

Salary Administration Plan

James Madison University

Date of Current Revision: September 2019

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OVERVIEW

I. PURPOSE

In accordance with the Department of Human Resource Management (DHRM), James Madison University (JMU) adopts the following Salary Administration Plan (SAP). This plan specifies how the university will implement the job evaluation, compensation and performance management components of the commonwealth's Compensation Management System. It is intended that the SAP serve as the foundation for ensuring consistent application of pay administration decisions and help avoid employee disputes.

Except where noted, this plan applies only to full-time, classified employees.

II. COMPENSATION PLAN PHILOSOPHY

- JMU employees are our most valuable resource and are full partners in achieving our mission.
- We believe that compensation is a key element in recruiting, retaining, motivating and rewarding a qualified, committed and diverse workforce necessary to fulfill the university's goals and objectives.
- An individual's pay is influenced by external labor markets, internal equity concerns, employee performance, the availability of the university's financial resources, and other pay factors.
- JMU supports every employee through training, development and encouragement and expects each individual to meet or endeavor to exceed the performance standards established for his/her role.

III. EFFECTIVE DATE

The effective date for initial implementation of the commonwealth's Compensation Management System was September 25, 2000. JMU's Salary Administration Plan was first effective October 1, 2000. Revisions to this plan were made in June 2014, June 2019, and in September 2019.

IV. UNIVERSITY SALARY ADMINISTRATION PHILOSOPHY AND POLICIES

JMU's compensation philosophy is to pay employees in a manner sufficient to recruit and retain a high-performance workforce that provides quality service in a fiscally responsible manner to the university community and ultimately to the citizens of Virginia. Underlying this philosophy are the following principles:

- To establish base pay that is competitive with the labor market.
- To encourage employees to make a performance difference where results/outcomes are more important than entitlements (e.g., seniority, hierarchy or expectation of additional pay for changing responsibilities).
- To provide compensation that focuses on employees gaining demonstrable skills and competencies that are critical to the accomplishment of the university and/or work unit missions.
- To focus on the value of total compensation, which includes but is not limited to salary and non-salary benefits such as healthcare, retirement, life insurance, disability insurance, tuition waivers, annual, and sick leave.
- To be mindful of pay equity across all EEO categories and facilitate fair and non-discriminatory compensation.

The university will administer its compensation program in a manner consistent with the mission, goals and business objectives of JMU. The university's SAP will:

- Assure that comparable jobs are valued with similar methodology and assigned to the same role.
- Promote employee focus on university and work unit missions and outcomes.
- Be market responsive and fiscally responsible.
- Be administratively efficient and responsive to organizational changes.
- Be easily understood and communicated.
- Facilitate recruitment and retention of qualified employees.
- Motivate employees by giving supervisors options for rewarding high performance employees.
- Support management in the realization of organizational objectives.

V. RESPONSIBILITIES

The following is an outline of the types of actions for which each level at the university will be responsible in order to implement the commonwealth's Compensation Management System at JMU. The goal is to designate these decision-making functions to the first appropriate level supervising the employee.

University Compensation Committee

Committee members will include division representatives, the university budget director, and the director of HR who will chair the committee. The committee shall:

- Recommend strategic planning for the university's SAP.
- Recommend compensation policy for classified and non-student wage employees.
- Review university-wide financial implications of classified compensation practices.
- Assess potential EEO impact of salary decisions, role allocations, and other decisions affecting pay or potential pay.
- Monitor compliance with rules and regulations of the classified compensation program.
- Evaluate the SAP and its impact on classified and non-student wage employees.

President/Vice Presidents

As the university's senior administrators, persons at this level shall administer the SAP accordingly:

- Establish a plan and designate levels of approval authority.
- Hold departments and managers accountable for salary decisions and proper application of the university's SAP.
- Assess overall priority of potential pay issues for departments.
- Assess potential EEO impact of salary decisions, role allocations, and other decisions affecting pay or potential pay.
- Monitor compliance with rules and regulations of the classified compensation program.
- Review summary reports regarding pay decisions to ensure compliance with program guidelines.
- Evaluate the impact of all compensation programs.

Deans/Associate/Assistant Vice Presidents

This administrative level shall:

- Hold departments and managers accountable for salary decisions and proper application of the SAP.
- Communicate information concerning the commonwealth's Compensation Management System and the university's SAP to supervisors and employees.
- Assess salary priorities and departmental needs in developing and acting on pay practices.
- Assess the potential EEO impact of salary decisions, role allocations and other decisions affecting pay or potential pay.
- Encourage participation in training by managers.

- Encourage and coach employee career development.
- Provide feedback to employees on performance.
- Comply with rules and regulations of the classified compensation program.
- Complete appropriate forms related to this plan.
- Assure that pay actions can be supported by adequate funding.
- Negotiate salaries with potential and current employees with the support of HR.
- Approve pay actions when appropriate with the support of HR.
- Respond to employee appeals.
- Review reports regarding pay decisions.

Department Heads/Directors/Managers/First-Line Supervisors

This administrative level shall:

- Provide employees with information on the commonwealth's Compensation Management System and the university's SAP.
- Partner with HR to conduct training on classified compensation and the university's SAP.
- Encourage and coach employee career development.
- Provide feedback to employees on performance.
- Review staff salaries and employee position descriptions regularly for accuracy and classifications.
- Recommend pay actions to upper management.
- Encourage participation in training.
- Monitor compliance with rules and regulations of the compensation program.
- Complete appropriate forms related to this plan.
- Gather information to support the requested pay action, including
 - Percentage increase
 - Source of funding
 - Total percent of previous increases during the current fiscal year
 - Justification for percentage of pay action requested using the 13 pay determination factors; noted in section VI.
- Negotiate salaries with potential and current employees as appropriate and in collaboration with HR.
- Review reports regarding pay decisions.
- Assist employees with organizational change issues.

Human Resources (HR)

Human Resources, specifically HR consultants, shall assist university administration and employees in implementing the university's SAP and the commonwealth's Compensation Management System:

- Collaborate with managers and provide review/consultation on pay actions.
- Chair and facilitate the University Compensation Committee.
- Provide employees with information on the commonwealth's Compensation Management System and the university's SAP.
- Provide training to managers and employees.
- Provide tools and resources to manage compensation flexibility.
- Create reports regarding pay decisions.
- Comply with rules and regulations of the classified compensation program.
- Assess potential EEO impact of pay decisions, role allocations, and other decisions impacting pay or potential pay.
- Review regularly and recommend changes/modifications of the SAP to the Compensation Committee.

Employees

JMU employees shall:

- Leverage self-development and application of new skills, competencies and manage career development.
- Stay informed about the university's SAP.
- Attend applicable training and informational workshops.
- Adhere to policies and guidelines regarding university compensation and the university's SAP.

VI. PAY PRACTICES

In determining salaries, university management shall consider the following 13 pay determination factors as defined in DHRM Policy 3.05-Compensation:

Agency Business Need	Market Availability
Duties and Responsibilities	Salary Reference Data
Performance	Total Compensation
Work Experience and Education	Budget Implications
Knowledge, Skills, Abilities and Competencies	Long-term Impact
Training, Certification and License	Current Salary
Internal Salary Alignment	

These pay practices apply to full-time classified employees and non-student wage (part-time) employees except where noted and with the attendant qualifications. For each salary action, departments must initiate and submit the appropriate paperwork, as described in the following sections.

