

UCR

The Future of Policy-Covered Staff Compensation at UCR

August 2015

Chancellor's Advisory Committee on Staff Compensation September 20, 2015

- › In March 2014 Chancellor Wilcox formed an advisory committee on staff compensation, chaired by VC P&B Anguiano
- › Charge: Make recommendations to guide future staff merit program
- › VC Coley joined shortly after his arrival at UCR. In October 2014, three work groups were formed to develop recommendations in three key areas

Current State of Staff Compensation at UCR

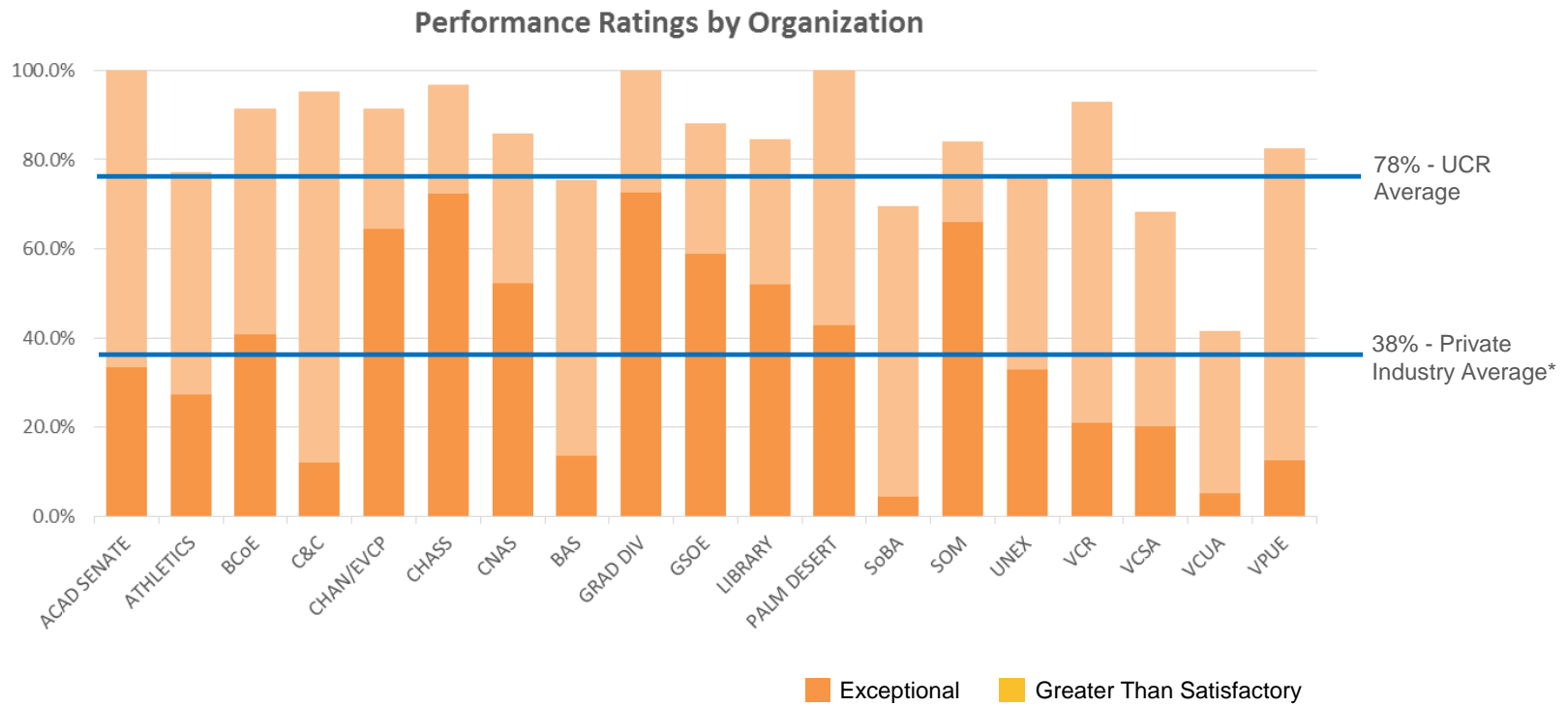
Current merit program funding based on **3% (\$3M)** of eligible base payroll

In the most recent fiscal year, the campus awarded an additional **1.2% (\$1M)** in **204** individual salary increases to nonrepresented staff

This represents an additional **1.2%** of nonrepresented base pay that is spent with no overarching strategy
Total: **4.2% (\$4.2M)**

No Distributional Standard On Overall or On A Unit Basis

Overall, **78%** of staff employees on campus are rated as exceptional or more than satisfactory; more than **double** the private industry standard



* The distribution labeled "Industry Average" is derived from a survey of 1,000 private companies conducted by Mercer in 2010

