The Pay-for-Performance (P4P) Program is the non-aligned merit program that links employee pay to job performance for eligible non-aligned staff: legacy Rutgers Senior Administrators, and Managerial, Professional, Supervisory, and Confidential (MPSC) staff. This program is conducted in accordance with University Policy (60.4.9 – Performance Appraisal of MPSC Staff - http://policies.rutgers.edu/6049-currentpdf). The P4P program provides formal annual performance evaluations and includes a merit based salary increase component for eligible staff during years where funding is available. Program funding has been approved for fiscal year 2017 increases, which will be implemented retroactive to July 1, 2016.

Employees in eligible non-aligned legacy Rutgers Senior Administrator and MPSC titles must have been appraised against the performance standards established during the previous evaluation cycle. This program’s appraisal period is July 1, 2015 to June 30, 2016. Managers and supervisors must have completed performance evaluations and notified employees of results by September 30, 2016. These performance appraisals will be used to determine salary increases for Fiscal Year (FY) 2016–2017.

**The Salary Program for FY 2016–2017**

- The salary increase pool for all eligible non-aligned employees is the aggregate of 2.0% of eligible salaries as of June 30, 2016.

- All salary increases and/or one-time, lump-sum payments will be based on performance and the eligible employee’s salary in effect on June 30, 2016.

- Salary increases awarded to employees as a result of P4P will be effective July 1, 2016 for 12-month employees and September 1, 2016 for 10-month employees. Salary increases, applicable one-time, lump-sum payments, and any retroactive pay owed will be reflected in the May 5, 2017 paycheck. In order to receive their performance awards, employees must remain in a program-eligible title through the date of payment.

- Effective July 1, 2016, all applicable July 1, 2015 salary structures will be increased by 2.0%.

**Eligibility**

The P4P Program applies to all regular full- and part-time non-aligned legacy Rutgers staff in program-eligible titles that met standards and the program eligibility criteria.
Eligible Employees

- Employees in a program-eligible title on or before January 4, 2016 who met standards and received a performance appraisal rating of “Meets Standards” for the evaluation cycle of July 1, 2015 to June 30, 2016, are eligible to participate in this year’s program.

- Eligible staff members that report to a new supervisor or accept another program-covered position in a different area are able to participate in this P4P cycle. The new supervisor is responsible for discussing and collaborating with the former supervisor or department head to arrive at an evaluation approach that will ensure the appraised employee has a fair performance review and salary recommendation, as appropriate.

- Staff who retire after being appraised as required for this year’s program, but are still on the university’s payroll in a program-eligible title on the dates that the awards are scheduled to be paid are eligible to receive their performance awards.

Ineligible Employees

- Staff who were hired at the university after January 4, 2016 are not eligible for salary increases, but performance standards should have been established for the next rating period.

- Staff who had been on a leave of absence for more than six months as of January 4, 2016 are not eligible for the salary increase program, but performance standards should be established upon their return.

- Staff who changed to a P4P-eligible position with an effective date after January 4, 2016 are not able to participate in this P4P cycle, but performance standards should have been established for the next rating period.

Exceptions

- Staff who are temporarily “red-circled” as the result of the no-fault downgrade policy are not eligible for base salary increases, but should have been appraised and may be considered for a performance-based, one-time, lump-sum payment.

Performance-based Salary Program Details

Merit salary increases for FY 2016–2017 will be based on performance rating levels as defined below and within the budgetary allocations provided to each chancellor and vice president. The increases and any resulting one-time, lump-sum payments will be implemented according to the pay period date provided in the Program Overview.

- A data entry/modeling system, the Pay-for-Performance Online System, facilitates the process of managing and awarding increases, and provides listings of eligible employees and related reports to units. This system is available to users designated by the chancellor/vice president areas responsible for administering the P4P program.

- Preliminary award recommendations are reviewed by the chancellors and vice presidents or their designees to ensure consistency with program standards prior to being discussed with appraised employees. Award recommendations will not be final until approved by the chancellor or vice president.
Once approved, supervisors may notify staff of their performance-based salary increases and any resulting one-time, lump-sum payment amounts, if applicable. Chancellors and vice presidents will notify University Human Resources (UHR) by April 3 that salary and one-time performance awards for their areas have been approved.

