
UF Pay Program 2019-20: Manager Guide

Providing competitive market and merit-based compensation is an important part of UF's strategy as we pursue the goal to be one of the nation's top-5 public research universities.

As a manager, providing fair and competitive compensation is vital to attracting, retaining, and rewarding your employees. While there are a variety of approaches rewarding employees, including monetary and non-monetary rewards, it's important that salary increases recognize each employee's contribution to university.

While colleges and units have the flexibility to establish salary increase criteria for their units, UF Human Resources (UFHR) recommends the following elements be incorporated into college/unit salary increase guidelines. Please contact your college or department HR representative for unit specific salary increase guidelines.

This guide has been developed to assist in the implementation of UF's 2019-20 pay program. Under this program, the University will implement a 1 percent across-the-board (ATB) salary increase for all eligible employees and has created an aggregate increase pool of 2 percent to be used for market and merit salary increases effective October 1, 2019. In addition, TEAMS employees earning less than \$14 per hour will receive an increase to the UF minimum wage of \$14 per hour effective October 1, 2019.

Compensation plans and minimum wage increases for employees in a bargaining unit are subject to union negotiation. We are committed to working with the union to reach agreement for covered employees.

Eligibility Criteria for Salary Increases

The eligibility criteria for the salary increase are listed below:

1. Salary Plan

Faculty and TEAMS employees hired on or before June 30, 2019 are eligible for the 1 percent ATB and market/merit increase, assuming other eligibility criteria are met. Part-time employees, probationary employees, and employees on leaves of absence are eligible; however, employees on leaves of absence without pay will have their pay increase delayed until they return to pay status.

TEAMS employees earning less than \$14 per hour will receive an increase to the minimum wage. TEAMS employees whose pay will be affected by the minimum wage increase will receive the 1 percent ATB adjustment, if eligible, or an increase to the new minimum wage, whichever results in the highest hourly rate.

All TEAMS employees are eligible for the minimum wage increase. The hire date, disciplinary action, layoff, and non-reappointment exclusions does not apply.

2. Bargaining Units

Eligible bargaining unit members may only receive an increase subject to union negotiations; therefore, additional information will be communicated when agreement is reached.

3. Disciplinary Action, Layoff, and Non-Reappointment

Employees who have received notification of non-renewal or layoff are not eligible for a merit/market increase. Employees who have received discipline in the form of a written reprimand or who have been suspended since January 1, 2019, are also not eligible for a merit/market increase.

Faculty who are currently on a performance improvement plan are not eligible for the merit/market increase.

The disciplinary, layoff, and non-reappointment criteria will not apply to the minimum wage increase. All TEAMS employees that are active at the time the raises are applied will be considered eligible for the minimum wage increase.

Differentiate Rewards based on Individual Performance and Contribution

When determining individual increases, manager should prioritize rewarding high-performing faculty and staff. It's important to note that performance is a combination of the outcomes and behaviors which can be assessed using the following four quadrants:

▶ High Outcomes – High Behaviors:

- Employees in this quadrant are top performers. They achieve high-value outcomes while exhibiting positive behaviors.
- Managers should ensure that individuals in this quadrant receive increases that reflect their valuable contributions.

▶ High Outcomes – Low Behaviors:

- Employees in this quadrant have achieved desirable outcomes but demonstrate behaviors that have a negative impact on individual or group performance.
- While these individuals may produce positive outcomes, their behavior may be disruptive.
- Managers should be cautious when determining salary increases for employees in this quadrant as they can be misinterpreted as positive reinforcement for demonstrating negative behaviors which can lead to perceptions of unfairness by coworkers.
- Employee increases would typically be less than those received by employees that demonstrate High Outcomes and High Behaviors.

▶ Low Outcomes – High Behaviors:

- These employees have not yet achieved performance objectives but demonstrate positive behaviors.
- This quadrant frequently includes individuals who are new to the organization, new to a role, or recently promoted. While these individuals may not yet achieve desired outcomes, they demonstrate positive behaviors that support individual or team performance.
- Managers should ensure that individuals in this quadrant receive increases that support employee engagement, but the increases would generally be less than that received by employees that demonstrate High Outcomes and High Behaviors.

► **Low Outcomes – Low Behaviors:**

- This quadrant includes individuals who do not meet performance expectations and demonstrate behaviors that have a negative impact on individual or group performance.
- Managers should be cautious when determining salary increases for employees in this quadrant as they can be misinterpreted as positive reinforcement for poor performance and for demonstrating negative behaviors which can lead to perceptions of unfairness by coworkers.
- Managers may choose not to provide salary increases to employees in this quadrant. Modest increases may be provided based on department or college guidelines.

Paychecks

Salary increases will be included in paychecks on October 11, 2019.

Timeline Review

September 2, 2019 - September 13, 2019: Raise Review File available to campus

September 24, 2019: Staff increases available for review in my UFL

October 11, 2019: First paycheck with salary increases.

Questions?

Your college or department human resources representative is available to assist with college or administrative area guidance and recommendations.

Additionally, departments with questions regarding faculty and staff salary increase program may contact Classification & Compensation (352) 273-2842 or salaryincrease@ufl.edu.

For technical questions: Call UF Help Desk at (352) 392-HELP or email helpdesk@ufl.edu