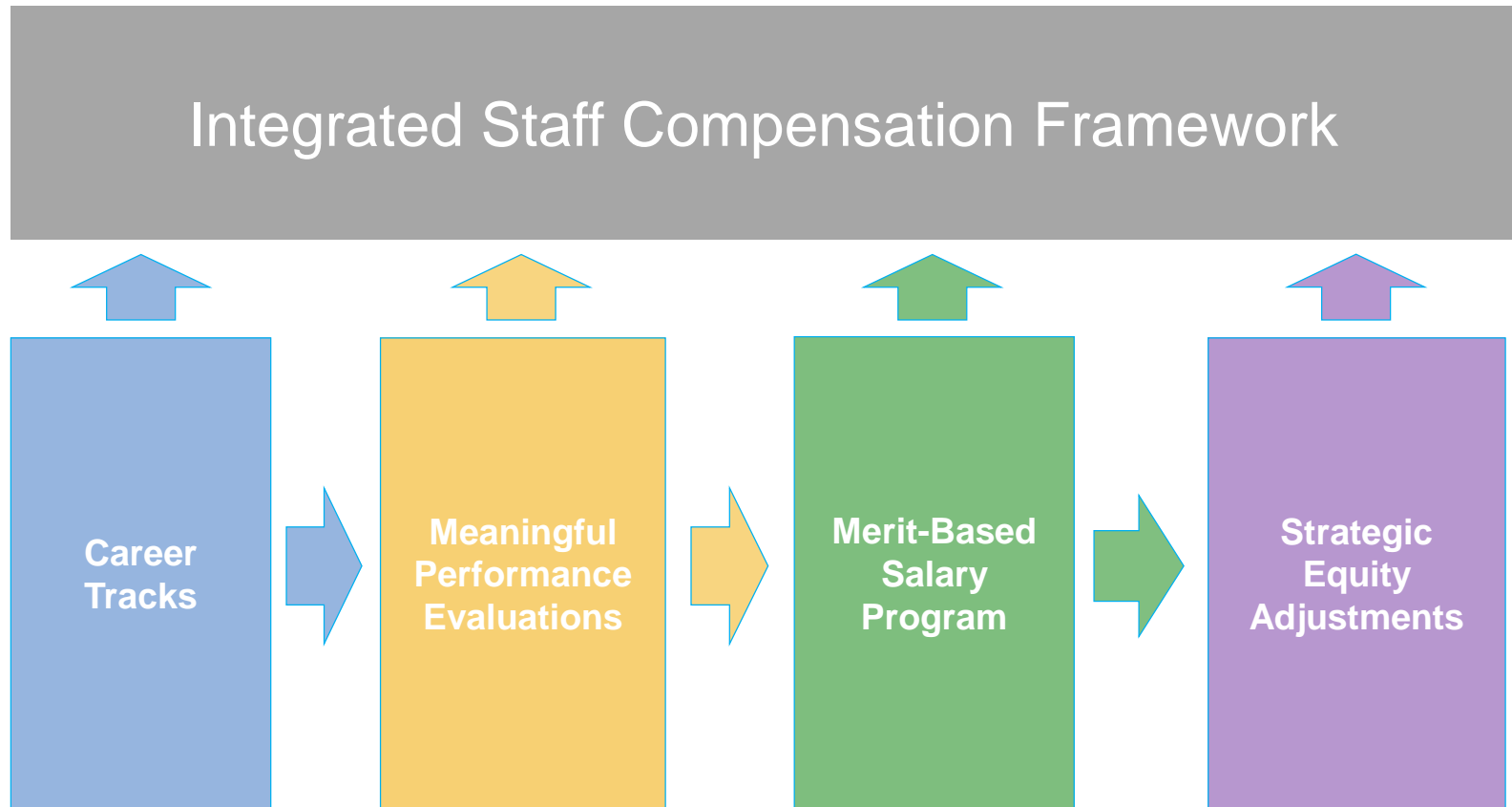
Goal – Recommend merit strategies for non-represented staff that:

Recognize

Reward

Motivate

Committee recommended work groups be created to develop integrated framework



Workgroups: Outcomes

UCR Staff Compensation Initiatives

1

Implementation of Career Tracks to align titles to market in September 2015

2

Performance management workgroup developed recommendations for performance evaluation process, factors and standards which will encourage meaningful differentiation based on performance

3

Equity/Reclassification workgroup developed recommendations for best practices and process enhancements to limit reliance on individual actions to address promotion and market; implement an annual equity call and effective use of salary ranges

4

Merit criteria workgroup developed recommendations for strategic, consistent and impactful use of available salary increase budget

Performance Evaluation Workgroup Recommendations

Redesign performance factors, standards, and rating scales

Ensure factors, standards, and ratings categories are clear, understandable and consistently applied

Increase accountability

Incorporate commitment to employee development

Change timing of performance appraisal process to support July 1 effective date of merit increases

Merit Program Workgroup Recommendations

Merit

- Redesign Merit Distribution Model to separate performance appraisal process from award of merit and ensure available dollars are distributed campus wide on basis of high performance
- Add mechanism to address extreme high and low performance

STAR

- Align STAR program with the performance management program and with campus strategic objectives

Equity and Reclassification Workgroup Recommendations



Reduce number of equity requests by supporting consistent, appropriate use of salary ranges



Limit use of reclassification when recruitment is more appropriate



Develop practices and processes for a single, once-per year equity call

Next Steps



Report will be published on HR website

Processes will be developed to implement recommendations

Group identified related opportunities for additional work in support of staff career advancement – phase 2