UF | Human Resources
UNIVERSITY of FLORIDA

UF PAY PROGRAM

MANAGER GUIDE - 2023-24

Providing competitive market and merit-based compensation is an important part of UF's strategy as 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 for rewarding employees, including monetary and non-monetary rewards, it's important that salary increases recognize each employee's contribution to the university.

Implementation Overview

Each college has been delegated broad authority to determine how to best utilize the additional block grant funding, including the ability to develop salary increase program provisions that best meet the needs of the college. With that said two broad stipulations must apply to all programs. First, salary increases **must be merit or market-based** and implemented consistently with applicable collective bargaining agreements or college bi-laws. Second, salary increases **may not be retroactive**.

There are two business processes that colleges may utilize to facilitate salary increases. Colleges may use the electronic personnel action form (ePAF) or a raise file that UF Human Resources (UFHR) will provide in September. Salary increases implemented via the UFHR raise file will be effective October 1, 2023.

Career growth and advancement are often key aspects of employee engagement. Feedback that is constructive is vital to employee job satisfaction and ongoing development. Providing feedback through UF Engaged helps employees learn, builds confidence, and supports career growth. While employees are not assigned an evaluation score, merit-based salary increases help to reinforce employee contributions that have been documented through qurterly check-ins over the course of the year. Later in this guide, you'll find a framework based on a combination of observable outcomes and behaviors to assist with making individual merit increase recommendations.

As an additional resource, UF Human Resources (UFHR) can provide comprehensive market data to help managers gain a bettering understanding of how their employees are positioned within the market. The market data include both higher education and private sector salary surveys in order to have a balanced view of the market. Surveys included are the College and University Professional Association for Human Resources (CUPA-HR), Compdata Healthcare, Compdata BenchmarkPro (General Industry), Compdata College & University, Mercer IT, and others. Manager may contact Classification & Compensation at **compensation@ufl.edu** for more information.

This guide has been developed to assist in the implementation of UF's 2023-24 pay program. Under this program, the University has made funds available to provide merit and market based salary increases. For units that opt to implement salary increases using the raise file developed by UFHR, salary increases will be effective October 1, 2023.

Beginning **September 4**, departments and colleges will be provided access to an online list of current employees and their salaries to support the increases via the Raise Review File. Designated departmental staff or faculty will use this file to input any faculty and staff increases.

Compensation plans and 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.

Recommended Eligibility Criteria for Salary Increases:

Salary Plan

Faculty and TEAMS employees hired on or before June 30, 2023 are eligible for the salary 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.

