College of William & Mary
University HR System

Information Guide for Classified Employees
Core Principles

At the College of William and Mary, our workforce is our greatest strength and our greatest asset. The partnership we form with our employees makes all the difference in our ability to compete in today’s higher education environment. We all should take tremendous pride in William and Mary’s place among the top universities in the nation.

The University Human Resources System is designed to recognize and reward the contributions of all of our employees in ensuring the College’s continued excellence. It is a commitment to principles, not just process, and reflects the unique community of people who work at William and Mary.

These core principles will continue to guide the College’s development of the HR system going forward:

- Employees will have a clear understanding of job performance goals and expectations.
- Employees will be recognized for their contributions to the College through a merit-based compensation system that rewards excellent performance.
- Employee compensation will be competitive in the greater marketplace.
- Employee compensation will be comparable to that for similar positions within and across departments, divisions, and the institution as a whole.
- The College will offer a total compensation package that includes not just an employee’s salary or wages, but benefits that foster individual and family well-being now and in retirement.
- The College will promote a work environment that fosters open communication between supervisors and employees.
- The College will offer all employees opportunities to develop their knowledge and skills in order to advance their careers.

The University Human Resources System is a commitment to principles not just process, and reflects the unique community of people who work at William and Mary.
Your Guide to the University Human Resources System

In January 2009, the University Human Resources System took effect at the College of William and Mary. As a Classified employee, you may elect to become a University employee in the University HR system during open enrollment periods or you can choose to remain a classified employee in the State HR system.

This guide provides you with key information about the philosophy and structure of the University HR system to help you make the choice that is right for you.

Overview

Planning for the University HR system began in 2006, following passage of the Virginia Higher Education Restructuring Act. The Act gave William and Mary — along with the University of Virginia and Virginia Tech — much more individual control over many operations, including construction, finance, information technology, and human resources. The ability to design our own human resources system, tailor-made for the higher education environment, was the most significant responsibility for the College.

Designing the University HR system, allowed us to gather critical input from employees across campus about what they thought worked and did not work in the State system. The result is a set of policies that we believe are far more streamlined, responsive, and transparent.
Understanding the Classification & Compensation System

Guiding Philosophy

The foundation of the University HR system is the classification and compensation system — how each job at William and Mary is defined and how the compensation level is determined. The design of William and Mary’s classification and compensation system has been guided by these principles:

- The job classification system is based on understandable and objective criteria, respects every employee’s contribution to the College, reflects the College’s specific operations and mission, and is flexible in approach.

- Employee compensation will be based on market pay ranges for positions requiring similar skills, knowledge, ability, and experience, as well as the specific position’s role and contribution level within the institution.

- Employees will be rewarded for excellent performance with merit-based salary increases. We believe that this “pay for performance” philosophy promotes individual career growth and development, and strengthens the partnership between the College and employees.

What You Need To Know

Each job is assigned a category, a role, a contribution level, and a pay range.

**Job Categories and Roles** There are three categories of University employees (not including instructional faculty). These categories reflect job function: Operational, Professional, and Executive. Within these categories, jobs are classified according to the role of the job within the College.

**Operational employees** carry out the operational plans of the institution. Within this category are two classifications based on job role: 1) Administrative/Technical and 2) Academic/Clinical/Research. Examples of administrative/technical operational positions include cashiers, custodial workers, and office managers. Examples of academic/clinical/research operational positions include laboratory specialists, admissions readers, and circulation desk assistants.
**Professional employees** establish operational plans, processes, and methods for the institution. This category also includes employees in positions requiring advanced formal study and/or specialized experience. Within this category are two classifications based on job role, just as with the operational category: Administrative/Technical and Academic/Clinical/Research. Examples of administrative/technical professional positions include computer systems engineers and project managers. Examples of academic/clinical/research professional positions include staff physicians, librarians, and coaches.

**Executive employees** have primary responsibility for executive management of the institution, establishing its mission, vision, and strategic direction. This category principally includes such senior level positions as president, vice president, provost, vice provost, dean, associate vice president, and associate provost.