JMU supports a base university hourly rate tied to data on the living wage standard. The university will periodically evaluate the starting hourly wage for positions. Research from a variety of local, regional and national sources will be used to determine a living wage standard. Salary adjustments may be subject to review by DHRM .

A. Pay Practices

An employee's salary may not fall below the minimum or rise above the maximum of the pay band as a result of a requested pay practice. (The only exception to this is the six-month period of time in which a person who has undergone a voluntary demotion may be paid above the maximum of the pay band.) In addition, when filling positions through such pay practices as Starting Pay, Promotion, Lateral Transfer, etc., the employee may not be paid more than the amount budgeted without written authorization from the appropriate vice president or designee.

Pay practices that relate to non-student wage and classified employees moving from one position to another (Promotion, Voluntary Transfer, Demotion, etc.) include classified employees who are hired into a JMU classified position directly from another classified position at any other state agency.

1. Starting Pay

Starting pay is the starting salary for an individual not currently employed by the university or other state agency.

The hiring department has the flexibility to offer a starting salary from the minimum of the assigned pay band or hiring range up to the amount budgeted for the position. *Starting salaries must not exceed the advertised salary range.* A starting salary must be reviewed by HR and must be approved by the appropriate vice president BEFORE an offer is made.

Departments who hire current JMU wage employees for full-time classified positions will follow the same starting pay guidelines described above.

The hiring supervisor must work with HR to determine the appropriate starting pay in accordance with the university's SAP. Once a starting salary has been determined, the hiring supervisor must obtain the appropriate approvals BEFORE making an offer or communicating potential salary figures to the job candidate.

2. Promotion

Promotion is the movement of an employee to a different position in a higher pay band. This movement is the result of the employee applying for and being awarded the position through a competitive recruitment and selection process.

When an employee receives a promotion, the salary increase is negotiable from the pay band minimum up to the pay band maximum or between the advertised hiring range minimum and maximum. Any salary increase must be supported by the pay factors listed above.

The hiring supervisor will work with HR to determine the appropriate promotional increase (if any) in accordance with the university's SAP before the offer is made or potential pay is discussed with the candidate. Once an increase has been determined, the hiring supervisor must obtain the appropriate approvals.

3. Voluntary Transfers

A voluntary transfer is employee-initiated lateral movement to another position in the same or different role and in the same pay band. The employee may seek the transfer through the recruitment and selection process or through a non-competitive process.

If a voluntary transfer is in the same or equivalent role (same pay band) the employee will usually receive no increase in base pay. However, since positions vary in terms of complexity, accountability, and responsibility a change in compensation may be justified. Any increase in salary must be supported by the 13 Pay Factors.

The negotiated salary may be less than the employee's current salary for both competitive and non-competitive transfers. Salary reductions can be made with prior approval of the assigned HR Consultant.

Voluntary Lateral Transfer (Competitive Process)

An employee's salary is negotiable from the minimum of the assigned pay band, must fall within the amount budgeted for the position, shall not exceed the advertised salary range, and shall not exceed the pay band maximum.

Voluntary Lateral Transfer (Non-competitive Process)

On rare occurrences, employees may be transferred to a similar or different position in the same pay band through a non-competitive process. When an employee is transferred to a different position in the same or different role in the same pay band, the employee's salary is negotiable between the minimum of the assigned pay band up to the budgeted amount for the position. In some situations, the negotiated salary may be less than the employee's current salary.

Hiring departments will work with HR to determine the appropriate salary in accordance with the SAP. Once a salary has been determined, the hiring supervisor must obtain the appropriate approval.

It is the role of HR to determine if the differences in complexity, accountability and responsibility between the previous position and the new position are significant enough to justify a change in the employee's salary. Salary changes, if any, are dependent upon HR findings and evaluations in accordance with the appropriate JMU and state compensation policies and procedures that include the pay factors listed above.

The hiring supervisor must submit the appropriate Personnel Action Request (PAR), Pay Action Worksheet (PAW) if applicable, an updated position description through the PeopleSoft PD application and any other relevant information for HR to evaluate and determine position or pay practices.

4. Voluntary Demotions

A voluntary demotion occurs when an employee voluntarily moves to a different role in a lower pay band through the recruitment and selection process or through non-competitive means.

The employee's salary is negotiable from the minimum of the lower pay band up to the employee's current salary, not to exceed the maximum of the assigned salary range. If the employee's current salary exceeds the maximum of the lower assigned salary range, JMU has the option of freezing the salary for up to six months. After six months the salary must be reduced to the maximum of the assigned salary range. Pay increases are not permitted with demotions.

Also see Section 8. Disciplinary or Performance Related Salary Action

5. Temporary Pay

Temporary pay can be provided to an employee who experiences a substantive change in job duties and responsibilities for a specified period (i.e., assignment to a special project, reassignment during organizational changes, supervisory responsibilities, etc.) Temporary pay is not intended to cover brief recruitment periods. Temporary pay must be approved by the appropriate vice president in advance.

For questions regarding other additional duties and responsibilities, contact HR for appropriate pay strategies. Supervisors will work with HR to determine the appropriate amount of temporary pay in accordance with the SAP. Supervisors must complete a paper PAR and submit it to HR. Once the amount has been determined, the supervisor is responsible for obtaining appropriate approvals. After approvals have been received, the supervisor may then discuss pay with the employee.

Temporary pay may continue for up to six months. For periods beyond six months, the appropriate vice president may approve an additional six-month extension.

6. Role Change

A role change occurs when an employee remains in his/her current position but the scope, duties and responsibilities have changed enough to warrant a role change. The change can be upward, downward or lateral.

Upward Role Change: A position changes to a different role in a higher pay band.

- The salary must be increased to at least the minimum of the higher pay band and may not exceed the maximum of the new pay band.
- Any change to salary must take into consideration the pay factors listed above.

Downward Role Change: A position changes to a different role in a lower pay band.

- The employee's salary remains unchanged unless it exceeds the maximum of the lower assigned salary range.
- If the employee's salary exceeds the lower salary range maximum, the salary is maintained for a six-month period, and then must be reduced to the maximum of the assigned salary range.

Lateral Role Change: A position changes to a different role in the same pay band.

- This pertains to lateral role changes that are not part of a competitive recruitment process.
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- The salary increase may not exceed the maximum of the assigned salary range or pay band.
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- A lateral role change will not result in a salary increase if the new role is in a position where fundamental duties and responsibilities are essentially equivalent to the previous role.
- Any change to salary must take into consideration the pay factors listed above.

HR is responsible for ensuring that positions are classified appropriately according to the commonwealth's guidelines and will conduct studies and make recommendations regarding individual role changes and university-wide position studies when the need arises. When an upward role change is approved, any funds for providing an accompanying pay increase will come from the university's Central Funding Pool and will typically be considered during In-band Adjustment periods **if funding is made available**. In making decisions regarding the allocation of funding, the following priority structure will be used:

1. Employees who would be paid below the minimum of their pay band without salary relief
2. Role changes
3. In-band Adjustments

Supervisors may submit requests for role changes to HR at any time.

7. In-Band Adjustments (IBAs)

An IBA is an adjustment to an employee's base salary due to:

- A change in job duties and responsibilities.
- Professional/skill development from job-related training, education, certification and/or licensure.
- Retention (i.e., responding to salary market changes, labor market fluctuations, etc.)
- Internal alignment, salary compression and other internal inequities.

IBAs are for, full-time, classified employees and non-student wage employees and will be conducted in accordance with a schedule to be determined by the vice presidents, working in concert with the Office of Budget Management. HR will evaluate each request based on the 13 pay factors and make final recommendations to each vice president. The final decision for implementation of recommended changes is the responsibility of the vice president. A paper PAR form and a PAW will be required for each IBA request.

