Performance Management and Salary Adjustment Processes Administrative and Professional Faculty Information Technology

The goals of performance management processes are to provide feedback on an annual, systematic basis to Administrative and Professional (A/P) faculty members, and to ensure that Information Technology upper management has an opportunity to understand the work done by A/P faculty members. The process establishes a mechanism to share and document expectations, and discuss expectations and accomplishments between each faculty member and his or her supervisor. Finally, the process is tied to salary adjustments. The performance management process and the salary adjustment process may proceed in parallel. The remainder of this document describes the steps in these processes.

**Performance management process**

1. All A/P faculty members will complete an annual faculty activity report at a time determined by the Vice President for Information Technology.

a. The annual faculty activity report and evaluation are an important element for salary adjustments and other personnel matters.

b. Each faculty member completes the faculty activity report, and submits it to his or her supervisor by their supervisor’s stated deadline.

c. The Line Managers reporting directly to the Vice President will receive the faculty activity reports from A/P faculty in their organizations, review the faculty activity reports and the then forward reports the to Vice President by the stated deadline.

d. The performance of each A/P faculty member is evaluated annually in a discussion with the supervisor followed up with a written response to the annual report.

*The Faculty Handbook dated August 31, 2015 states in section 4.6.1: “Every faculty member’s professional performance is evaluated annually and written feedback is provided separately from confirmation of any merit adjustments.”*

e. The faculty activity reports will be submitted to the Virginia Tech President’s office on the prescribed date.

2. The IT faculty annual activity report should include the following information (see template at

Tab A):

a. Accomplishments for the year compared to the current year’s goals stated in the previous year’s activity report.

b. Any barriers to the completion of goals. c. Goals for the coming year

d. Additional items to report:

i. Courses taught: Include course number and name, semester taught, enrollments. ii. Research/scholarly publications: Include complete citation. Specify if pending,

accepted for publication, or published during the year.

iii. Professional publications and presentations. Indicate the venue and nature of the audience.

iv. Outreach: University outreach other than included with primary position goals and objectives.

v. University service: Governance committees served on or chaired; ad hoc administrative working groups served on or chaired; student organizations assisted or advised

vi. Professional service: Professional organizational offices or committee service. vii. Recognitions awarded.

viii. Certifications achieved.

ix. Contributions to diversity.

e. Recommended length of the report is at most 3 pages. f. Bulleted lists are not only acceptable, but preferable.

**Salary adjustment process**

Merit and special salary adjustments adhere to requirements established by the university.

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1. Establishment and communication of the university parameters

a. University executive administration distributes the memo on the merit adjustment process to the Vice President. The memo contains information about the percentage of

the faculty salary pool allocated for adjustments, deadlines, requirements for justification for either high or low adjustments, and any additional details.

b. The university tool used for salary adjustments is FACSAL, a database that contains the current faculty salaries, and into which recommendations for salary adjustments are entered.

2. The Vice President will notify the Line Managers of an approaching salary adjustment period.

Each line manager will be provided guidelines regarding the overall salary adjustments for each department within IT. The guidelines will include due dates along with criteria for justification of the recommendations. A sample call for salary adjustments is located at Tab B.

3. Line Managers send their recommendations to the Vice President by the established due date.

4. The Vice President evaluates the recommendations, and may engage in conversations to complete a set of final recommendations that conforms to the overall funding available for salary adjustments.

5. The proposed recommendations are submitted to the university’s Chief Financial Officer to review for budget compliance. The submission is accomplished by entry into the FACSAL database. Merit-based salary adjustments and any special adjustments resulting from change of duties or other circumstances are noted.

6. Recommendations go to the Board of Visitors (BOV) to be approved during the appropriate

BOV meeting.

7. Salary adjustment letters are distributed to the faculty, see Tab C.

8. For a sequence of events, see Tab D.

***Tab A: Sample faculty activity report***

### A/P Faculty Annual Activity Report for calendar year beginning January 1, 2016 through December 31, 2016

Name

Title

Organizational Unit

Percent time in Information Technology:

 \_\_\_\_\_\_\_\_\_\_

**Accomplishments**

|  |  |  |
| --- | --- | --- |
| Previous Years Goals | Current years accomplishmentssupporting previous year’s goals | Explanations, if any, includingreasons for not accomplishing a goal |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*The above table is to be used to concisely compare the previous year’s stated goals compared to the current year’s accomplishments. If there were previous year’s goals that could not be accomplished, indicate these challenges in the third column along with the types of support that would facilitate achieving these goals or objectives.*

**Additional accomplishments:** *Please use bullet or outline format.*

*If applicable list:*

• *Courses taught: Include course number and name, semester taught, enrollments.*

• *Research/scholarly publications: Include complete citation. Specify if pending, accepted for publication, or published during the year.*

• *Professional publications and presentations. Indicate the venue and nature of the audience.*

• *Outreach: University outreach other than included with primary position goals and objectives.*

• *University service: Governance committees served on or chaired; ad hoc administrative working groups served on or chaired; student organizations assisted or advised*

• *Professional service: Professional organizational offices or committee service.*

• *Recognitions awarded.*

• *Certifications achieved.*

• *Contributions to diversity.*

**Goals and objectives for the coming calendar year:**

*Please list goals and objectives by major job responsibilities. Add other goals if applicable.*

*Optional (or at supervisor’s request):*

• *Attach resume or curriculum vita*

• *Attach proposed revisions to position description*

***Tab B: Sample call for salary adjustment recommendations***

From: Vice President for Information Technology

To: Line Managers

Subject: Salary adjustment recommendations

Date: [date]

It is time to process the A/P faculty salary adjustments. As usual, the salary recommendations will go through the approval process with the vice president meeting with the president, the Chief Financial Officer, and the Provost, followed by approval of the Board of Visitors. Recommendations should not be discussed with any individual faculty member until approval after the BOV meeting on [date]. This year, the allocation for faculty merit increases is based on

[percent]. The VP would like an explanation for anyone who is recommended for an increase that is less than [percent] or that is greater than [percent]. Any recommendations for special adjustments for changes in duties or other circumstances will need an explanation.

Please forward your recommendations by [date].

As a reminder, faculty annual reports are due to the Vice President by [date].

***Tab C: Sample notification of a salary adjustment letter***

[Date]

*Personal and confidential*

Dear [Addressee]:

During the (date) meeting of the Virginia Tech Board of Visitors your salary adjustment was approved effective (date). You will receive a merit increase of ($ *amount*) [(if applicable) and a special adjustment for (reason) in the amount of ($ *amount*)]. Your new total salary will be ($ amount). All other compensation and benefits are in accordance with provisions outlined in the *Faculty Handbook* and any other university supplemental benefit information.

[Special notations or targeted performance goals for the coming year may be included].

Sincerely,

[name and signature]

***Tab D: Sequence of events***

• A/P faculty members submit annual activity reports

• Vice president receives the university merit adjustment process memorandum and final faculty merit pool percentages

• Line Managers convey recommendations to the Vice President, and any further review occurs

• Recommendations are entered into FACSAL

• Vice President reviews recommendations with executive administration (CFO, Provost, and

President)

• Board report is prepared

• BOV reviews and approves merit increase recommendations

• Individual faculty members are notified of the individual salary adjustments

• Salary adjustment is reflected in paychecks