Performance Awards

For Employees Rated as ‘Meets Standards’
This rating encompasses a wide range of performance – from employees satisfactorily meeting job expectations to making exceptional contributions in advancing the objectives of their departments and/or the university. Almost all eligible employees perform their jobs efficiently and with professionalism, so it is expected that most will be rated in this category.

- Eligible legacy Rutgers staff that received a performance appraisal rating of “meets standards” will receive a salary increase of a minimum of 1 percent and ranging up to 6 percent.

- Eligible staff whose salaries are currently close to or at the maximum of their salary grade or range may receive a salary increase of up to the grade or range maximum established in the July 1, 2016 salary schedule. Employees whose proposed salary increase exceeds the maximum salary for his/her salary grade shall receive a one-time, lump-sum payment for the amount that exceeds the maximum salary for the grade. The sum of the salary increase and/or the one-time, lump-sum payment cannot exceed the 6 percent award maximum. You can review the applicable salary schedules at the UHR website, Staff Salary Schedules.

For Employees Rated as ‘Does Not Meet Standards’
Employees who did not satisfactorily meet job expectations and overall did not consistently perform their assigned responsibilities adequately were given this designation. Employees rated in this category were to be provided specific guidelines on how to improve performance and re-evaluated.

- Staff rated in this category are not eligible for any salary increase, and should have been re-evaluated this past fall 2016.

- Employees whose re-evaluation resulted in a “Meets Standards” rating are not eligible for a salary increase or one-time, lump-sum payment. With continued satisfactory performance and if eligible for participation, such employees may be considered for a performance award if a merit program is approved for the next evaluation cycle.

Special Circumstances

The following examples represent how performance awards should be calculated for:

- **Eligible ten-month or part-time staff** – salary increases will be based on their prorated salary, according to the usual payroll procedures.

- **Extension service staff partially paid by a county** – increases will be based upon their full salary, including the county portion.
• *Eligible staff in an acting assignment* – salary increases will be based on the pre-acting salary and then the acting rate will be recomputed.

• *Eligible staff promoted or reclassified to another program-eligible title with an effective date of July 1, 2016 or later* – the amount of the merit increase awarded based on the June 30, 2016 salary will be added to the salary in effect on or after July 1, 2016.

• *Eligible staff paid from grant or self-supporting accounts* – must be treated the same as those paid from state-funded accounts. Occasionally, specific grant rules or constraints may not allow for a salary increase. In these circumstances, departmental grant account administrators should contact Grant and Contract Accounting for specific guidance. Self-supporting account administrators with similar concerns should address them to their chancellor or vice president.

**Program Assistance**

If you have questions about the P4P program or need further assistance, please contact your UHR representative as follows: New Brunswick, contact your assigned UHR consultant by phone at (848)932-3020, or by email via the UHR website at [http://uhr.rutgers.edu/hr-consultant-assignments](http://uhr.rutgers.edu/hr-consultant-assignments); Newark, contact the Newark Human Resources Office at (973)353-5500; Camden, contact the Camden Human Resources Office at (856)225-6475. You may also access program information, tools, and resources from the P4P webpage at: [http://uhr.rutgers.edu/p4p-information-deans-and-managers](http://uhr.rutgers.edu/p4p-information-deans-and-managers).
FY 2016 – 2017
Pay-for-Performance Program (P4P)

PROGRAM SCHEDULE

February 2017
Program announcement communicated to chancellors, vice presidents, deans and managers.

March 2017
Merit pool allocations will be distributed to chancellors and vice presidents on March 3. The P4P Online System, our merit awards data entry/modeling application, will also become available to designated users on March 3. Chancellors and vice presidents will be able to access eligibility lists and distribute to their units.

April 2017
Chancellors and vice presidents will notify University Human Resources by April 3 that salary and any resulting one-time, lump sum payments for their areas have been approved.

Supervisors may notify employees of approved salary increases and/or one-time lump sum payments awarded.

Eligible employees will be able to view approved performance awards at the University Human Resources Award Notification Website using their NetID and password on or about April 25. Information about this website will be forthcoming.

May 2017
The paycheck of May 5 will include, for eligible 12-month staff, salary increases retroactive to July 1, 2016, any one-time, lump sum payments, and any applicable retroactive pay resulting from the FY 2016-2017 P4P Program. The salary increases for eligible 10-month staff are retroactive to September 1, 2016 and will also be paid in this paycheck, along with any resulting one-time, lump sum payments and retroactive pay, as applicable. In order to receive their performance awards, employees must remain in a program-eligible title through the date of payment.