**2018 Performance-Based Merit Program for Management & Professional, Non-Union Technicians, Executive Administrative Staff & Farm Workers**

**FREQUENTLY ASKED QUESTIONS**

*For HR Administrators*

**Q: Can I give all of my staff 3%?**

A: It is important to base ratings on meritorious performance. It will be very rare that all staff in a department meet the standard of “extraordinary performance” required to receive a merit increase of 3%. Our Merit program is strictly for the purpose of identifying and rewarding meritorious performance. Attempts to provide an across-the-board increase for M&P staff through the Merit program may jeopardize the future of this program. Annual reports are sent to the UBC Executive to ensure adherence to these guidelines.

Please note that due to the current government compensation freeze, excluded management and professional staff (XMPs and SUDs) are not eligible for merit increases at this time.

**Q: Why 0-3%? What if I have the budget to exceed the top rating of 3%?**

A: The Board of Governors based the merit ranges on the university’s current budget reality and has approved the merit plan based on a maximum award of 3%. In order to ensure that all employees are treated as equitably as possible regardless of where they work, managers should not exceed the 3% rating.

**Q: Our department’s operating budget is very tight this year, can we forgo awarding merit and look into implementing merit next year?**

A: The merit process is a requirement and not a matter of optional participation for faculties/departments. The university is committed to it, and the university’s ability to retain and recruit outstanding staff requires that faculties/departments undertake the program with consistent commitment

**Q: What about staff who are already at the maximum of their range? Can I award a salary increase?**

A: All staff who meet the eligibility criteria and who demonstrate meritorious performance are eligible for a reward. Nevertheless, if the employee’s salary is already at or beyond the maximum, you will not be able to provide a reward through a salary increase. Rather, you can use other methods such as a one-time lump sum payment, time off, or extra professional development to reward these employees.

**Q: If I choose a reward other than a salary increase (courses, time off, bonus, conference, coaching, etc.), how do I track these costs? Do I need to report them to HR?**

A: You can record information on what form the reward will take and the cost in the “Comments” column of the spreadsheet. Even if the reward is in a form other than a salary increase, it must still fall within 0-3% of salary.

**Q: Is the merit increase applicable to other types of salaries, i.e. Administrative Stipends, Pension Top-ups, etc.?**

A: The merit increase is only applicable on the base salary, i.e. Regular salary.

**Q: I have employees who have joint appointments with another department, how do I ensure there is consistency in merit ratings?**

A: If your employees have dual reporting relationships, consultation across departments is important in order to ensure that there is a common understanding of performance criteria, and that a consistent framework is used to evaluate a performance.

**Q: Once the evaluations are done, where are the completed forms stored?**

A: The completed forms will be stored in the faculty or administrative service department. HR will keep a record of the evaluation ratings and rewards given, but will not be keeping the completed forms in a central file.

**Q: Why isn’t the staff merit program the same as the faculty program?**

A: The merit pay program has been designed so that you can recognize people for their various levels of contribution. Some of your staff may exceed your expectations of their job requirements, and some may clearly do outstanding work that far exceeds your expectations. The program is designed to allow you to differentiate the levels of contribution your staff have made in the past year.

**Q: I have a staff member who has just received a significant salary increase as a result of the M&P Compensation Review or the Student Management Project. Must I provide 2018 merit to this individual as well?**

A**:** Recent salary adjustments that your staff member received as a result of the M&P **Compensation Review, or the Student Management Project** were based on a market survey and adjustments to UBC’s salary ranges in order to remain competitive with the external market. This had to do with pay for all jobs classified to a particular pay grade, and not the individual staff member only. **Merit**, on the other hand, is individual-based, pertaining to an individual staff member’s performance in their role. Merit increases are part of “salary administration” within the staff member’s salary range, between the midpoint and the maximum. The Merit Program exists to recognize and reward an individual’s meritorious performance over and above satisfactory performance in the role. So, the programs (i.e., the M&P Compensation Review, or the Student Management Project, and the Merit Program) are different and separate. Regardless of any salary adjustment that your staff member has received as a result of the M&P Compensation Review, the staff member’s individual performance in their role should now be evaluated, and Merit should be awarded based on performance.

**Q: I have more questions about the merit funding process. Whom should I contact?**

A: Faculties/departments at Vancouver campus are required to fund the implementation of the 2018 Merit Pay program from existing budgets. At the Okanagan campus, administrative units supporting core operating activities will be funded centrally for the implementation of the 2018 Merit Pay program, at an average of 2% of eligible salaries. Core operating activities include positions funded under the general purpose operating fund, and exclude those funded by research, fee for service, endowment and ancillary funds. Faculties at the Okanagan campus are required to fund the 2018 Merit Pay program from existing budgets. For inquiries specific to funding for faculties/departments at Vancouver campus, please contact Trang Nguyen at 604-822-6313 or [trang.nguyen@ubc.ca](mailto:trang.nguyen@ubc.ca). For inquiries specific to funding for faculties/departments at Okanagan campus, please contact Mitchal Derksen at 250 807-8103 or [mitchal.derksen@ubc.ca](mailto:mitchal.derksen@ubc.ca).