To: Senior Officers, Department Heads, Chairs, and Center Directors  
From: Betsy Warner, Director, Compensation & Organizational Services  
Date: April 3, 2018  
Re: Staff Salary Increases for FY19

Overview  
In February, the Corporation approved a 3.00% salary increase pool for staff as part of the FY19 budget process. In addition to providing performance increases to staff based on overall performance ratings, the salary increase pool can be used to reward top performers, address equity issues, recognize staff who have been performing higher level responsibilities, and fund bonuses. University Human Resources will have limited central equity and promotion funds to address the most pressing equity issues now and throughout FY19.

The Division of Biology and Medicine, the School of Public Health, and all other auxiliary and ancillary units and divisions whose staff salaries are funded from endowment, restricted gifts, or research grants should also allocate a salary increase pool of 3.00%. The salary increase pool is intended to help Brown maintain a competitive staff compensation program and allow managers to recognize and reward performance.

This memo includes eligibility criteria and other information on performance increases, equity adjustments, promotions, the salary increase submission process, and resources to assist you.

Eligibility  
All staff with a regular or fixed-term employee type in Workday, hired on or before March 31, 2018, should be considered for a performance increase. Staff receiving a performance rating of Requires Improvement are not eligible for an increase until they receive an Effective performance rating.

Performance Development  
Performance development is the process of planning, discussing, and evaluating employee performance, and it establishes clear work expectations and goals for employees. Annual performance evaluations are the foundation for determining performance increases and should be prepared for all eligible staff members. Additional details on the evaluation ratings, forms, process, and timeline can be found here.
Performance Increases
The *Exceptional* rating should be reserved for top performers only. To provide flexibility and reflect the continuum of performance for the *Effective* rating, a percent range or a fixed percentage are options. Overall increases for *Effective* performers should average 2.75% and performance increases are expected to vary. Increases which vary from 2.75% should be supported by the annual performance evaluation.

Please use the grid below to determine the distribution of performance increases:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Exceptional</th>
<th>Effective</th>
<th>Requires Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance Increases</strong></td>
<td>3.00% or greater</td>
<td>Fixed amount 2.75%, or Percent range 2.50% to 3.00%</td>
<td>0%</td>
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</tbody>
</table>

Performance increases can be prorated for newly hired, transferred, or promoted staff. In addition, a prorated increase may also be appropriate when an individual’s placement in the salary range is close to the maximum. For staff whose salaries are over the maximum for the range, consider a lump sum adjustment to recognize performance.

Equity Adjustments
Equity recommendations should be submitted when:

- Salaries that require similar types of work, skills, and knowledge fall significantly below other salaries in the same job family.
- Salaries are significantly below the salaries of comparable jobs in the appropriate marketplace.

Equity increases are intended to target the most critical needs and should only be recommended for staff who receive a performance rating of *Effective* or *Exceptional*. Equity recommendations must be $1,000 or greater to have a meaningful impact on pay. Senior officers will review department recommendations for equity adjustments before submitting them to University Human Resources for review and final approval.

Promotions
Promotions should be used to recognize staff who have assumed higher level responsibilities. Promotion (job audit) recommendations must follow the standard position evaluation process that begins with Compensation Services reviewing and evaluating the job description to determine if a promotion is warranted. Revised job descriptions and a *Job Audit Form* must be submitted by May 18, 2018 to be considered for central funding. Compensation Services is available to consult with senior officers/department heads regarding staffing levels, position evaluations, job description development, and promotion recommendations.
Approvals and Communication of Salary Increases
University Human Resources will review all increase recommendations to ensure they are aligned with the performance percentage amounts, determine if equity and promotion increases are warranted, and decide if central funds are available. After completing this review, Merit Coordinators and HR Business Partners will receive confirmation of approved salary increases. Merit Statements will be delivered to each employee in Workday at the end of June; Compensation Services will inform Merit Coordinators before they are delivered to ensure salary increases have already been communicated.

Resources
Salary increase materials, including a copy of this memo, FY19 Equity Guidelines, Frequently Asked Questions, and the FY19 Salary Ranges can be found on the University Human Resources website. Please consult the grid below if you have any questions:

<table>
<thead>
<tr>
<th>Questions Related To…</th>
<th>Contact</th>
</tr>
</thead>
</table>
| Salary Administration Process and Merit Process in Workday | Kim Koper, Kimberley_Koper@Brown.edu  
Terese Reynolds, Terese_Reynolds@Brown.edu |
| Annual Performance Evaluations          | Toni Tinberg, Toni_Tinberg@Brown.edu  
Maria Chester, Maria_Chester@Brown.edu  
Michael Elias, Michael_Elias@Brown.edu  
Elizabeth Scotto, Elizabeth_Scotto@Brown.edu |

Required Actions and Timeline
Please forward this memo to your direct reports who supervise staff, so they may begin developing recommendations for your review and approval. Salary increase recommendations will be submitted using Workday. Merit Coordinators and HR Business Partners will be invited to training in early April on using Workday to support the staff salary increase process.

Departments should submit salary recommendations to senior officers no later than May 7, 2018. To allow enough time for University Human Resources to review equity and promotion recommendations, all senior officer approved salary recommendations should be submitted by May 18, 2018.