HR will work closely with each vice president when determining IBAs. Increases provided as the result of an IBA will be determined based on available funding through the annual budget process.

IBAs occurring during the fiscal year are contingent upon the availability of funding. IBAs are typically not granted unless the university allocates a Central Funding Pool from which all E&G and Auxiliary funded IBAs must be awarded. (See *exceptions below*)

Although supervisors may apply for IBAs throughout the year, funding for approved IBA requests will typically follow a schedule set forth by the vice presidents.

In making decisions regarding the allocation of funding, the following priority structure will be used:

1. Employees who would be paid below the minimum of their pay band without salary relief
2. Unfunded IBA requests carried over from the previous cycle(s)
3. Role Changes
4. Other IBA requests

Supervisors must NOT communicate to the employee that an IBA request has been submitted to HR until that request has been approved and funded by the appropriate vice president.

Supervisors who have submitted IBA requests may appeal decisions through their respective vice president.

Exceptions to the policy that all IBAs must be awarded only from the university's Central Funding Pool:

Non-student Wage Employees: IBAs for non-student wage employees must be funded by the department's own budget (not from the Central Funding Pool) and must be approved by HR. To qualify for an IBA, a non-student wage employee must have at least 12 months of continuous employment at the university. Non-student wage employee IBAs typically will be determined on the same schedule as classified employee IBAs.

Grant-Funded Positions: Employees whose salary is grant-funded are eligible for IBAs following the same schedule as all other classified and non-student wage positions. However, IBAs for grant-funded positions must be funded by the grant's budget and not from the Central Funding Pool.

Special Salary Studies: When special department-wide salary studies are conducted by HR and, as a result, multiple salary adjustments are applied, the resulting IBAs may be funded at the discretion of the vice presidents, through the department or through the Central Funding Pool. The effective dates of the IBA may fall outside of the university's normal IBA process.

Abolished Positions: When a department has a position vacated, and that department *abolishes* that position and subsequently transfers some or all of the duties from that position to another employee or other employees, the department may use the funds made available from the abolished position to request an IBA or Role Change for the employee(s) to whom new duties have been added. This exception may be used at any time during the year without regard to the normal IBA process.

The procedure to access this exception is as follows:

1. Notify the appropriate vice president of the intent to abolish the position and to request an IBA or Role Change for the employee(s) who are being assigned additional duties. This notification should be copied to HR and the Office of Budget Management.
2. Confer with HR to determine whether an IBA or Role Change is the most appropriate pay action to consider and whether or not a salary increase for the employee(s) is recommended.

3. Write (a) new position description(s) in PeopleSoft to include the duties that will be added to the employee(s).
4. Submit the new or updated position description, along with the completed paper PAR and PAW forms, to HR with the requested percentage increase.
5. HR will review the request(s) and submit a proposal to the appropriate vice president.
6. Once the vice president reviews the proposal, he or she will make a final determination and, if approving, will sign the PAR form(s) to execute the action(s).

Stipulations:

- It is important that the supervisor not communicate specifics about pay increases to the employee(s) until this process is complete.
- When using this exception, departments may not transfer duties from the recently abolished position to a second previously vacated position and then fill that second vacated position. All duties from the position being abolished either must be eliminated from the department's tasks or be transferred to existing employees.
- This policy applies only to classified employees.
- The department may only expend the funds that have been made available by the abolition of the position and should be careful not to go over that amount in awarding related IBAs or Role Changes.

8. Disciplinary or Performance Related Salary Action

Under JMU Policy 1317- Classified Employees, Standards of Conduct and Performance, an employee's job duties and responsibilities may be reduced because of inappropriate conduct and/or poor performance. This reduction in job duties may result in the employee moving within the same pay band, to a lower pay band or to the same or different position. In any case, the employee's job duties must be redefined to reflect a decrease in complexity of responsibilities and his or her salary must be reduced a minimum of 5%. If transition is within the same pay band, the employee's salary cannot be reduced below the band minimum. If transition is to a lower pay band, the employee's reduced salary cannot exceed the maximum of the lower band. Supervisors must work with HR to determine the appropriate salary reduction in accordance with the SAP.

Salary reductions greater than 5% are permitted and require prior approval of the appropriate vice president and the director of HR.

9. Competitive Salary Offer

Competitive salary offers MUST be in writing. If received electronically, forward the email to HR. This pay practice may not be used when a JMU classified employee is made an offer to accept another position at JMU.

To retain mission-critical employees, JMU may choose to make a competitive salary offer. Whether or not an employee is critical to the unit's mission is based on management's evaluation of the following: (a) the specific knowledge, skills and abilities the employee brings to the job; (b) specialized training and/or licensure which the employee has obtained and is critical to the work tasks and duties; (c) the unavailability of specialized skills in the current labor market; (d) excessive turnover in the position; or, (e) other factors as identified by the department.

Supervisors must work with HR to determine the appropriate salary in accordance with the SAP. A Pay Action Worksheet (PAW) must be submitted to HR before a competitive salary offer is extended. Once a salary has been determined, the supervisor must obtain the appropriate approvals. The appropriate vice president must approve all competitive salary offers before the offer is extended.

Supervisors should not discuss terms or possibilities of competitive salary offer with the affected employee until after speaking with HR.

Offer from Non-state Agency

The employee's salary may be increased to match the outside offer not to exceed the maximum of the pay band. The appropriate vice president must approve competitive salary offers before the offer is extended.

If the university accepts an employee's request to rescind his or her resignation within 30 calendar days of separation, the employee's salary may be reinstated at an amount held at the time of separation or at the salary offered in the competitive offer process.

Offer from State Agency

The employee's salary cannot exceed the exact amount of the job offer from the other agency or the maximum of the pay band. The appropriate vice president must approve competitive salary offers before the offer is extended. The state agency making the initial offer may not make a second offer, once the employing agency has countered.

At the discretion of JMU, employees may return to their former position within thirty days at their former annual salary or a salary offered through the competitive offer process.

10. Non-Base Pay Options

In-band Bonus (IBB)

At the discretion of the vice presidents, the university may initiate an In-band Bonus system to allow additional flexibility for management to give non-base pay adjustments when a bonus is more appropriate than a base pay adjustment.

Criteria for IBBs are:

- Slight change in duties where an IBA is not substantiated
- Professional/skill development - application of newly acquired job-related knowledge and skills obtained through education, certification or licensure
- Retention
- Internal alignment

The following employees are NOT eligible for IBAs or IBBs:

- Employees at the maximum salary of their assigned pay band
- Non-student wage employees
- A&P faculty and instructional faculty

The amount of the bonus is not calculated into base pay when determining other pay practices such as promotions or upward role changes.

Unlike the Exceptional Recruitment and Retention Incentives (see below), IBBs are not restricted solely to specific positions, roles and/or career groups that have significant recruitment and retention problems and are critical to the agency's mission and on-going operations.

Unlike IBAs, IBBs must be paid out of the department's own budget and can be awarded, if approved, at any time during the year. The IBB will be paid as a lump sum.

Each IBB must be approved by HR, which will apply similar considerations as those that apply to requests for IBAs. Before being awarded, the IBB must be approved by HR and the appropriate

vice president. For that reason, the supervisor should not communicate the possibility of a bonus to the employee until the bonus has been approved.

