Managerial Addendum to General FAQs

Please acquaint yourself with the General FAQ's before reviewing the Managerial Addendum.

1. **How are the merit distribution awards collected and entered into the payroll system?**

    Human Resources (HR) will provide each school/division/department leader with instructions on how to determine, calibrate and submit merit levels for their employees. Once submitted, HR will populate merit distribution spreadsheets with the merit levels and distribute to each school/division/department. The spreadsheet will contain a list of all the eligible, non-represented employees within that organization as well as pertinent employee information including title, salary, last performance evaluation rating, FTE, etc. Each spreadsheet will contain the organization's allocated merit fund, as well. Each leader will determine how the spreadsheet will be disseminated within their organization and the process for determining merit amounts. The completed spreadsheets will be returned to HR for final HR review and loaded into the payroll system in accordance with the applicable timeline. Visit hr.uci.edu/partnership/merit for applicable administrative timeline including the dates spreadsheets will be run (aka "snapshot").

2. **What if organizational changes occur after the spreadsheets are run? Will the spreadsheets be updated?**

    At the campus, departments may update merit distribution spreadsheets to reflect appointment changes such as reclassifications, promotions and equity adjustments until the moratorium on employee appointment changes and fund changes begins. Updates to the spreadsheet, however, will not change the allocated merit fund. See Question 6 regarding the moratorium on entering appointment changes into the employee data base. For appointment changes at the medical center, contact your HR Business Partner. Visit hr.uci.edu/partnership/merit for applicable administrative timeline.

3. **How is the merit budget calculated?**

    The merit increase budget for each organization is calculated by multiplying salaries of eligible employees by the 3% budget allocation as directed by UCOP.

4. **At the campus, some employees are paid from select campus core funds and some are paid from other funds. How will this impact the distribution of the merit fund?**

    The distribution spreadsheets at the campus will separate employees who are paid from select campus core funds (19900, 19924, 20000, 68478 and 69750 - Sub 1) from employees who are paid from other funds, so these sources are not co-mingled. Increases for employees who are paid from these select campus Sub 1 funds will be covered centrally unless a Control Point exceeds its official merit funding target. Staff must remain on Sub 1 in the select campus core funds through the automated funding process (expected in July/August 2018). Additionally, KBM (Kuali Budget Module) staffing lists should be balanced and permanent budgets need to be solvent. Increases for employees who are paid from other funds will be covered by their respective funding source (e.g., auxiliary fund, contract or grant).

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5. Are vacant positions included in the merit distribution process?

No.

6. Can we make changes to an employee's appointment including changes to salary before July 1, 2018?

Employee appointment changes that result in salary change such as reclassifications, promotions and equity adjustments may occur before July 1, 2018 but may not be entered into the payroll system while the merit program is being processed. To ensure a smooth process, the payroll system will be closed to any payroll changes. This will include fund changes at the campus, as well. The information contained on the final distribution spreadsheets must match the information contained in the employee data base, otherwise, increases may not load to payroll properly. For information regarding when this moratorium will be in effect, visit hr.uci.edu/partnership/merit for applicable administrative timeline).

7. **How will employee appointment changes that were on hold due to the moratorium be entered into the payroll system?**

If the effective date of the change precedes the July 1 merit increase effective date, the merit increase will have to be removed, the change will be entered, and then the merit increase must be re-entered. At the campus, the departments will enter the changes. At the medical center, HR will enter the changes.

8. Is it true that check-ins must be completed in ACHIEVEonline before merit can be awarded?

No, while managers are encouraged to use the information captured in ACHIEVEonline to support merit decisions for their employees, it is not a requirement. However, merit is performance based and requires supporting narrative to back the merit level selected by the manager for the employee.

9. How will management ensure that merit levels and merit awards are determined consistently within their school/division/department?

Before the distribution spreadsheets are disseminated to each organization, leaders, supervisors and managers will review the UCI merit criteria that will be used to determine merit levels and merit awards. Once merit levels and merit awards are determined, leadership will meet to "calibrate" the decisions. During calibration, merit levels and merit increase amounts are discussed and compared to ensure consistency and transparency. For more information regarding the calibration process, visit hr.uci.edu/partnership/merit and view the online training tool entitled "How to Calibrate Merit Levels".

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10. Can equity be addressed with merit funds?

No, merit funds may only be used to reward employee performance, they may not be used to address position in range, compression, market lags or other forms of equity. These concerns should be addressed in accordance with applicable local HR policies.

11. Will an exception to the merit guidelines be allowed?

Yes, on a case-by-case basis. Requests for exceptions to the merit guidelines should be submitted in writing along with justification to your school/division/department leader. Exceptions approved by the leader will be sent to HR for additional review. Any, exceptions to merit guidelines will need to reconcile to the 3% merit budget allocation.

12. What would be an example of an exception?

A hiring manager offers a candidate a higher salary than planned in order to secure their unique skill set; however, the higher salary causes compression amongst others in the department. As a result, the hiring manager tells the candidate that he/she will not receive an increase in July when merits are distributed. So, even though the employee is placed in the "On Target Performer" merit level, and the guidelines indicate that "On Target Performers" should receive between 1.5% and 2.9%, the employee receives 0%. This would be an exception to the merit guidelines and will require prior approval.

13. How will lump sum payments for employees with salaries at or near pay range maximum be funded?

The portion of the merit increase that exceeds pay range maximum will be paid as a lump sum payment and will be covered by the school/division/department. This applies to campus employees paid from the select campus core funds (19900, 19924, 20000, 68478 and 69750 – Sub 1), as well.

14. When are managers/supervisors expected to meet with their employees to inform them of their merit increases?

For the 2018 Merit Program, managers/supervisors will receive notification from HR in late August indicating that it is time to discuss merit increases with employees. Managers/Supervisors will then have approximately two weeks, to discuss with staff and provide them with Merit Letters. Go to hr.uci.edu/partnership/merit for applicable administrative timeline.

15. Will a Merit Letter Template be available?

Yes, a template will be available for campus employees at hr.uci.edu/partnership/merit. Medical Center HR, however, will produce merit letters for medical center employees, so a template will not be provided.

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16. Is additional assistance available regarding how to discuss merit distribution with employees?

Yes, visit hr.uci.edu/partnership/merit to view online training entitled "Communicating Merit Levels" or contact your Campus HR Business Partner, Health Sciences HR Business Consultant, or Medical Center HR Business Partner .