> Employee Signature Date
<hr/> Dept. Head or Director Signature Date	<hr/> VP/President Signature Date



Pay for Exceptional Performance Appeal Form

Employee Name: _____

Department: _____

Classification: _____

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	Meets Expectations	\$1000	25%	\$30,000	\$31,000	3.3%
Employee B	Meets Expectations	\$1000	25%	\$65,000	\$66,000	1.5%
Employee C	Meets Expectations	\$1000	25%	\$40,000	\$41,000	2.5%
Employee D	Meets 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%