

Virginia Tech
Salary Administration Plan
For Classified Employees

Phase 2 Performance Management Plan Amendments, August 2001

VIII. PROBATIONARY PROCESS

Effective September 25, 2000, a twelve-month probationary period is required for new and re-hired employees. University *Policy 4260, Probationary Period for Salaried Classified Employees*, describes the specific provisions and procedures for managing the probationary process. The purpose of the probationary policy is to provide guidelines for management to evaluate the progress of the probationary employee.

Key elements include the following.

- A performance plan must be provided to the new employee within the first 30 days of employment.
- A review at approximately three (3) months is strongly encouraged; a six-month progress review and the 12-month or final review are required.
- Supervisors may request to extend the probationary period for performance reasons, and must consult with Personnel Services for approval.
- A person who is selected for a position that requires certification following a prescribed training program must complete a new probationary period. The only positions currently requiring this additional probationary period are those positions in the Police Department requiring completion of the mandatory training programs.
- Depending upon the date of hire within the performance cycle, the university may approve increases for all probationary employees who receive ratings of *Contributor* or *Extraordinary Contributor*, in accordance with the schedule in Section IX. The performance evaluation form (attached and available on the Personnel Services Website) will be used to evaluate eligible probationary employees for their performance increases.
- Employees rated *Below Contributor* will not be granted performance increases.
- Employees serving new probationary periods due to position requirements will receive performance increases in accordance with the university's performance increase plan for non-probationary employees and the Department of Human Resource Management *Policy 1.40, Performance Planning and Evaluation*.

IX. PERFORMANCE MANAGEMENT PROCESS

Performance management is an integral part of the Commonwealth's Compensation Management System; it is designed to support management in the realization of organization objectives and to enable employees to see the link between their efforts and the effectiveness of their departments and work units. The performance management process provides for performance planning, employee development, and feedback throughout the performance cycle.

The new performance management process provides for three rating categories for classified employees: *Below Contributor*, *Contributor*, and *Extraordinary Contributor*. The policy

provides the ability to grant a higher percentage increase to employees receiving the *Extraordinary Contributor (EC)* rating, and further provides for the flexibility to manage the increases at either the agency or sub-agency level. In years when the Governor and the General Assembly approve a performance increase for classified state employees, this increase is called the *Statewide Average Salary Adjustment*. As long as agencies do not exceed the *Statewide Average Salary Adjustment*, they have flexibility in determining the amount of performance increase that employees will receive within two limitations. Employees rated *Contributor* must receive between 80 percent and 100 percent of the *Statewide Average Salary Adjustment*; and employees rated *Extraordinary Contributor* must receive between 100% and 250% of the *Statewide Average Salary Adjustment*. Employees who receive a *Below Contributor* rating will not be eligible for an increase. The *Statewide Average Salary Adjustment* and the distribution of employees who receive the three ratings will determine the actual percentage increases for each rating.

Although the 2000 General Assembly session ended without taking action on performance increases for state employees, it is still extremely important that the performance management process be completed as originally envisioned. If increases are subsequently approved and funded by the state, the results of the current evaluation process will be used to determine performance increases for classified employees.

Evaluation Process

Because the new performance management policy was effective April 2001, in the middle of the performance cycle, Virginia Tech has developed a transition plan for the performance management process for the remainder of the 2001 performance cycle. The current performance plans developed in Fall 2000 (P112) will be used. Changes occurring during the cycle were to be noted in a revised performance plan. Attachments includes the *Performance Management Guide* and forms provided to supervisors for the current cycle.

Employees must be given an opportunity to provide a self-assessment at least two weeks in advance of their formal evaluation. Supervisors must complete additional supporting documentation for ratings of *Extraordinary* or *Below Contributor*. These forms must be attached to the formal evaluation to support an overall rating of *Extraordinary* or *Below Contributor*. If the overall rating is *Contributor*, supervisors should retain these forms in the departmental personnel files as they would for other supervisor's notes and counseling memos.

Employees who wish to appeal their performance appraisals may do so using the process outlined in state Policy 1.40.

Performance Increases (if approved by the General Assembly and Governor)

IF performance funding is provided for the current performance cycle (October 25, 2000 through October 24, 2001), the university will follow the process below.

- Virginia Tech will define sub-agencies as Colleges, Vice Presidential areas, and Vice Provost areas. Several smaller administrative areas may be combined to form one sub-agency.
- The university will assign the same percentage increase to all university employees who receive a *Contributor* rating. This means that a *Contributor* rating within one college or VP area would result in the same percentage increase as a *Contributor* rating in another college or VP area.

- The percentage performance increase for employees who receive an *Extraordinary Contributor* rating will be determined at the sub-agency level based on the distribution of *Contributor* and *EC* ratings within each sub-agency. This means that employees who receive the *EC* rating within the same college or VP area will receive the same percentage increase, but the *EC* percentage increase may vary among the different colleges and VP areas since this is dependent upon the proportion of *Contributors* to *Extraordinary Contributors*. The overall average percentage increase for each college or VP area will be held to the statewide average salary adjustment. Therefore, the smaller the proportion of employees rated as *Extraordinary Contributors*, the larger the percentage increase for employees rated as *EC* in a college or VP area.
- The percentage increase for *Extraordinary Contributors* in each college and VP area will be calculated by Personnel Services and the Budget Office based on the distribution of ratings in each area.
- The average increases will be calculated for all classified employees, regardless of the source of funding (e.g., sponsored, auxiliary, etc.).
- If the General Assembly and Governor approve performance increases for salaried employees, probationary employees would receive pro-rated increases determined by their rating and hire date. The performance evaluation form (attached and available on the Personnel Services Website) will be used to evaluate eligible probationary employees for their performance increases.

Hire or Rehire Date	Percentage Increase Based on Established Rate
October 25 – January 24	100% for <i>Contributor</i> or <i>Extraordinary Contributor</i>
January 25 – April 24	75% for <i>Contributor</i>
April 25 – July 24	50% for <i>Contributor</i>
July 25 – October 24	0%

Impact of Absences

For the current 2001 performance cycle, employee absences will not result in a pro-rated percentage increase.

Non-Student Hourly Wage Employees

If the General Assembly and Governor approve performance increases for salaried employees, department heads will also have the opportunity to grant increases to non-student hourly wage employees who have satisfactory performance. However, until agencies know what the state intends to do with performance increases for faculty and staff, wage employees will not be eligible to receive performance increases. The performance planning and evaluation forms used for classified staff must not be used for evaluating and providing feedback to hourly wage employees; however, departments may develop internal forms to provide feedback on performance to wage employee.

Performance Planning for October 25, 2001 – October 24, 2002

The design of university forms to support the planning and employee development components of the performance management process will be completed by September 2001. Personnel Services will provide training and guidance on the development of new performance plans beginning in late-September.

Additional performance management tools, including 360-degree assessments and upward feedback instruments will be considered in future phases.

Attachments

Performance Management Memoranda to Deans, Directors, and Department Heads

Performance Management Guide

Performance Management Forms

- Revised Performance Evaluation Form (Transition Form for 2001)
- Acknowledgement of Extraordinary Contribution
- Notice of Improvement Needed/Unsatisfactory Performance

Performance Management Memorandum to Classified Staff

XVI. AUTHORIZATION AND SIGNATURE

The amendment to the Virginia Tech Salary Administration Plan has been approved by the Assistant Vice President for Personnel and the President.

Chief Human Resource Officer Signature

Date

Agency Head Signature

Date