

**ADELPHI UNIVERSITY
SALARY ADMINISTRATION & PERFORMANCE MANAGEMENT PROGRAM
FOR NON-UNION EMPLOYEES**

The Adelphi University Salary Administration & Performance Management Program for 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, 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 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. (Positions with the same job titles will have the same job descriptions.)

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. Generally, the minimum of the range is the salary level at which employees are hired into a position. 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. Employees who are at the maximum range for their grade are not entitled to a salary increase.

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 Appraisal Form is an online form that is completed annually by an employee's supervisor/manager. The supervisor/manager assigns a performance rating based on the overall performance for the prior year. There are four performance ratings: Outstanding, Exceeds Expectations, Meets Expectations and Needs Improvement.

Most employees should be rated Meets Expectations, which is a good rating, meaning that they have satisfactorily fulfilled the basic requirements of their job based upon the job description and established

goals and objectives. Some employees will be rated Exceeds Expectations. This rating means that the employees have performed their jobs at identifiable levels above that which would normally be expected by an employee who fulfills the basic requirements of the job. Employees who receive ratings of Needs Improvement are performing below the level required. Action steps to improve performance must be included and a follow up review should be done within six months. Employees rated Needs Improvement are not eligible for salary increases. The performance of these employees should be discussed with the Office of Human Resources.

Supervisors/managers should give their employees a self-evaluation form prior to the performance appraisal meeting. The employee is asked to return it to the supervisor/manager several days before the meeting. Although the employee is not required to complete the self-evaluation, it is strongly encouraged since it can serve as a valuable communication tool.

Supervisors/managers will complete the Online Performance Appraisal Form each year and establish performance goals and objectives for the following year. The supervisor/manager will meet with employee(s) to discuss the employee's performance appraisal and goals and objectives, after which the Performance Appraisal Form will be electronically sent to the applicable Executive Leader. Increases will not be discussed during the performance appraisal review meetings.

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 Exceeds Expectations 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.