

SAN JUAN COLLEGE BUSINESS SERVICES PROCEDURES

TOPIC: MERIT PAY, SUPPORT STAFF Related to Board Policy: 504

Annual Support Staff Salary Increases

1. Total dollars available is determined by the San Juan College Board.
2. President approves allocation of new dollars between the wage/salary and merit pools.
3. Current support staff wage/salary and merit pool dollars are split 95/5% of total salary dollars, respectively.

Allocation of Merit Dollars

1. The score received during the annual review process determines a person's eligibility for merit pay.
2. Merit dollars are allocated for standard or better performance only.
3. Less than standard performance results in no longevity increase and no merit award.
4. Individual merit dollar increases are assigned for one year only. Each year's performance is evaluated and calculated separately.
5. Merit awards for new support staff are allocated only after the first annual performance evaluation has been completed.

Determining Individual Merit Awards for Support Staff

1. Support staff receives merit awards throughout the year according to when their individual annual anniversary date occurs.
2. The annual anniversary date is the first of the month, one year from date of hire. (After 3 years of employment a support staff's anniversary date will be change to July 1.)
3. Merit dollars are determined and assigned throughout the fiscal year.
4. The Human Resources Office distributes blank Performance Evaluation Report (PER) forms to the appropriate Vice President or Supervisor two months before the support staff's annual anniversary date.
 - a. PER's are completed and returned to the Human Resources Office two weeks prior to the effective date.
 - b. Base salaries of current support staff are totaled. The base salary total is multiplied by current support staff merit pool percentage (i.e., 5%).
 - c. To maintain the purchasing power of the merit pool dollars the merit pool is increased by the proposed salary percent increase for the coming fiscal year.

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Example:

| | | |
|--|---|---------------|
| Support staff base salaries | = | \$1,000,000 |
| 5% of base, for merit pool | = | 50,000 |
| 4% of support staff merit pool, for purchasing power | = | <u>+2,000</u> |
| Total merit dollars | = | \$ 52,000 |

2. Relative ranking of support staff members.

a. The average support staff merit award is determined by dividing the total number of support staff eligible for merit dollars into the new total merit dollar pool.

Example: $\frac{\$52,000}{55} = \945 average support staff merit award

b. The actual spread in merit points awarded to all support staff is determined by subtracting the lowest merit point awarded from the highest merit point awarded (40 points possible).

Example: $40 - 20 = 20$ point spread

c. The value of each merit point deviation from the mean is determined by dividing the average support staff merit award by the actual point spread.

Example: $\frac{\$945}{20} = \47.25

3. Calculate individual support staff merit dollars.

a. Each department's support staff are grouped together and their individual merit points averaged.

b. The department's merit point average and deviation of each support staff member is determined.

c. The support staff members number of deviation points from the department average is multiplied by the dollar value of each point of deviation.

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Example:

| <u>Name</u> | <u>Points</u> | <u>Merit</u> | | <u>\$ Value of Total</u> | |
|-------------|---------------|----------------|-----------------------|--------------------------|-----------------------|
| | | <u>Average</u> | <u>Pool Deviation</u> | <u>Merit Point</u> | <u>Deviation \$'s</u> |
| Kay | 40 | 30 | +10 | \$47.25 | \$472.50 |
| Linda | 37 | 30 | +7 | 47.25 | 330.75 |
| John | 30 | 30 | +0 | 47.25 | 0 |
| Cindy | 28 | 30 | -2 | 47.25 | (94.50) |
| Rod | 26 | 30 | -4 | 47.25 | (189.00) |
| Ellen | 20 | 30 | -10 | 47.25 | (472.50) |

- d. Support staff merit award is determined by either adding or subtracting the total deviation dollar amount from the average support staff merit award amount, unless a below standard rating PER is submitted.

Example:

| <u>Name</u> | <u>Average Faculty Merit</u> | <u>Total Deviation \$'s</u> | <u>Merit (\$'s)</u> |
|-------------|------------------------------|-----------------------------|---------------------|
| Kay | \$945.00 | \$472.50 | \$1,417.50 |
| Linda | 945.00 | 330.75 | 1,275.75 |
| John | 945.00 | 0 | 945.00 |
| Cindy | 945.00 | (94.50) | 850.50 |
| Rod | 945.00 | (189.00) | 756.00 |
| Ellen | 945.00 | (472.50) | 472.50 |

4. Support staff base salary amount.
- a. The merit award is added to the support staff member's base salary (see annual Support Staff Wage Administration Plan) and displayed on their employment agreement for the subsequent fiscal year.

Observation About Support Staff Merit Dollars

1. All support staff receive a merit award amount unless a below standard rating PER is submitted.
2. A support staff member's merit award is affected by their score and their departmental merit average score.
3. A support staff member's relationship to the department's average score can and does change every year.

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4. If evaluations by a Vice President or Supervisor lead to PER scores that are close together, support staff members will receive similar merit dollar amounts. Conversely, evaluations by a Vice President or Supervisor which lead to PER scores with a wide range, support staff member merit awards will reflect wider merit dollar differences.
 - a. If in one year a Vice President or Supervisor scores an individual relatively low compared to the rest of the department pool, the other support staff will receive more merit dollars.
 - b. In the following year if the Vice President or Supervisor scores the previously lower scored support staff member much higher, the other support staff could receive fewer merit dollars. This happens because the department's average PER score is affected, which in turn changes the way deviations from the average are valued.

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