To award an IBB, a supervisor must:

1. Inquire with HR whether IBBs are currently being granted.
2. Consult with the department's budget authority to determine if funds are available from the department's budget for the payment of the bonus. *Under no circumstances may the funds for an IBB originate from the department's full-time position budget.*
3. Confer with HR to determine appropriateness of the bonus and amount.
4. Complete a paper PAR and PAW. Be sure the PAW form clearly justifies the bonus award.
5. Obtain appropriate vice president's signature on PAR.
6. Submit both to HR for consideration.
7. HR will respond to the request. If approved, the PAR will be submitted to payroll.

Retention Bonus

Within a fiscal year, a Retention Bonus of up to \$10,000 may be offered to current, full-time classified employees in positions, roles and/or career groups where applicants are extremely difficult to recruit and employee's functions are deemed critical to the university's operation and mission. These employees must agree to work for the university for one year beyond the date of the bonus payment. The Retention Bonus may be paid as a lump sum or in scheduled payments and must be funded from the department's budget. A formal written agreement, which includes requirements for satisfactory performance and duration of employment, must be executed outlining pay back terms if the agreement is not met. Supervisors wishing to pay a Retention Bonus must contact HR.

Retention Bonus – Student Loan Repayment

A one-time bonus, not to exceed \$10,000, may be made available to current employees in specific, critical positions. This bonus may be used in conjunction with other exceptional retention bonuses. Current employees who have previously received a student loan repayment bonus are ineligible for additional student loan retention bonuses. Only one student loan repayment bonus may be granted to an employee during the employee's tenure with state government.

Payment of a retention bonus must have the prior contacts and approvals BEFORE the bonus is offered to the employee:

- Consultation with HR
- Approval by appropriate vice president

Agreements are reviewed by senior leaders and are reviewed and approved by the Office of the Attorney General.

Sign-on Bonus

A Sign-on Bonus of up to \$10,000 may be offered to new (non-JMU) employees hired into positions deemed as critical. These employees must agree to work for the university for one year beyond the date of the bonus payment. The Sign-on Bonus may be paid as a lump sum or in scheduled payments and must be paid out of the department's budget. A formal written agreement, which includes requirements for satisfactory performance and duration of employment, must be executed outlining pay back terms if the agreement is not met. Supervisors wishing to pay a Sign-on Bonus must contact HR.

Sign-on Bonus – Student Loan Repayment

A one-time bonus may be made available to new hires/re-hires to encourage individuals to accept employment in specific, critical positions, Roles, or Career Groups. The bonus may be used in conjunction with other exceptional recruitment incentives. Only one student loan repayment bonus may be granted to an employee during the employee's tenure with state government.

Newly hired employees provide proof of qualifying debt and payments are made directly to the creditor.

Payment of a retention bonus must have the prior contacts and approvals BEFORE the bonus is offered to the employee:

- Consultation with HR
- Approval by appropriate vice president

Agreements are reviewed by senior leaders and are reviewed and approved by the Office of the Attorney General.

Annual Leave

The university may grant or advance up to 30 days (240 hours) of annual leave during a leave year (January 10 – January 9) to new and existing full-time classified employees as an incentive to accept employment or continue employment in a position. This policy also allows the university to pay out annual leave hours. Working with HR, the supervisor should negotiate the exact amount of annual leave that will be provided to the new employee at the start of employment. This amount will be tracked in the university's leave system.

Granting Leave: This may be used for employees in roles or career groups that are extremely difficult to recruit and retain and are deemed critical to the university's operation and mission. The employee must agree to work for the university for one year beyond the date the additional leave is granted.

Advancing Leave: The university may advance up to 30 days (240 hours) of annual leave, rather than granting an additional amount of annual leave. For example, working with HR, a hiring supervisor may advance a new employee two weeks (10 days) of annual leave at time of hire and the restitution of this leave would be outlined in the pre-employment agreement.

Criteria and Process

The use of incentive options will normally be planned in advance and incorporated in an overall staffing strategy coordinated between HR and the managers of the affected organizational units.

The incentive options will not be applied to all employees in a specific role or career group, although multiple positions may be identified within or across work units, if the position(s) are determined to be critical to JMU's mission and key operations. The size of the incentive, whether provided as a bonus or leave, will be determined by the significance and critical nature of the position(s); strong consideration will also be given to internal equity and the relative value of the incentive compared to the base compensation of similarly situated employees. HR consultants will guide managers in the equitable and effective use of incentive options.

A formal agreement must be executed, which includes requirements for satisfactory performance, duration of employment and pay back if terms are not met. Agreements will be reviewed and approved by the director of HR.

B. Pay Practice Chart

Pay Practice	Pay Guidelines	Authorization
Starting Pay New employee Rehires	Negotiable from minimum of assigned pay band not to exceed pay band maximum or advertised hiring range.	Shared accountability
Promotion Movement to a different Role in a higher pay band	Negotiable from minimum of new pay band not to exceed the new pay band maximum or advertised hiring range. Increases above 15% must have VP approval.	Shared accountability
Voluntary Transfer- Competitive Movement within same Role or to different Role in the same pay band	Negotiable from minimum of the assigned pay band not to exceed pay band maximum or advertised hiring range. Increases above 15%, but within budgeted amount, may be made with VP approval.	Shared accountability
Voluntary Transfer - Non-Competitive Movement to different Role in the same pay band	Negotiable from minimum of assigned pay band not to exceed pay band maximum or budgeted amount. The negotiated salary may be less than the employee's current salary.	Shared accountability
Lateral Transfer- Non-Competitive Movement to same Role in the same pay band	No increase allowed. The negotiated salary may be less than the employee's current salary.	Shared accountability
Voluntary Demotion Movement to a different Role in a lower pay band	Negotiable from the minimum of the lower pay band up to the employee's current salary, not to exceed the maximum of the assigned pay band. (University has option to freeze the salary above the maximum of the pay band for six months.)	Shared accountability
Temporary Pay Assuming new duties and responsibilities on a temporary basis (six months maximum)	The amount of Temporary Pay must take into consideration the 13 Pay Factors.	Shared accountability
Role Change	Upward: to minimum of higher pay band or greater. Must be funded from University Central Pool.	Centralized (approved by HR)
	Downward: No change in salary unless above maximum of the lower pay band, reduce after six months.	
	Lateral: increase not to exceed pay band maximum. Must be funded from University Central Pool.	
In-band Adjustment <ul style="list-style-type: none"> – Change in duties – Professional/Skill Development – Retention – Internal alignment 	Increase not to exceed pay band maximum. Must be funded from University Central Pool.	Centralized (approved by HR)
Disciplinary or Performance-related Salary Action	Minimum 5% decrease.	Shared accountability
Competitive Salary Offer	Offer must be in writing. Increase not to exceed the offered amount or the maximum of pay band. Must be approved in advance by VP. Special circumstances apply if the offer originates from another state agency.	Shared accountability

C. Pay Practice Process

For each of the pay practices noted above, departments must submit a PAR/ePAR form and a PAW to HR. Contact an HR consultant for guidance.

VII. REASSIGNMENT WITHIN THE PAY BAND

On occasion, JMU may require the reassignment of classified employee(s) because of reorganization or a change in business needs within a particular division, department or work unit. Reassignment within the pay band is a management-initiated action that can be used for this purpose. Under Reassignment within the Pay Band:

- Employees may be reassigned to different positions within the same assigned salary range (*A salary range may be the Pay Band; a Sub-Band or a hiring range, as determined by JMU*).
- The position to which an employee is reassigned may be in the same or a different role within the same salary range.
- The employee's base salary is not changed as a result of the reassignment.