Bargaining Units

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

Disciplinary Action, Layoff, and Non-Reappointment

Employees who have received notification of non-renewal or layoff are not eligible for the salary increase. Employees who have received discipline in the form of a written reprimand or who have been suspended since January 1, 2023 are also not eligible for a merit increase.
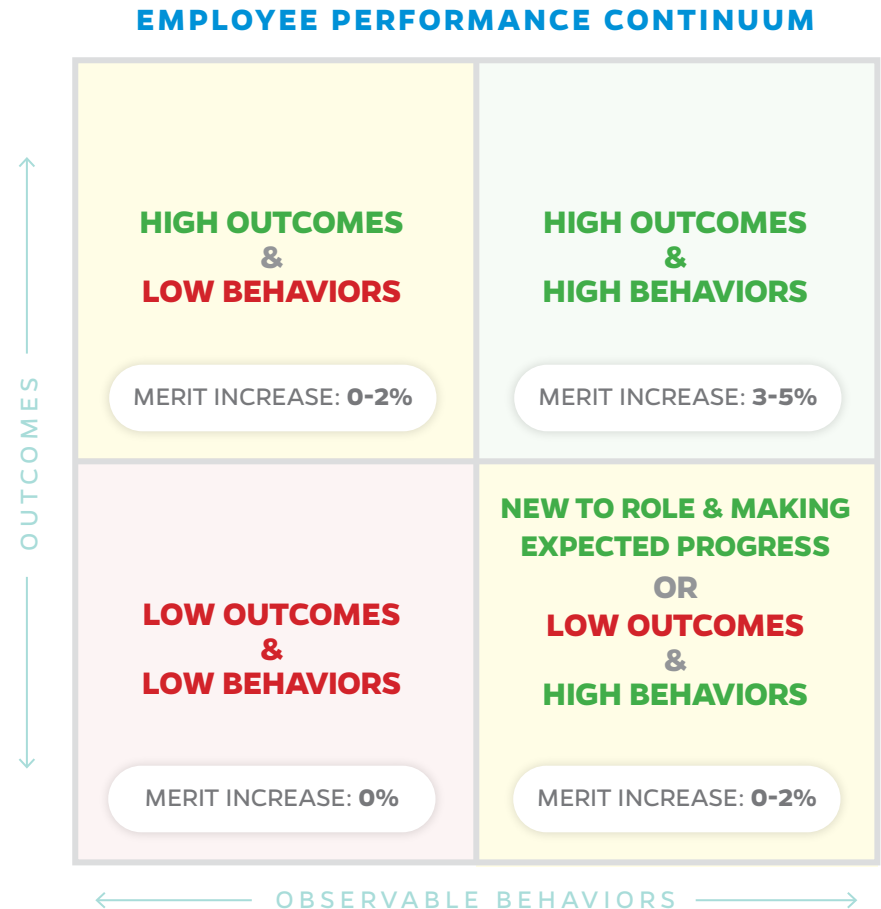
Faculty and staff who are currently on a performance improvement plan are not eligible for the salary increase.

Differentiate Rewards Based on Individual Performance & Contribution

When determining individual's increases, units should prioritize rewarding high-performing staff.

While determining performance-based increases without a performance rating may feel awkward at first, we have found that managers already use discretion when providing merit recommendations -- for example, when there is not enough money to give all top performers the top raise. In these cases, managers can often make a case for why one performer deserves a larger raise than another.

It may be tempting to not differentiate salary increases based on performance; It's important for you as a manager to send clear messages about performance and development by providing concrete evidence of how the employee is performing and progressing. It's important to note that performance is a combination of the work results and behaviors which can be assessed using the following four quadrants.

EMPLOYEE PERFORMANCE CONTINUUM

OUTCOMES

**HIGH OUTCOMES
&
LOW BEHAVIORS**

MERIT INCREASE: **0-2%**

**HIGH OUTCOMES
&
HIGH BEHAVIORS**

MERIT INCREASE: **3-5%**

**LOW OUTCOMES
&
LOW BEHAVIORS**

MERIT INCREASE: **0%**

**NEW TO ROLE & MAKING
EXPECTED PROGRESS
OR
LOW OUTCOMES
&
HIGH BEHAVIORS**

MERIT INCREASE: **0-2%**

OBSERVABLE BEHAVIORS

High Outcomes and Behaviors:

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

Examples of High Outcomes:
- Consistently surpasses performance expectations
- Seeks additional responsibilities and ways to improve processes
- Demonstrates higher than average or expert level understanding of all aspects of the job

Examples of High Behaviors:
- Better than average to excellent attendance records
- Provides exceptional customer service and demonstrated a positive/pleasant attitude
- Effectively plans and prioritizes job responsibilities
- Demonstrates a high level of cooperation in team projects

High Outcomes with 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. Departments 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. While departments may choose not to provide an increase, departments may provide increases in order to support organizational objectives. These increases would typically be less than those received by employees who demonstrate High Outcomes and Behaviors.

Examples of High Outcomes:
- Consistently surpasses performance expectations
- Seeks additional responsibilities and ways to improve processes
- Demonstrates higher than average or expert level understanding of all aspects of the job.

