

FISCAL YEAR 2018 CLAYTON STATE UNIVERSITY SALARY INCREASE PROCEDURES AND GUIDELINES

The following Merit Salary Increase procedures and guidelines are to be followed by all Clayton State University units and for **all** funding sources. Recommended performance/merit increases and other salary increases must remain confidential until approved through the University administrative process. No salaries will be official until final budgetary approval has been received by the Board of Regents.

Merit salary increases are one component of the University's compensation program and one of the methods the University uses to reward successful job performance. Merit Salary Increases are governed by the University's as well as the Board of Regents of the University System of Georgia's policies and procedures. The Board of Regents issues a Salary Administration Policy which the institution must follow. This policy establishes general guidelines covering employee merit increases.

Employee job performance is evaluated annually. The performance appraisal process is designed to assess individual employee contributions to department goals, which are created with reference to the University's Mission Statement. The performance appraisal process also measures employee achievement of specific individual goals set during the prior appraisal process.

The merit increase program is administered by Human Resources and eligibility for an increase, the effective date of the increase, and other details of the program, may vary from year to year, in accordance with criteria established by the University and the Board of Regents.

The merit increase is based on the following factors:

- The performance level of the incumbent employee.
- The appropriate salary considering the incumbent's performance.
- Salary increase funds available in the salary pool.

For most employees, the performance review period is January 1 through December 31 of the preceding year.

PROCEDURES 1. Annual Performance Review

In the performance review process, the employee completes the job performance selfassessment. Then the employee and the supervisor engage in a dialog during which supervisor gives feedback on the employee self-assessment, reviews the employee's job performance during the past year and sets goals and development objectives for the upcoming year.

2. Merit Salary Increase Budget

Merit Salary Increase budgets are developed based on the total salary level in each unit. Dollars from unfilled positions are pooled and used to provide higher percentage increases to outstandingly stellar employees. The office of Human Resources will prepare and disseminate spreadsheets that provide a list of employees and other merit data.

3. Merit Increase Eligibility

In general, employees, hired or re-employed 12 months prior to the performance evaluation time period, are eligible to be considered for a merit increase. For most nonprobationary employees the effective date of the annual increase is July 1. For newly hired or reemployed employees on probation, the merit increase will be effective after they have successfully completed their probationary period (without any retroactive effect).

Employees that receive less than standard or satisfactory ratings, or promoted or demoted within 12 months of the upcoming January 1 are not eligible to be considered for a merit increase. The merit increase will be effective after they have successfully completed their probationary period (without any retroactive effect).

For employees hired, re-employed, promoted, transferred or demoted on or after January 1, the starting salary in the new position should take into account that the employee will not be eligible for a merit increase until July of the following calendar year.

4. Merit Salary Increase Awards

Supervisors recommend whether an employee should receive any increase and, if so, the level of increase. Within the constraints of the merit budget, increases are awarded on the basis of the three factors listed above, and other University and BOR guidelines issued annually. Factors that should not be considered for merit increases include: length of service, market comparability, and cost of living.

All merit increases are subject to initial approval by the divisional Vice President and require the Vice President of Business Operations and President's approval.

Departments must administer the University's merit salary increase policy and follow the procedures outlined above.

Fiscal Year 2018 Salary and Wage Administration Policy

Policy Approved by Board on August 11, 2017

The FY 2018 budget includes \$11.4 million in state funds for merit-based pay adjustments and employee recruitment and retention initiatives. The FY 2018 Allocation Sheet reflects the institution's share of these funds.

POLICY: The Board of Regents allocated to each institution funds to provide for salary increases for employees. Salary increases shall be awarded solely on merit with a range determined by the institution President. Institutions are permitted to augment state funds using other appropriate fund sources to create a salary pool. It is expected that individual merit salary increases will be reasonably distributed among employees based on the range determined by the institution President. Across the board increases are not permitted. Generally, merit increases for administrators whose salary is \$100,000 or greater will be limited to 4%. Salary increases may exceed ten percent for employees exhibiting exceptionally meritorious performance; however, institutions must request prior approval from the Chancellor in writing of any merit increases exceeding ten percent.

Additionally, the policy allows flexibility for institutions to make appropriate promotions or position reclassifications, special changes to recruit or retain employees, adjustments for targeted populations or adjustments to address market and compression issues. Such salary adjustments must be supported by appropriate documentation (e.g., market analysis or internal salary studies).

Employees covered from other fund sources such as sponsored funds and auxiliary funds will be subject to the same policy requirements noted above and must be paid from the corresponding fund source – not state funds.