To initiate a reassignment, the supervisor must:

- Consult with an HR consultant to determine classification and position changes.
- Submit changes to the position description.

If required, submit a PAR form to HR with the appropriate vice president's signature.

Sub-Band

On occasion, based on agency need, sub-bands may be established for positions for the purpose of recruitment and retention or compensation administration. Sub-bands are a portion of an existing pay band that has a defined minimum and maximum salary within the pay band. Sub-bands are established in collaboration with HR consultants who research, recommend and communicate findings with DHRM.

VIII. RECRUITMENT AND SELECTION PROCESS

Before extending an offer of employment, the hiring supervisor must consult with HR to determine a starting salary.

JMU will recruit and hire classified and non-student wage employees in accordance with federal/state laws and statutes and university policies. Our goal is to make effective use of all available resources to attract a qualified, committed and representative workforce.

- All full-time classified job opportunities (and most wage job opportunities) are posted on JobLink JMU's applicant tracking system.
- Hiring officials may use state role titles, working titles or a combination of both in job announcements and media advertisements.
- Pay band information for the position is always included in the JobLink job announcement. Hiring officials will have several options for specifying salary ranges in JobLink and media advertisements. Hiring officials may choose to advertise:
 - A specific hiring range,
 - Minimum starting salary,
 - Maximum starting salary, or
 - A statement such as "commensurate with experience."
- ***Advertised pay rates must be based on the appropriate pay bands and be within the budgeted amount for the position.*** In recognition of the value of university employees and as a commitment to career development, hiring officials are encouraged to consider university employees when conducting a search.

The university will use the commonwealth's hiring policies as guidelines for conducting recruitment and selection for classified and non-student wage positions. Vacancy announcements will be posted on the statewide Virginia Jobs web site and other appropriate media as deemed necessary to obtain a qualified and representative applicant pool.

Factors to consider in determining advertising strategies include documented retention difficulties, market salary reference data, significantly high turnover, difficulty in recruiting qualified applicants from usual advertising sources, and unique skills, competencies, certifications or licensure requirements.

Supervisors should consult with HR to determine the most appropriate recruitment strategy based on departmental needs and available funds.

Hiring supervisors will be expected to complete the relevant recruitment and selection documentation, including screening criteria sheets, interview questions and responses, reference checks and salary verification. Other forms that will be required include an ePAR and PAW (part of the ePAR) for each new hire. Starting pay will be determined in accordance with the provisions of Section VI.

IX. PERFORMANCE MANAGEMENT

The university's Performance Management Program is an essential component of the Compensation Management System. Regular, consistent, informal and formal communication between the supervisor and the employee is a critical component of JMU's Performance Management Program.

The Performance Management Program has been designed to encourage career development that will enhance the university's workforce and financially reward employees' performance. The annual performance cycle is October 25th to October 24th of the following year. A performance evaluation is not considered complete until the end of the performance cycle, regardless of when the actual performance evaluation meeting and rating are conducted. This means that if an employee is given a particular rating, but that same employee's performance declines before the end of the cycle, the supervisor has the authority to revise the evaluation and rating prior to the deadline date. A note will be added to performance evaluation materials indicating that the current rating is contingent upon continued performance at the same level rated for the duration of the cycle. Employee performance will be a key determinant in how compensation will be administered not only in the Performance Management Program but also with the university's Pay Practices.

Key design features of the university's Performance Management Program include five performance-rating levels; a 12-month probationary period for new employees; an opportunity for employee self-evaluation; interim evaluations as necessary and development opportunities for supervisors through employee feedback.

Performance Ratings

It is important to emphasize that evaluation of employee's performance must be done on a continuous basis by providing verbal and/or written feedback throughout the performance cycle. Although the university's Performance Management Program includes five performance rating levels, the commonwealth of Virginia has specified only three performance categories (Extraordinary Contributor, Contributor and Below Contributor). Therefore, the university's 'High Contributor' and 'Moderate Contributor' ratings described below will equate to the commonwealth's "Contributor" level for conversion and compensation purposes.

Below Contributor: This rating recognizes job performance that fails to meet the criteria of the job function. An employee who receives at least one Notice of Improvement Needed form may receive an overall rating of Below Contributor on the annual rating. A Written Notice (Policy 1317- Classified Employees, Standards of Conduct and Performance) that is issued to an employee for any reason in the current performance cycle may be used in place of the Notice of Improvement Needed to support an overall rating of Below Contributor. To be valid for that performance cycle, the Notice of Improvement Needed must be attached to the Annual Performance Evaluation and received in HR no later than the last work day in September. In exceptional cases, supervisors

may submit such notices after the last work day in September if the appropriate senior vice president's signature is included on the form. However, the receipt of this form does not guarantee or necessarily warrant an overall annual rating of Below Contributor.

Moderate Contributor: This rating recognizes work that meets the minimum standards required of the position. While employees at this level are achieving a majority of the core responsibilities and measures, the employee is still developing competency or did not consistently achieve expectations and may require further development.

Contributor: This rating recognizes work that is at or occasionally above the performance standards by achieving the criteria of the job's core responsibilities and measures throughout the performance cycle. Employees at this level are achieving the core responsibilities and performance measures – and occasionally going beyond - as outlined by the supervisor.

High Contributor: This rating recognizes work that is characterized by a consistently higher level of accomplishment; meeting and often exceeding performance targets of core responsibilities; providing significant support that contributes to achieving the mission of the organization. On a regular basis, demonstrates highly proficient knowledge, skills, and abilities; required work; and behavioral competencies.

Extraordinary Contributor: This rating recognizes work that is characterized by exemplary accomplishments throughout the performance cycle and performance that considerably and consistently exceeds the criteria of the job function. An Extraordinary Contributor is observed regularly doing the unusual and unexpected. To be eligible to receive an overall rating of Extraordinary Contributor, an employee must receive at least one documented Notice of Extraordinary Contribution during the rating cycle. To be valid for that performance cycle, the Notice of Extraordinary Contribution form must be attached to the Annual Performance Evaluation and received in HR no later than the last work day in September. In exceptional cases, supervisors may submit such notices after the last work day in September if the appropriate unit head's signature is included on the form. However, the receipt of this form does not guarantee or necessarily justify an overall annual rating of Extraordinary Contributor.

Probationary Period

The university requires a probationary period. When hiring non-classified staff from other state agencies (such as UVA or VT) a probationary period must be completed upon hire.

Probationary Progress Reviews/Documentation

Within the first 30 days of employment, the supervisor must establish or review the updated Position Description with the employee, with special emphasis on core responsibilities, measures and Individual Professional Development Plans (IPDP). Supervisors should use this as an opportunity to discuss the position's responsibilities, expected job performance, and clarify any aspects of the job. This initial communication between supervisor and employee is a critical element of the performance management system.

The supervisor must evaluate and provide constructive feedback periodically to the new employee during the Probationary Period. An interim Probationary Progress Review form must be completed at 3, 6 and 9 months of the probationary period. HR will provide reminders to supervisors of probationary employees as these reviews become due. In addition, at any time during the probationary period, the Probationary Progress Review form may be used to document the employee's progress and to provide feedback to the employee about her/his performance.

The final probationary review should occur approximately three weeks before the completion of the probationary period. Then, the supervisor should notify the employee in writing when the 12-month probationary period has been satisfactorily completed. A copy of the Probationary Progress Review form will serve as written notification. If the 12-month probationary period occurs during the annual evaluation period (July-September), the supervisor can choose to use a regular performance evaluation. The Probationary Progress Review form should accompany the evaluation indicating completion of the probationary period. If a probationary employee is not notified of satisfactory completion or extension of the probationary period at the end of 12 months, it is understood that the employee successfully completed the probationary period requirement.

