**2018 Annual Merit Increase and Merit-based Supplement Program**

**Instructions for 0% and > 6% Recommendations**

**and**

**Justification Documentation Form**

The 2018 Salary Recommendation Sheet is for providing your recommendations for eligible employee merit-based pay adjustments and merit-based one-time pay supplements for whom you are responsible. These merit increases are to reflect recognition of the employee performance contributions toward meeting the expectations you have established for them over the past performance year.

**FOR MERIT-BASED PAY ADJUSTMENTS**

**Recommending No Increase (0%)**

Under certain circumstances it may be necessary and appropriate to recommend, as a result of an employee not meeting expectations, no merit-based pay increase (0%). The performance rating would most likely be***Improvement Essential*** *– “Misses targets; performance fails to meet required levels; additional experience/development is necessary.”*

In this case, the 2018 Annual Merit Increase Program Justification Documentation form must be completed where you will be asked to provide at least two specific examples of resulting unsuccessful performance outcomes and the related observable behaviors contributing to the failure of achieving the expected outcome(s). The completed form(s) must be submitted along with your completed salary recommendation sheet.

One sheet for each employee receiving a recommendation for no increase (0%) must be completed and submitted.

**Recommending Greater than 6%**

Under certain circumstances it may be appropriate to recommend, as a result of an employee consistently exceeding expectations, a merit-based pay increase of greater than six percent (> 6%). The performance rating will be Leading Performance – *“Exceeds targets; Performance surpasses requirements; Work serves as an example for others.”*

In this case, the *2018 Annual Merit Increase Program Justification Documentation* formust be completed where you will be asked to provide at least two specific examples of resulting successful performance outcomes and the related observable behaviors contributing to the successful achievement of the expected outcome(s). The completed form(s) must be submitted along with your completed salary recommendation sheet.

One sheet for each employee receiving a recommendation greater than six percent (> 6%) must be completed and submitted.

**FOR MERIT-BASED ONE-TIME PAY SUPPLEMENTS**

**Recommending Greater than 6%**

Under certain circumstances it may be appropriate to recommend, as a result of an employee consistently exceeding established work expectations, a merit-based pay supplement of greater than six percent (> 6%).

In this case, the ***2018 Merit Supplemental Program Justification Documentation***formmust be completed where you will be asked to provide at least two specific examples of successful performance outcomes and the *related observable behaviors* contributing to the successful achievement of the outcome(s). The completed form(s) must be submitted along with your completed salary recommendation sheet.

One sheet for each employee receiving a recommendation greater than six percent (> 6%) must be completed and submitted.

**HELPFUL INFORMATION**

**Definitions of Competencies and Observable Behaviors**

To assist in documenting the relevant outcomes and observable behaviors, it may be helpful to review the definitions of competencies (aka: universal performance dimensions, valued behaviors, etc.) with examples of observable behaviors found on the HR Website address:

1. <http://www.auburn.edu/administration/human_resources/compensation/ccp/univperfdim.htm>

The link below provides over thirty additional competency definitions and examples of observable behaviors by performance levels.

1. <http://www.auburn.edu/administration/human_resources/compensation/ccp/2016_Competencies_and_Behaviors.pdf>

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Examples on following page: Page 3

**EXAMPLES: UNSUCCESSFUL *&* SUCCESSFUL**

Below are two examples of resulting outcomes, both unsuccessful and successful. The two links below provide over thirty competency definitions and examples of competencies with observable behaviors, including observable behaviors by performance levels.

1. <http://www.auburn.edu/administration/human_resources/compensation/ccp/univperfdim.htm>
2. <http://www.auburn.edu/administration/human_resources/compensation/ccp/2016_Competencies_and_Behaviors.pdf>

|  |  |
| --- | --- |
| Outcomes (UNSUCCESSFUL) | Observable Behaviors |
| The critically important and expected improvement of 13% in our customer service rating surveys was NOT achieved. This has resulted in continued deterioration of our constituent relationships, particularly in the area of credibility, trust, and customer loyalty. | Employee failed to demonstrate the Competency of “Stakeholder Focus” by lack of dedication of meeting the expectations and requirements of our customers. Employee also did not develop or maintain effective relationships with our constituents thus deteriorating their trust and respect for the work our department conducts. |
| The success of our department’s process improvement project did not fulfill its expected results. | Employee, who was a member of the process improvement team, did not demonstrate adaptability to new methods which was essential to the team’s success. The employee was unwilling to change, not open to new ideas and was unwilling to productively engage in this change effort. |
| Outcomes (SUCCESSFUL) | Observable Behaviors |
| The development and implementation of the newly adopted payment process has been successful beyond expectations with the “go-live” earlier than scheduled and under budget. | Employee demonstrated Organizational Commitment in leading this project through demonstrating exceptional resource planning, organization, and prioritization skills. Employee was respectful of all project team member and stakeholder time, and consistently followed through on commitments. Additionally, employee demonstrated Accountability by taking responsibility for accomplishing significant goals and achieving the quality results that exceeded all expectations. |
| Department analytics and measures have been significantly improved across multiple operational areas. While the expectation was to provide timely and accessible data for others to use, the employee has delivered readily available graphical analyses which result in early identification and resolution of potential problems. | Employee demonstrated adaptability to new methods, personal accountability for results, and intense focus on developing their skills and knowledge of technological tools. |

**2018 Annual Merit Increase/Supplement Justification Documentation**

Use this form for eligible employees only (start date must be May 31, 2018 or prior) for whom you are recommending a merit **increase** of 0% or greater than 6%; and/or a merit-based **supplement** of greater than 6%.

Employee Name: Click here to enter text. Employee ID: Click here to enter text.

Job Title: Click here to enter text. Position Number: Click here to enter text.

Job Code: Click here to enter text. Supervisor Name: Click here to enter text.

Select one:  Merit (0% -or- >6%)  Supplement (>6%)  Both

ENTER Recommended **Increase** % (0% or >6%), if applicable: Click here to enter text.

ENTER Recommended **Supplement** % (>6%), if applicable: Click here to enter text.

Please provide **two** specific examples of resulting outcomes (successful or unsuccessful) and the related observable behaviors that contributed to the success or failure toward achieving the expected outcomes.

|  |  |
| --- | --- |
| ***Example 1:*** Outcomes (successful or unsuccessful) | Observable Behaviors |
|  |  |
| ***Example 2:*** Outcomes (successful or unsuccessful) | Observable Behaviors |
|  |  |

**2018 Annual Merit Increase/Supplement Justification Documentation**

**APPROVALS AND REVIEW SIGNATURES**

Submitted by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 Supervisor

Reviewed and Approved by:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 Human Resources Liaison

Reviewed and Approved by:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 Appropriate Department Head/Dean/VP or AVP

Reviewed and Approved by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 EVP/Provost

For Compensation Department Only:

Reviewed by:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 NAME & INITIALS HUMAN RESOURCES DEPARTMENT