Examples of Low Behaviors:
- Does not consistently follow attendance guidelines, frequently absent or tardy
- Requires frequent supervision
- Demonstrates poor time management, prioritization, or organization skills
- Avoids job responsibilities or only assumes responsibilities when asked
- Creates conflict or demonstrated unprofessional demeanor

Low Outcomes with 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 or recently promoted. While these individuals may not yet achieve desired outcomes, they demonstrate positive behaviors that support individual or team performance. Departments 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 Behaviors.

Examples of Low Outcomes:
- Does not meet performance expectations but demonstrates progress and makes an effort to learn/improve
- Requires frequent instruction or higher than average supervision in order to achieve work results

Examples of High Behaviors:
- Better than average to excellent attendance records
- Provides exceptional customer service and demonstrated a positive/pleasant attitude
- Effectively plans and prioritizes job responsibilities
- Demonstrates a high level of cooperation in team projects

Low Outcomes and 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. Departments 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. While departments may choose not to provide salary increases to employees in this quadrant, modest increases may be provided in order to support organizational objectives. UFHR Employee Relations is available to assist managers in addressing performance or behavioral concerns. The Employee Relations team can be contacted at **employeerelations@hr.ufl.edu** or by visiting **https://hr.ufl.edu/manager-resources/employee-relations/contact-us/**

Examples of Low Outcomes:
- Does not meet performance or does not follow guidelines
- Requires frequent instruction or higher than average supervision in order to achieve work results
- Cannot be relied upon to finish tasks in a timely fashion or accurately
- Demonstrates an insufficient know of the job responsibilities

Examples of Low Behaviors:
- Does not consistently follow attendance guidelines, frequently absent or tardy
- Requires frequent supervision
- Demonstrates poor time management, prioritization, or organization skills
- Avoids job responsibilities or only assumes responsibilities when asked
- Creates conflict or demonstrated unprofessional demeanor

Additional Considerations When Making Pay Decisions:

Consider larger increases for:

· High Outcomes and Behaviors performers paid in the lower range of the pay grade

· Employees who have made a significant and measurable impact on the organization

· Employees needing a market adjustment

Consider significantly reduced or no increase for:

· Low Behaviors where an employee has demonstrated a pattern of value-detracting behaviors.

· Employees who demonstrate a motivation issue characterized by the ability to accomplish work but makes no or an inconsistent effort to meet performance or behavioral expectations.

Communicating Compensation Decisions

Communication is the cornerstone of employee engagement. As a manager, it's important that you effectively communicate how compensation and promotion decisions are made. When preparing to speak about pay with your employees, you should be prepared to address:

- Factors that go into setting salaries. The factors may include performance, years of experience, location, and job-related professional accomplishments to name a few. UFHR provides additional factors that managers should consider when determining compensation at:
  https://hr.ufl.edu/manager-resources/classification-compensation/compensation/staff-salary-structure/

- Where the employee's compensation falls within his or her position's salary grade. Each salary grade includes a lower market reference point, market midpoint, and upper market reference point. For more information regarding UF's staff salary structure visit:
  https://hr.ufl.edu/manager-resources/classification-compensation/compensation/staff-salary-structure/

- Prepared to discuss ways the employee can acquire the skills needed to advance.

In cases where the college or administrative unit established guidelines that were used to allocated salary increases, it's important to be prepared to discuss the guidelines or criteria that were used when making pay decisions.

Paychecks

Salary increases implemented via the UFHR raise file will be included in paychecks on October 20, 2023.

Timeline Review - UFHR Raise File

Implementation Timeline

September 4 - September 15, 2023: Raise Review File available to managers and campus administrators

September 18 - September 22, 2023: Raise Review File available to campus administrators only

October 2, 2023: Increases viewable in myUFL

October 20, 2023: Salary increases reflected in employee paychecks.

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 the faculty and staff salary increase program may contact Classification & Compensation **(352) 273-2842** or **salaryincrease@ufl.edu**

UFHR Employee Relations is available to assist managers in addressing performance or behavioral concerns. The Employee Relations team can be contacted at **employeerelations@hr.ufl.edu** or by visiting **https://hr.ufl.edu/manager-resources/employee-relations/contact-us/**

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