

## **2008-2009 MERIT INCREASE GUIDELINES**

Continuing employees on the payroll as of March 31, 2008 are eligible for increases in salary as recommended by department heads and approved by senior staff. Wellesley College is committed to a performance-based salary increase process. All salary increases are to be directly linked to individual job performance.

It is important to communicate with your employees about their performance. **The merit increase guidelines and bonus criteria will be posted on the HR Website. We encourage you to share these guidelines with your employees so that they understand the basis for your decisions.**

The employee's annual performance review should support the description that best describes the employee's performance throughout the year

Managers and supervisors should consider overall performance throughout the year when deciding what description best summarizes an employee's performance. The descriptions below describe what is typically expected for each performance category and the type of increase that is appropriate for each rating. ***The College salary pool for 2008/2009 is 3.0%. Exceptional performers may receive more than 3.0% as long as the department does not exceed the overall budgeted pool of 3.0%.***

- **Consistently Exceeds Expected Results:** Achieved the results described in the Goal Setting/Performance Planning stage and further enhances them through initiative, creativity, proactive and self-directed action. These employees often serve as role models in their department/division. Consistently exceeds established standards, requirements, and expectations.
- **Meets Expected Results:** Did your job and did it well. Achieved the results in the Goal Setting/Performance Planning stage for competencies and goals. Accomplished all established goals. Consistently meets established standards, requirements or expectations and sometimes exceed standards.
- **Fell Short of Expected Results:** Did not fully achieve the results described in the Goal Setting/Performance Planning stage for competencies and goals. Does not *fully* meet established standards, requirements or expectations. Requires supervisory follow-up frequently to make sure that work is up to standards. Employees who fall short of expected results should receive low increases or no increases.
- **Performance is unsatisfactory:** The employee is not performing up to acceptable standards and work constantly requires correction. Employee ineffectively applies or lacks job knowledge/skills to meet standards. These employees, whose unsatisfactory performance must be documented, should not receive a salary increase. *If you have an employee whose performance is unsatisfactory, please discuss this with a Human Resources Representative.*

**Performance issues should be discussed with your Senior Staff member and Human Resources.**