Extension of Probationary Period

The normal probationary period is 12 months from the date of hire. The probationary period may be extended for up to six additional months beyond the initial 12 months for performance reasons or due to periods of leave with or without pay. However, the total probationary period may not exceed 18 months, excluding periods of leave with or without pay.

Employees must be notified in writing of an extension and prior to the expiration of the normal probationary period using the Probationary Progress Review form with the reviewer's approval and signature. A copy of the completed Probationary Progress Review form must be given to the employee, and the original sent to the HR consultant.

Probationary periods must be extended when probationary employees are on any leave with or without pay for more than 14 consecutive calendar days.

Leaves requiring extension of the probationary period may include:

- Family Medical Leave
- Leave without pay-layoff
- Military leave with or without pay
- VSDP (Virginia Sickness and Disability Program) short-term disability (STD) leave for more than 14 consecutive calendar days. Also included are periods of short-term disability where the employee is working in an "active employment" status with restrictions/modifications.
- Workers' Compensation

When a probationary employee moves to a different position during the first six months of the probationary period, the remainder of the 12-month requirement must be completed. (However, the probationary period also may be extended for performance or leave reasons as described above.) If an employee moves to a new position during the last six months of the probationary period, the employee's probationary period may remain as the original 12 months, or may be extended so that the new supervisor has the benefit of the full 12-month probationary period. However, the total time served in probationary status may not exceed 18 months (excluding any periods of leave that exceed 14 consecutive calendar days as described above).

Performance Increases for Probationary Employees

Probationary employees are **not** eligible for an increase that recognizes the completion of their probationary period. However, the university may provide a pro-rated performance increase to probationary employees that are hired after the beginning of the annual performance cycle (October 25 through October 24 of the following year).

DHRM and JMU may alter the following pro-rated schedule due to budgetary actions/requests from the General Assembly or governor.

Performance increases for probationary employees will be based on the employee's hire date and overall performance rating of at least Contributor on their most recent Probationary Progress Review. Employees rated Below Contributor will not be eligible for a performance increase.

The following chart depicts the range of hire dates, evaluation and pro-rated increase requirements/options and the percentage increase options for probationary employees that have not completed an entire performance cycle.

Hire/Rehire Date	Probationary Progress Review	Pro-rated Performance Increase	Options for Percentage Increase Based on Established Rate
October 25 - January 24	Required	Required	100% rate for Contributor
January 25 - April 24	Required	Optional	0% or 75% of rate for Contributor
April 25 - July 24	Required	Optional	0% or 50% of rate for Contributor
July 25 - October 24	Required	Optional	0% or 25% of rate for Contributor

PERFORMANCE MANAGEMENT PROCESS

Development of Employee Performance Management Plan

The position description is the central document to the university's performance management plan. It is each supervisor's responsibility to ensure that their employees always have an accurate, up-to-date position description.

Working in conjunction with HR, department leaders/supervisors may develop supplemental evaluation tools such as 360 evaluation or team-based objectives and measures.

Information Gathering for the Performance Evaluation

In order for performance evaluations to be effective and reflect the actual performance of the employee, it is imperative to collect and document information on a continuous basis. Supervisors should use a variety of sources when gathering evaluation information.

Sources may include direct observation of employee behaviors and work products by the supervisor and information solicited from peers, customers, subordinates and other supervisors who interact and work with the employee. *Employees should be informed that potential sources might be used in the evaluation process at the beginning of the performance cycle.*

Additionally, a valuable source of information for performance evaluations can be obtained from the employees themselves. Using the employee's copy of the job description, the employee can complete a self-assessment and submit it to the supervisor. The supervisor must review and consider the self-assessment when completing the employee's performance evaluation.

Subordinate Feedback to the Reviewer

Another source of information that is particularly valuable for a management development purpose is employee feedback on their supervisor's performance commonly referred to as upward feedback. Initially, employees' feedback will be used for development purposes in assisting supervisors with improving their supervisory and leadership skills. Safeguards should be established to facilitate anonymity of the employees providing feedback.

Feedback throughout the Performance Evaluation Cycle

Supervisors should mentor, coach, and reinforce progress toward expected results and outcomes and address areas of concern *as they occur*. Effective management of performance involves providing *continuous* formal and/or informal feedback to employees throughout the entire performance cycle. The content of the actual formal annual evaluation should never come as a surprise to the employee.

Interim Performance Evaluation

An interim performance evaluation provides an opportunity to give structured feedback to employees on their progress toward meeting performance expectations as well as identify any personal developmental needs during the evaluation cycle. An interim performance evaluation may be conducted at any time during the performance cycle at the discretion of the supervisor, reviewer or division/unit head.

If the employee's supervisor leaves during the performance cycle, the supervisor should complete an Interim Evaluation form prior to their separation. This is helpful to the incoming supervisor in assisting to evaluate the employee at the end of the performance cycle. The new supervisor should review the performance expectations, make any necessary modifications and incorporate the former supervisor's assessment in the overall evaluation at the end of the performance cycle.

An interim performance evaluation should be completed if, after six months into the performance cycle, an employee transitions (transfers, promotes or demotes) into a new position with a different supervisor within an agency or between state agencies. Before the employee's departure from the position, the supervisor should complete an interim performance evaluation. The employee's new supervisor should consider this information in assessing the employee's performance at the end of the performance cycle.

Acknowledgment of Extraordinary Contribution/Substandard Performance

Acknowledging an employee's performance in a timely manner will either reinforce exceptional behaviors or clarify specifically for the employee that his/her performance is substandard and needs immediate improvement. All performance, whether extraordinary, acceptable, or unacceptable should be acknowledged and addressed periodically throughout the performance cycle. However, for performance extremes (exemplary or substandard) an employee should receive formal, written recognition immediately.

Supervisors are encouraged to formally recognize exemplary performance during the rating cycle by documenting the incident(s) on a Notice of Extraordinary Contribution form. It is important to differentiate between performance that is expected of the employee and performance that far exceeds supervisory expectations.

Supervisors should immediately identify poor, substandard or unacceptable performance. Substandard performance on any core responsibility, special assignment or overriding departmental value may result in a Notice of Improvement Needed form.

Issuing this form requires that the supervisor develop an improvement plan with specific timelines, addressing the area(s) that require immediate improvement. Input should be requested from the employee in developing the improvement plan. A timeline for improvement, a minimum of 30 days and no more than 180 days, must be established. Throughout the length of the improvement plan, the supervisor must continuously assess the employee's performance and provide periodic timely feedback.

In addition to the Performance Management Program, the university's Standards of Conduct are also available to address employee performance and conduct. The concept of progressive discipline and corrective actions can assist supervisors in working with employees in improving their performance/conduct. Supervisors would normally address first time minor or marginal performance/conduct issues through performance counseling and coaching. However, repeated and more serious performance/conduct issues may result in further disciplinary actions up to and including termination.

Timelines for Performance Evaluations

The supervisor must have annual performance evaluations finalized for non-probationary employees that have completed a full performance cycle and submit those completed forms, along with the completed IPDP for the coming performance cycle, to HR by the last workday in September. In completing the performance evaluation and arriving at an overall performance rating, the supervisor should take into consideration how successful the employee was in meeting the criteria established by the performance measures and the length of time the employee performed in their job.