**Job Contribution Level**  After a job’s role is determined, it is then assigned one of seven levels, depending on the focus of the job and the type of contribution it makes to the institution. The levels begin at Level A — jobs whose primary contribution is to achieve operational objectives through the performance of routine tasks and activities — and go up to the Executive level — jobs whose primary contribution is to set the strategic direction of the institution. In determining the level of a job, the duties of the position are reviewed, taking into account the level of knowledge, skill, and ability necessary for performing the job. The chart below shows the relationship between job roles and assigned levels:

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<tr>
<th>University Employee Classification &amp; Compensation System</th>
<th>Range of Contributions and Pay</th>
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<td>Operational Employees</td>
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<td>Administrative/Technical Operational Academic/Clinical/Research Operational</td>
<td>Administrative/Technical Professional Academic/Clinical/Research Professional</td>
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<td>A</td>
<td>B</td>
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<td>Contributes by achieving operational objectives through performance of routine tasks and activities.</td>
<td>Contributes by achieving operational objectives and solving problems using substantive experience and collaboration. Selects or recommends appropriate processes, methods or systems based on interpretation and analysis. Requires knowledge and skill gained through substantive work experience or specialized instruction, training, or post-high school education.</td>
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Pay ranges depend on the contribution to the university and the relevant labor market value.
Classified Employees Guide

Pay range  Once a job is classified, it is assigned a pay range based on the category, role, and contribution level that reflects its contribution to the College’s mission, as well as its position in the labor market. Pay ranges are reviewed every three years to ensure that they reflect changes in the marketplace.

An individual employee’s compensation within a designated pay range is determined by three factors:

1.  **Equity within the Institution**  The College aspires to provide compensation for individual employees that is competitive with pay levels for jobs with comparable responsibilities and requiring comparable competency and experience levels.

2.  **Equity in the Marketplace**  The long-term goal of the University HR system is to bring compensation up to median market pay for every employee. This process is gradual. To determine the marketplace value of a position, we compare jobs with local, regional, and national peer groups depending on where we recruit for the position.

3.  **Performance**  Under the University HR system’s “pay for performance” philosophy, employee compensation is linked directly to performance. We developed an employee performance evaluation system that is the basis for awarding merit-based salary increases.

**If you remain a classified employee —** your job will continue to be classified under the state system. Your compensation will be governed by the Commonwealth’s department of Human resources policies. Future annual increases will be authorized by the general assembly.

**If you elect to become a University employee —** your position will be categorized according to the role. Your compensation is the contribution-based system described above with pay increases determined by performance and market factors.
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<td><strong>Compensation System</strong></td>
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<td><strong>Pay Increase</strong></td>
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<td>Governed by the College and based on market, merit and equity.</td>
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<td>Performance Management</td>
<td><strong>Probationary employees transferring from another state agency</strong></td>
<td>All employees hired after July 1, 2006 are University Employees.</td>
<td>Newly hired Operational employees who have not completed probation at another agency will serve a 12-month probationary period.</td>
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<td><strong>Non-Probationary employees transferring from another state agency</strong></td>
<td>All transferring employees are University Employees.</td>
<td>Newly hired Operational employees who have completed a probationary period in another State agency serve a 3-month probationary period</td>
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<td><strong>Severance benefits</strong></td>
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<td><strong>Definition of Family</strong></td>
<td>– Parents, including stepparents or those who stood in place of parents – Spouses as defined by State law – Children, including stepchildren, foster children, and legal wards – Siblings, including stepsiblings – Any relatives, by blood or marriage, domiciled in the household</td>
<td>Expanded definition of “family” to include aunts, uncles, grandparents, in-laws, and adults domiciled in the household</td>
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<td></td>
<td><strong>Leave sharing</strong></td>
<td>Requires 10 day waiting period</td>
<td>No waiting period</td>
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Performance Evaluation Process – University HR

Because employee compensation is linked directly to performance in the University HR system, it was critical for us to design a robust and dynamic performance evaluation process. This evaluation process is also integral to individual employee development and effective management.

Guiding Philosophy
The University HR performance evaluation process:

- Provides employees with a clear understanding of what is expected of them and on the basis they will be evaluated.
- Has defined measures for distinguishing different levels of performance
- Emphasizes the connection between pay and performance
- Creates ongoing opportunities for feedback and communication between supervisors and employees, giving employees relevant, specific, and timely information about performance strengths and opportunities to improve.
- Helps supervisors understand what employees value in their work, what motivates them to do better, and how the job fits into their career plans.

What You need to Know

Individual Performance Plan Every operational and professional employee at the College will work with his or her supervisor to develop an individual performance plan at the beginning of each yearly performance cycle. The plan will set clear, specific goals and expectations for job performance.

Ongoing Communication Supervisors are expected to have regular conversations with their employees about their performance, both strengths and opportunities for improvement. Adjustments can be made to individual performance plans if needed during the yearly evaluation period.

Evaluation Period For operational employees: October 25–October 24. For professional employees: June 1–May 30 (Note: Hourly employees are not included in a formal evaluation process.)

Performance Ratings Performance ratings are determined by the employee’s immediate supervisor, and reviewed in turn by his or her supervisor. There are five ratings: (1) Exceptional; (2) High; (3) Satisfactory; (4) Fair; (5) Unsatisfactory.

