2017 SALARY INCREASE GUIDELINES
FOR
NON-UNION EMPLOYEES

July, 2017
2017 Salary Increase Program – Timeline

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 Salary Increase Planning spreadsheets distributed to Managers by HR Compensation</td>
<td>4/19/17</td>
</tr>
<tr>
<td>Completed and signed performance appraisals scanned to the HR Service Center</td>
<td>5/26/17</td>
</tr>
<tr>
<td>UMMS Performance Review</td>
<td></td>
</tr>
<tr>
<td>Completed 2017 Salary Increase Planning spreadsheets sent to HR Compensation</td>
<td>6/2/17</td>
</tr>
<tr>
<td>Approved salary increases become effective</td>
<td>6/25/17</td>
</tr>
<tr>
<td>Employee salary increase information available for viewing by managers in HR Summit</td>
<td>7/13/17</td>
</tr>
<tr>
<td>Employee salary increases appear in paychecks</td>
<td>7/14/17</td>
</tr>
</tbody>
</table>

2017 SALARY INCREASE PROGRAM

The University of Massachusetts Medical School’s salary increase program is designed to recognize and reward the valuable contributions of its employees to the University’s commitment to the highest levels of excellence in teaching, research and administration by paying competitive salaries in a fiscally responsible manner.

Objectives

- Pay-for-performance emphasis.
- Flexibility to differentiate pay increases.
- Reward top performers with higher pay increases.

Funding

This year’s aggregate salary increase pool is **2.0 percent** for each Department or Business Unit. The Salary Increase Program is designed to give managers as much flexibility as possible to recognize employee performance levels within a constrained salary pool. Each Department or Business Unit will have the choice of implementing the pool as a merit based pool, with differentiation of increases based on employee performance, or as an across-the-board increase.

While individual salary increases may range from 0% to 3% the aggregate budgeted figure of 2.0 percent may not be exceeded by the Department or Business Unit.

As in the past, while the salary increase pool is consistent with the above, faculty salary increases will be coordinated between Department Chairs and the Office of Faculty Affairs / Dean-Provost.
ELIGIBILITY FOR THE SALARY INCREASE PROGRAM

To be eligible for consideration in this year’s program, an employee must:

- Have been hired by 12/31/16
- Must have a completed and signed performance appraisal on file with the Human Resources group for the current performance period. The required performance appraisal form(s) can be located on the intranet at the following address: Performance Appraisal Forms.
- Union employees; postdoctoral associates; dual docs; faculty on a single contract; interns; residents; students; temporary employees; and per diem staff are not eligible for this program. (Salary increases for these groups, if applicable, will be based on the schedules indicated in their Collective Bargaining Agreements or based on the program schedules administered by their respective organizations).
- Employees rated as “Does Not Meet” are not eligible to receive a salary increase.

ELIGIBILITY TO RECEIVE A SALARY INCREASE

To be eligible to receive a salary increase:

- Employees must be active on the effective day of the increase.
- Employees must have a current performance appraisal on file to be eligible to receive an increase. For the 2017 Salary Increase Program, a performance appraisal with a performance review period that ends within the 2017 calendar year will be considered current.
- An employee on an authorized leave of absence who has worked a minimum of six months between January 1, 2016 and December 31, 2016 is eligible for the 2017 salary increase upon return to active status.

PERFORMANCE RATINGS and SALARY INCREASE GUIDELINES

- All merit based salary increases should be based upon the employee’s performance during the period from the last written performance review.
- The merit based salary increase range is zero to 3.0 percent.
- A merit based salary increase should distinguish top performers so that employees with higher ratings receive larger merit increases.
- A written performance appraisal must be completed on or before Friday, May 26, 2017 and scanned to Human Resources at UMMSPerformanceReview@umassmed.edu to support any salary increase awarded.
- Probationary appraisals completed within 3 months of the performance appraisal deadline may be used in lieu of an annual performance appraisal as long as this probationary appraisal remains an accurate reflection of the employee's recent performance. If there has been a significant change in performance during the 3 month period, please complete an annual performance appraisal to document the performance period.
The chart below may assist you in determining merit based salary increases. The chart may be used as a reference point when determining merit based salary increases according to the performance categories contained in the Performance Appraisal form.

**MERIT BASED SALARY INCREASE GUIDELINES**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Outstanding</th>
<th>Exceeds</th>
<th>Meets Expectations/Exceed Some</th>
<th>Meets Expectations</th>
<th>Meets Most Expectations/Needs Improvement</th>
<th>Needs Improvement</th>
<th>Does Not Meet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merit Increase Guideline</td>
<td>2.5% - 3.0%</td>
<td>2.0% - 2.5%</td>
<td>1.5% - 2.0%</td>
<td>1.0% - 1.5%</td>
<td>0.5% - 1.0%</td>
<td>0.0% - 0.5%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

UMMS believes in “paying for performance” and even in these challenging financial times, we believe it is possible to use this salary system to differentiate increases so that higher performance is recognized and rewarded.

**SALARY INCREASE ADMINISTRATION**

- Salary ranges will be increased by 1.5% effective 6/25/17.

- Salaries that are below the minimum of the salary range will be increased to the minimum of the range and then have the approved increase percentage applied.

- Salary increases will be paid as an increase to the employee’s base salary. In the event that an employee’s salary exceeds the maximum of the salary range, the amount in excess of the maximum will be paid as a lump sum bonus.

If you have any questions regarding the salary increase process or an employee’s award amount(s), please contact Denise Raskett at extension 6-3143 or via e-mail at denise.raskett@umassmed.edu.

Thank you.