Reviewer Approval of the Performance Evaluation

The reviewer's role is essential in the performance evaluation process. The reviewer is responsible for reviewing the performance plan and evaluation before it is presented to the employee and providing the supervisor with appropriate feedback.

If the reviewer does not agree with the performance plan and/or the evaluation, the reviewer should discuss the areas of concern with the supervisor. Reviewers have the authority to change any part of the performance plan and/or evaluation based on their judgment about the employee's performance or the supervisory approach to the performance evaluation.

Conducting the Evaluation Meeting

The purpose of the evaluation meeting is to provide the supervisor and employee a formal opportunity to discuss job performance during the previous performance cycle and to plan for future performance goals/objectives. The evaluation meeting requires careful planning and preparation on the part of both the supervisor and employee. The supervisor should be prepared to discuss what input/feedback was considered in the employee's evaluation; the rationale for each of the individual and overall performance ratings; future performance expectations and employee development results. In addition, the evaluation meeting is the time for the employee and supervisor to discuss revisions, if any, to the employee's IPDP for the upcoming performance cycle (described below).

If an employee disagrees with the performance evaluation, he/she should be given an opportunity to explain his/her rationale. The supervisor may change any ratings based on the information provided by the employee. If the supervisor decides to change a rating, the reviewer must be consulted before the change is made. The reviewer should then initial the change.

At the end of the evaluation meeting, the employee should review the performance evaluation, write any comments, check whether they had the opportunity for self-assessment and sign the form indicating that the results have been discussed. If the employee refuses to sign the evaluation, the supervisor should indicate this on the performance evaluation.

Re-evaluation Corrective Action Plan – Below Contributor Rating

An employee who receives an overall performance rating of Below Contributor must have an action plan developed outlining the minimum performance expectations and be re-evaluated in three months. The action plan is developed by the supervisor, approved by the reviewer and discussed with the employee within 10 workdays of the evaluation meeting. The plan should incorporate periodic timely feedback to the employee throughout the action plan.

The supervisor may also access the Standards of Conduct Policy to address employee performance/conduct or Notice of Improvement Needed form to document specific performance incidents or issues. At the conclusion of the re-evaluation period, if the employee's performance/conduct continues at the Below Contributor level, the supervisor has several options including demotion, reassignment, reduced duties or termination. It is the supervisor's responsibility to ensure that every opportunity for improvement has been provided to the employee before taking a final action such as demotion or termination.

An employee, whose performance during the re-evaluation period is documented as **not improving**, may be demoted **within** the three month period to a position in a lower Pay Band or reassigned to another

position in the same Pay Band that has lower level duties if the agency identifies another position that is more suitable for the employee's performance level. A demotion or reassignment to another position will end the re-evaluation period. If this occurs, then the employee will not be eligible for a performance increase. With a demotion, the employee's salary must be reduced by at least 5% since this constitutes a disciplinary or performance salary action.

As an alternative to reassignment or demotion, the supervisor may elect to retain the employee in their current position and eliminate (or reassign) the duties that the employee was unable to successfully perform. This reduction in duties must be accompanied by a performance-related salary decrease of at least 5%.

If the supervisor, reviewer and the HR consultant determine that termination is the most appropriate action based on the re-evaluation, then the employee will be terminated at the end of the three-month re-evaluation period.

Individual Professional Development Plan (IPDP)

All full-time, classified employees are required to have an annual professional development plan. A professional development plan is an individualized document that is used to record an employee's current training needs or requests, and short and long term career goals. It is a written plan for developing knowledge, skills and competencies that support both the organization's objectives and the employee's needs and goals. The development of an IPDP should be a collaborative process between the employee and the supervisor. Supervisors provide final approval of the IPDP.

To assist employees with developing an IPDP, supervisors should:

- Provide information to the employee that will guide him/her in identifying knowledge, skills, and competencies that will help the employee perform in his/her current job and/or upcoming performance cycle while helping the organization meet its goals.
- Help employees:
 1. Understand the IPDP process and its purposes.
 2. Identify his/her strengths and areas of improvement for performing his/her current work assignments.
 3. Identify opportunities for adding increased value on current talents and development of new skills.
 4. Identify areas where they could increase their responsibility.
 5. Find possibilities for career progression in their current jobs and work unit.
 6. Obtain access to learning resources.
 7. Follow IPDP procedures and instructions.
 8. Identify non-traditional learning opportunities such as coaching, mentoring, self-directed studies and shadowing.

Employees are responsible for:

- Being accountable for their learning and development.
- Actively participating in planning goals and how they will be met.
- Setting goals and objectives that will add value to the organization as well as enhance their career.
- Researching ways of meeting personal career goals and supporting enhanced work performance.
- Providing input into drafting the IPDP.
- Evaluating their own progress and keeping their supervisor informed.
- Identifying opportunities for professional development.

X. APPEALS

When an employee disagrees with the evaluation and cannot resolve the disagreement with the supervisor, the employee may appeal to the reviewer for reconsideration. The employee must make this appeal in writing within 10 workdays of the initial evaluation meeting. The reviewer should discuss the appeal with the supervisor and the employee.

After discussion of the appeal, the reviewer should provide the employee with a written response within five workdays of receipt. The response should indicate the reviewer’s conclusion of the performance evaluation.

Performance Evaluation Formula

The General Assembly and the governor annually determine the statewide average performance increase for the commonwealth’s workforce. The university is not authorized to supplement the funding provided by the General Assembly and governor for employee performance increases. The following formula may be used only if the Appropriations Act permits the use of the performance evaluation formula:

For employees who receive an overall performance rating of Contributor, they must receive between 80-100% of the statewide average increase (when and if there is a statewide increase). The exact figure – which by percentage will be the same for all full-time university employees rated at the Moderate Contributor, Contributor or High Contributor level – will be determined by the vice presidents, working in conjunction with the University Compensation Committee and HR. Employees that are rated as Extraordinary Contributor will receive between 100-250% of the statewide average increase (when and if there is a statewide increase). The exact figure – which by percentage will be the same for all full-time university employees rated at the Extraordinary Contributor level – will be determined by the vice presidents, working in conjunction with the University Compensation Committee and HR.

XI. ABSENCES

If an employee was absent from work for a significant period of time during performance cycle, the percentage increase may be impacted. Employee absences due to compensatory time, overtime leave, and Workers’ Compensation, Family and Medical Leave and Short Term Disability should not influence the employee’s overall performance rating. However, the amount of time an employee is out of work may alter the percentage of increase they are eligible to receive as outlined below.

Portion of Performance Cycle Worked	Percentage Increase Based on Established Rate
Less than full but at least 9 months	100% of rate for Contributor or Extraordinary Contributor
At least 6 months but less than 9 months	75% of rate for Contributor
At least 3 months but less than 6 months	50% of rate for Contributor
Less than 3 months	25% of rate for Contributor

XII. AWARDS AND RECOGNITION

Overview

JMU wishes to recognize employee contributions that support the overall objectives of JMU and state government. The university has established a recognition program that applies to classified staff, A&P faculty and non-student wage employees to reinforce positive behaviors, enhance good employee

relations, raise morale, and improve agency and state government operations. Monetary recognition awards include Individual Impact and Customer Service Awards.

Purpose

Recognizing and rewarding employees for their contribution to the organization is important. Recognition and reward programs are an essential component in attracting and retaining employees. The purpose of this program is to recognize individuals or groups for exceptional performance, special acts or innovative ideas.