Ensuring Consistency For consistency and accuracy within and across departments, divisions, and schools, the Provost, Vice Presidents, and Deans will discuss with their direct reports how ratings are to be applied throughout their areas.

Training for supervisors All supervisors will receive comprehensive training on developing performance plans and carrying out performance evaluations for their employees. Training in communication skills and supervisory skills will also be provided.

If you remain a classified employee — you will continue to be governed by the state’s performance management policy.
Salary Increases

Guiding Philosophy

The process for determining salary increases within the University HR System is designed to:

- Reward employees for the quality of their work, increased skills, and contributions to the goals of the College.
- Encourage career and professional growth.
- Provide managers with additional tools with which to reward employees for their accomplishments.
- Recognize the value of the position in the marketplace.

What You need to Know

Types of Pay Increases Available to Operational and Professional Employees

The University HR compensation system applies the principles of market, merit, and accountability. All increases are based on an employee’s performance. Operational and professional employees have two types of salary increases available to them:

- **Market increase** is based on performance and reflects the College’s recognition that salaries need to be competitive with the external market.

- **Merit increase** is based on performance and reflects the College’s recognition that performance which exceeds expectations should be rewarded.

Note: Employees receiving a fair rating on their annual performance evaluation will not be eligible for a merit increase, but may, under certain circumstances, be eligible for a market increase. Employees receiving an unsatisfactory rating will not be eligible for either a merit or market increase.

Additional Opportunities  In addition to increases to base salary, employees may be eligible for one-time lump sum awards that recognize superior individual performance or outstanding collaborative /team success. Employees would also continue to be eligible for salary increases based on promotions, competitive offers, and temporary assignments.

Consistency  The Provost, Vice Presidents, and Deans are responsible for the consistent and equitable application of pay practices for all salary actions within their division, department, or school.

If you remain a classified employee — classified employees will continue to receive salary increases governed by the General Assembly and state policy.
Grievance Procedures

An important element of the University HR system is the establishment of a formal grievance procedure for all employees. Every employee will have access to a set of procedures when they have a complaint or a problem that cannot be resolved informally.

Operational Employees continue to have access to the State’s grievance procedures.
Professional Employees have access to a new formal grievance procedure within the University HR system.
Hourly Employees have access to a new complaint process in the University HR system.

If you remain a classified employee — you continue to have access to the State’s grievance procedures.

A Note About Benefits

Core Benefits

Whether you choose to remain a classified employee or you become part of the University HR system, your core benefits provided by the State will not change. These core benefits include:

- Retirement benefits
- Life insurance
- Health insurance
- Accidental death and dismemberment insurance
- Workers compensation benefits
- Access to the State’s optional benefits

Additional Benefits in the University System

William and Mary is committed to providing a package of benefits that promotes the health and well-being of employees and their families, that protects employees and their families from the financial impact of unexpected circumstances, and that will provide for a secure future.

The University HR system includes several added and/or enhanced benefits for hourly, operational, and professional employees.
In Summary:
Options as a Classified Employee

As a classified employee, you have a number of options as to whether and when you elect to become part of the University HR system. You may:

- Enroll in the University HR system during the election period from March 1, 2013 to March 29, 2013;
- Wait to decide until a future election period. Election periods will occur at least once every two years;
- Make the decision to move to the University HR system if you are promoted or transfer to another position; or,
- Remain a classified employee in the State HR system until your retirement.

Whatever decision you make, we hope you will carefully review all the information available to you about the University HR system and its advantages for William and Mary employees. You may send questions to HR using a special email address: AskWMHR@wm.edu HR staff are always available – by phone, e-mail, or in a face-to-face meeting – to answer any question you may have.

Position Classification Terms

All salaried, non-instructional faculty jobs in the University HR system are classified according to role and contribution.

Role: Every job assigned a role defined by the nature of the work performed in that job. There are two roles: Administrative/Technical; Academic/Clinical/Research

Contribution Level: Within each role, each job is assigned to one of the seven contribution levels (A – Executive). The contribution levels reflect the individual jobs responsibilities and overall contributions to the College’s mission.

Compensation Terms

Base Pay: The fixed hourly compensation rate or annual salary paid to an employee

Pay Range: The pay scale for a specific job based on the market rate of the relevant peer group.

Peer Group: An established set of institutions used to determine the appropriate market-based pay range for a position. The peer group institutions are local, regional and national. The peer group for a particular position is based on where the College recruits for that position.

Pay Range Midpoint: The median of the pay scale in the range.

Pay for Performance: An evaluation method that links pay increases with individual performance. It serves as the basis for pay increases for University operational and professional employees.