ADELPHI UNIVERSITY
SALARY ADMINISTRATION & PERFORMANCE MANAGEMENT PROGRAM
FOR Full-time and Part-time NON-UNION EMPLOYEES

The Adelphi University Salary Administration & Performance Management Program for full-time and part-time Non-Union Employees (the Program) has been established so as to maintain a consistent approach to salary administration and performance management and to attract and retain highly qualified individuals, consistent with the University's financial ability to do so. This is for informational purposes, to assist non- union employees in understanding the salary administration and performance management process, and does not constitute a guarantee or agreement with any employee. It may be changed, modified or eliminated at the sole discretion of the University. The Program is administered without regard to race, creed, color, national origin, ethnicity, sex, gender identity, sexual orientation, disability, genetic predisposition or carrier status, age, religion, marital status, veteran status, or any other basis protected by applicable local, state or federal laws.

Each position covered by the Adelphi University Salary Administration & Performance Management Program for full-time and part-time Non-Union Employees has a job title that is based upon the job (position) description for that job.

The job description is developed for each job title, to detail the responsibilities/duties, requirements, educational/experience level, etc., of the position. It is important to remember that job descriptions are based upon the job, not upon the employee who currently holds the position.

Each job title is assigned a salary grade that designates the relative relationship of the position to other positions in the University and ties the position to a salary range. The objective of the Program is to increase, over a period of several years, the salaries of those employees whose performance justifies it.

Salary ranges have a minimum, midpoint and maximum and are determined by utilizing external data obtained from the employment market from which we recruit, comparisons with other universities (local and national) of similar size, comparisons with non-academic organizations that recruit employees from the same area as Adelphi and other data and salary surveys that are applicable. The salary ranges are further broken down into five quintiles: minimum, 30th percentile, midpoint, 70th percentile and maximum. The Program does not permit the hiring of employees below the minimum of the salary range for a position. For employees who work less than 12 months, the salary is pro-rated.

Since there are a limited number of salary grades, jobs with different titles may be assigned the same salary grade and range. This means that the responsibilities/duties, requirements, educational/experience level, etc., though not identical, have been determined to be at or close to the same level.

The salary level for an employee in a particular position is determined by many factors, including but not limited to, the experience and educational level of the employee, the determination of salaries that employees in similar positions with like experience are paid within and outside the University and the financial status of Adelphi.

The Performance Management process is an online process. It requires the completion of three sections between all eligible Employees and their Managers over the course of each year.

- Section I - Setting Deliverables and Skill Development
- Section II - Manager Feedback
- Section III - Year-End Review of Current Year's Deliverables

All eligible employees must enter their current deliverables and skill development options in collaboration with their Manager. These should be based on the goals and priorities of the department.

Section I should be an interactive process with the Manager.
1. Set annual deliverables and identify measure of strong performance
2. Identify skills gaps and development needs
3. Discuss and establish pathways to desired professional growth

Section I steps are:
1. Employee and Manager discuss the year's goals and performance expectations
2. Employee uses eCampus to access the Performance Management tool
3. Employee completes Section I deliverable and skill development options, as previously discussed, and submits to the Manager
4. Manager reviews and finalizes Section I

Section II - **Coaching and Feedback** - manager provides coaching and feedback on progress throughout the year in the tool

Section III - **Performance Review** - employee writes a self review based on established deliverables and whether they were achieved and if not why and the manager edits, comments and assigns a final rating. Section III typically opens in May.

Funds designated for salary increases will vary from year to year based upon the financial performance of the University. Therefore, when such funds are available, the guidelines for distributing increases may also vary. The amount of the increase for which an employee may be eligible is normally determined by the performance appraisal rating of the employee and the position of the employee's salary in the salary range for the employee's job. The higher the rating and the lower the salary is in the range, the higher the increase normally will be for which the employee is eligible. For example, an employee rated Exceptional whose salary is at the minimum of the range (low minimum in the salary range) will be eligible for a higher percentage increase than an employee with the same rating whose salary is near the midpoint (between the 30th percentile and midpoint) of the range. Being eligible for an increase does not guarantee that an increase will be given or that an increase will be given at a particular percent or amount.

The Executive Leadership will determine the amount of funds available to employees for compensation adjustments, based on the budget. Employees will be advised during August of each year whether or not they will receive an increase. If it is determined an increase will be given, it typically becomes effective September 1st. To be eligible for a September 1 increase, employees must have been hired prior to April 1 and be active. Employees not actively at work effective September 1, will receive the applicable increase when they return to work.