Pay-for-Performance Program
Legacy Rutgers
Senior Administrators
Managerial, Professional, Supervisory, and Confidential (MPSC) Staff

Fiscal Year 2017–2018

Guide for Deans and Directors
August 2017

Program Overview

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-current.pdf). 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 2018 increases, which will be implemented retroactive to July 1, 2017.

Employees in eligible non-aligned legacy Rutgers Senior Administrator and MPSC titles must be appraised against the performance standards established during the previous evaluation cycle. This program’s appraisal period is July 1, 2016 to June 30, 2017. Managers and supervisors must complete performance evaluations and notify employees of results by September 6, 2017. This will allow managers to provide the completed appraisals to their 10-month staff returning to work for the new academic year. Please note that managers have the flexibility of providing completed performance appraisals to their employees prior to September 6.

These performance appraisals will be used to determine salary increases for Fiscal Year (FY) 2017–2018.

The Salary Program for FY 2017–2018

- The salary increase pool for all eligible non-aligned employees is the aggregate of 2.25% of eligible salaries as of June 30, 2017.

- 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, 2017.

- Salary increases awarded to employees as a result of P4P will be effective July 1, 2017 for 12-month employees and September 1, 2017 for 10-month employees. Salary increases, applicable one-time, lump-sum payments, and any retroactive pay owed will be reflected in the November 3, 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, 2017, all applicable July 1, 2016 salary structures will be increased by 2.25%.

Eligibility

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

Eligible Employees

- Employees in a program-eligible title on or before January 3, 2017 who meet standards and receive a performance appraisal rating of “Meets Standards” for the evaluation cycle of July 1, 2016 to June 30, 2017, 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 3, 2017 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 3, 2017 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 3, 2017 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 be appraised and may be considered for a performance-based, one-time, lump-sum payment.

Performance-based Salary Program Details

Merit salary increases for FY 2017–2018 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 should be 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 September 29 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 receive 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, 2017 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 are given this designation. Employees rated in this category are to be provided specific guidelines on how to improve performance and be re-evaluated.

- Staff rated in this category are not eligible for any salary increase. Supervisors must complete a re-evaluation of employees rated “Does Not Meet Standards,” and employees must be notified of the results by December 15, 2017.
• Employees whose re-evaluation results 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, 2017 or later* – the amount of the merit increase awarded will be based on the June 30, 2017 salary. Any pay change actions effective July 1, 2017 or later will be recalculated as appropriate.

• *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 2017 – 2018
Pay-for-Performance Program (P4P)

PROGRAM SCHEDULE

August 2017
Program announcement will be communicated to chancellors, vice presidents, deans and managers.

Merit pool allocations will be distributed to chancellors and vice presidents on August 28. The P4P Online System, our merit awards data entry/modeling application, will also become available to designated users on August 28. Chancellors and vice presidents will be able to access eligibility lists and distribute to their units.

September 2017
Performance evaluations must be completed and provided to eligible staff by September 6.

Chancellors and vice presidents will notify University Human Resources by September 29 that salary and any resulting one-time, lump-sum payments for their areas have been approved.

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

October 2017
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 October 23. Information about this website will be forthcoming.

November 2017
The paycheck of November 3 will include, for eligible 12-month staff, salary increases retroactive to July 1, 2017, any one-time, lump-sum payments, and any applicable retroactive pay resulting from the FY 2017-2018 P4P Program. The salary increases for eligible 10-month staff will be retroactive to September 1, 2017 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.