Eligibility

All classified staff, A&P faculty and non-student wage employees are eligible for monetary recognition awards.

Nomination Procedures

Nominations for Individual Impact and Customer Service Awards may be submitted at any time throughout the year through the supervisory chain to HR for processing. Requests are made on the Employee Recognition Nomination form. All awards are funded by the department submitting the nomination.

Criteria

Each recognition award recognizes specific achievements or service. **The total monetary awards shall not exceed \$5,000 per employee per fiscal year.**

Type of Recognition	Frequency	Eligibility	Nomination By	Award
Individual Impact Award Recognizes exceptional performance on short-term tasks. Awarded for performance, completion of a project or event.	At any time	Classified staff, A&P faculty and non-student wage employees	Supervisor nomination through VP to HR. Specific award determined by supervisor, reflective of budget and consultation with HR.	\$25-\$5,000 The total monetary award an employee may receive per fiscal year is \$5,000
Customer Service Award Presented to individuals or groups who have contributed to exceptional customer service at JMU. Criteria could include: initiative in going the extra mile to provide services to internal and external customers with timely and appropriate follow-up, responsiveness to the needs of students and other patrons or customers and demonstrated improvement in customer service and satisfaction.	At any time	Classified staff, A&P faculty and non-student wage employees	Supervisor nomination through VP to HR. Specific award determined by supervisor, reflective of budget and consultation with HR.	\$25-\$5,000 The total monetary award an employee may receive per fiscal year is \$5,000

Funding

Departments must fund Individual Impact and Customer Service awards. Combined, these awards may not exceed \$5,000 per fiscal year, per employee.

Payment

Lump sum payments to employees under the Employee Recognition Program are treated by the Fair Labor Standards Act as part of the employee's regular rate of pay. These guidelines will be applied to payments. Monetary awards are considered income and are subject to taxes in accordance with IRS regulations.

Recognition Leave

JMU recognizes length of service for classified staff (and A&P faculty) by awarding Service Recognition Leave to employees achieving cumulative state service milestones and through an annual service awards event in accordance with DHRM Policy 1.15 -Employee Recognition and Engagement.

The president has the discretion to award classified staff (and A&P faculty) up to 40 hours of Presidential Recognition Leave annually for immediate recognition for outstanding performance. Presidential Recognition Leave hours are added to the University Holiday/Closing Schedule when awarded.

Non-student wage employees are not eligible for Service or Presidential Recognition Leave.

XIII. PROGRAM EVALUATION

HR has primary responsibility for monitoring pay decisions made in accordance with the SAP. HR will manage and monitor pay actions and will analyze demographic data (race, gender, age, national origin, role, pay band, etc.); percentage increases granted; increases by department, college and division; compliance with applicable laws, policies, rules and regulations; EEO impact; budget impact; impact on turnover and retention; and other statistical data as requested or required.

In accordance with the SAP, the University Compensation Committee and the vice presidents are responsible for evaluating the impact of the implementation of the university's SAP and the commonwealth's Compensation Management System. The University Compensation Committee will meet as needed to review and evaluate the Plan's effectiveness, and make any recommendations necessary to improve the effectiveness and/or implementation of the Plan.

The SAP will be evaluated on an annual basis. The evaluation will be based on the recommendations of the University Compensation Committee for changes or revisions to the Plan.

XIV. APPEAL PROCESS

An employee who chooses to challenge pay decisions made in accordance with this Plan should first consult informally with his or her supervisor. Next, the employee should meet with an HR consultant to discuss their objections. Finally, non-probationary, classified staff may access the grievance procedure for state employees.

XV. EEO STATEMENT

According to DHRM, all pay action decisions must be based on legitimate pay factors as outlined in this plan. All pay decisions must be unrelated to race, gender (including sexual harassment, sexual orientation, gender identity and pregnancy), color, national origin, religion, age, veteran's status, political affiliation, or disability. Retaliation against those persons filing a complaint or persons participating in the investigation of a complaint is prohibited.

XVI. COMMUNICATIONS PLAN

HR has primary responsibility for communicating information about the commonwealth's Compensation Management System and the university's SAP to the university community. External communication methods include training and professional development workshops for managers and employees, management and employee briefings, monthly newsletters, and electronic dissemination of information

(websites and email communications). HR will internally communicate through bi-weekly management updates, departmental staff meetings, and email.

On-going communication efforts include new employee orientation, workshops, training and professional development opportunities, career development programs, recruitment advertising, and other means of communication as necessary. As new components of the SAP are implemented, HR will develop appropriate communication strategies for all levels of management and employees.

XVII. INTERPRETATION AND AUTHORITY

The director of Human Resources has the authority to interpret the provisions of this Plan. The president or a designee and the director of the Department of Human Resource Management must approve exceptions to this plan.

President

Date

Director, DHRM

Date

XVIII. LINKS / RESOURCES

DHRM Policy [1.15](#) -Employee Recognition and Engagement

DHRM Policy [3.05](#)-Compensation

JMU Policy [1317](#)-Classified Employees, Standards of Conduct and Performance

[Forms](#)

[Grievance Procedure](#)

[JobLink](#)

[Performance Evaluation Process](#)

[Virginia Jobs](#)

[University Holiday/Closing Schedule](#)

XIX. Responsibility Chart

Responsibility	ADMINISTRATION	FISCAL/BUDGET	COMPENSATION COMMITTEE	MANAGER	FIRST-LINE SUPERVISOR	EMPLOYEE	HUMAN RESOURCES
Establish agency Salary Administration philosophy	X		X				X
Establish agency Salary Administration Plan	X		X				X
Provide employees information on new compensation plan				X	X		X
Provide training to managers and employees				X	X		X
Develop a list of compensation priorities for the agency	X		X				X
Assess salary priorities and departmental needs in developing and acting on pay practices		X		X			X
Establish and allocate positions into proper role							X
Determine responsibility for assigning work titles				X			X
Information gathering/support for increase <ul style="list-style-type: none"> • Percentage increase requested • Source of funding • Total percent of previous increases during current fiscal year • Address any internal alignment issues in department • Justification for percentage increase requested addressing: <ul style="list-style-type: none"> – Agency Business Need – Duties and Responsibilities – Performance – Work Experience and Education – Knowledge, Skills, Abilities and Competencies – Training, Certification and License – Internal Salary Alignment – Market Availability – Salary Reference Data – Total Compensation – Budget Implications – Long Term Impact – Current Salary 		X		X	X		X

Responsibility	ADMINISTRATION	FISCAL/BUDGET	COMPENSATION COMMITTEE	MANAGER	FIRST-LINE SUPERVISOR	EMPLOYEE	HUMAN RESOURCES
Recommend pay actions				X	X		X
Approve pay actions	X	X					X
Negotiate salaries with applicants and employees				X		X	X
Negotiate within employee initiated pay practices				X		X	X
Review use of pay practices			X				X
Establish readiness criteria for decentralization within the agency	X		X				X
Identify what functions and pay decisions will be decentralized	X		X				X
Provide feedback to employee on Performance Evaluation				X	X		X
Determine employee's current performance rating				X			
Encourage and coach employee career development				X	X		X
Seek career development opportunities				X	X	X	
Self-development and application of new skills, competencies				X	X	X	
Respond to employee appeals				X	X		X
Provide for program evaluation	X		X				X
Collect data and provide reports		X	X				X
Review and follow up on reports	X	X	X				X
Review EEO impact of salary decisions, role allocations, and other decisions impacting pay or potential pay	X		X				X
Stay informed about compensation program	X	X	X	X	X	X	X