1. How is the FY20 salary pool for staff being distributed, and who is eligible for a salary increase effective July 1, 2019? A pool of 2.75% is being distributed to fund performance increases to staff based on overall performance ratings, reward top performers, address equity issues, recognize staff who have been performing higher level responsibilities, and fund bonuses. Staff who are regular or fixed-term employees and were hired on or before March 31, 2019, are eligible to be considered for a performance and an equity/promotion increase.

2. How are the performance increase percentages determined? Performance increases are directly linked to staff’s overall performance ratings as follows:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Exceptional</th>
<th>Effective</th>
<th>Requires Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>2.75% or greater</td>
<td>Fixed amount 2.50%</td>
<td>0%</td>
</tr>
<tr>
<td>Increases</td>
<td></td>
<td>Percent range 2.25% to 2.75%</td>
<td></td>
</tr>
</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.

3. Can employees who are still in the probationary period receive a performance rating and performance increase? If you are considering an increase for an employee who is still in a probationary period, enter performance rating not applicable as the overall performance rating, and include a note that the employee is still in their probationary period. Performance increases for staff hired between January 1 and March 31 are usually prorated.

4. Why are there two options for the effective rating: fixed percent and a percent range? Since the majority of staff will receive an overall performance rating of effective, the percentage range is meant to provide flexibility and reflect the continuum of performance. Overall increases for effective performers should average 2.50%, and performance increases are expected to vary. Increases which vary from 2.50% should be supported by the annual performance evaluation.

5. What options exist if there are leftover salary dollars after applying the performance increases based on overall performance ratings? What if there are not enough funds to cover the performance increases? Leftover funds should be directed to the department’s most critical needs (performance, equity, job audits, or bonuses). Departments should work with divisional representatives to develop solutions if budgets fall short for performance increases.

6. Why are seasonal/intermittent staff not part of the staff salary increase process? Performance evaluations are not required for seasonal/intermittent staff; however, departments should review salaries of individuals who consistently return each year to the same position, and ensure staff are paid the minimum of the salary range. In addition, departments should review the hourly rate/salary of seasonal positions to determine whether an across-the-board adjustment is warranted.

*Created by University Human Resources, March 2019*
I. FY20 Frequently Asked Questions for Supervisors: Staff Salary Increase Process

7. **When will employees on leave receive their salary increase?** Employees on a leave of absence on July 1 will have their salary increases take effect when they return to active status.

8. **Why are staff members whose performance rating is requires improvement not eligible for a performance increase?** Performance increases should be postponed until the staff member is making significant progress in bringing performance to the effective level. Salary dollars should be held in reserve to fund these deferred increases. The timeframe for improvement (e.g. 3 to 6 months) should be discussed with the staff member and documented in the performance evaluation.

9. **What is the process once the staff member who had a performance rating of requires improvement is brought to the effective performance rating?** When the subsequent performance evaluation reflecting performance that does warrant an increase is submitted, a salary increase request can be submitted at the same time. The effective date of the increase should coincide with the date of the performance evaluation and reflect the improved performance.

10. **Do all staff need to be paid the minimum of the salary range?** Not always; the minimum of the salary range is appropriate for staff whose overall performance is effective or exceptional. Staff whose performance is evaluated as requires improvement should not be brought to the new range minimums automatically. Managers should use discretion to determine if it is more appropriate to defer a salary increase until the performance reaches the effective level; once that level is reached, the staff member’s salary must be brought to the minimum.

11. **What is pay equity?** Pay equity means that staff who perform jobs with similar responsibilities requiring similar qualifications and with similar credentials (education, experience, and performance) should receive comparable pay. Internal equity requires an analysis of your staff to ensure they are paid fairly based on job family, job profile (grade level), performance history, education, and experience. External equity compares Brown’s jobs with similar jobs in the labor markets where we recruit.

12. **What is required to be eligible for an equity increase?** An overall performance evaluation of effective or exceptional is required for an employee to be eligible for an equity adjustment. Equity recommendations require justification and department head, senior officer, and University Human Resources approval regardless of funding source. Please refer to the FY20 Equity Guidelines: Staff Salary Process document for more details on equity.

13. **What resources are available for developing equity recommendations?** UHR - Compensation Services has prepared the FY20 Equity Guidelines to assist managers in evaluating staff salaries to determine if equity issues exist. UHR - Compensation Services has access to market data and is available to consult with department heads and managers on equity solutions.

14. **Are staff whose salaries exceed the maximum of the salary range eligible for equity?** Staff whose salaries exceed the maximum of the salary range are eligible for an equity increase only when compelling market data supports an equity increase. If market data does not support an equity increase, the job may be at the wrong level and the job description might need to be rewritten. If the job is at the correct level

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and the staff member expects continued salary growth, the supervisor should work with the staff member to develop a plan to acquire the necessary skills for higher level work, provided the opportunity exists within the department. UHR - Compensation Services is available to develop career path opportunities.

15. **Can we base our equity decisions on salary information we find online?** The most reliable salary information is produced when jobs are carefully matched, the validity of the data is verified, and several surveys report consistent information. Online data is not generally considered reliable as there is no mechanism to check the validity of the job match. If you have recently recruited for a position, the salary information you have collected is another source of market data. It is important to review your information with UHR - Compensation Services to assess both the validity of the data and job match.

16. **When can an employee receive an equity increase?** Employees may receive an equity increase as part of the salary increase process, or any other time during the fiscal year.

17. **How do I submit a promotion (job audit) request?** A [Job Audit Form](#) and revised job description should be completed, submitted to your senior officer for approval, and forwarded to UHR - Compensation Services at Compensation_Office@Brown.edu. UHR - Compensation Services will review and evaluate the job description to determine if a promotion is warranted and coordinate the process, working directly with the department. It is expected that, in most cases, promotions will be effective July 1, 2019. UHR - Compensation Services is available to consult with senior officers/department heads on analysis of staffing levels, promotion recommendations, job description development, evaluation, timing, and notification. Please refer to the FY20 Promotion (Job Audit) Process: Staff Salary Process document for more details on promotions (job audits).

18. **How should performance increases be applied if a promotion is being recommended?** Performance increases should be applied to the employee’s current salary with promotional increases applied to the post-performance salary amount. Both increases should be communicated to the staff member.

19. **When can an employee receive a promotion (job audit)?** Employees may receive a promotion (job audit) as part of the salary increase process, or any other time during the fiscal year.

20. **Staff salaries in my department are supported from funds other than University allocated funds?** Yes. Compensation policies, including the salary administration process, cover all regular and fixed-term employees regardless of the funding source. Department heads should work with their senior officer to identify funding resources for all salary increases including performance, equity, and promotion.

21. **Can equity be applied to a vacant position, and how are equity issues that arise during the year addressed?** Department heads may request equity dollars for vacant positions if equity issues exist (i.e., previous incumbent left the University due to salary).
22. Who is responsible for communicating salary increases to staff? Supervisors are responsible for communicating increases to staff and should be prepared with details on each performance increase. Merit Statements will be delivered to each employee in Workday at the end of June.