

ACT Procedures

February 2008

Personnel Actions

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A. Compensation

Primary Contact: Sally Neal, sneal@ucsd.edu, X43397

1. General Salary Increase Information

- Annual combined salary increases during the fiscal year cannot exceed 25% of prior end-of-fiscal-year salary.
 - Exceptions must be approved by Elazar and HR.
- Identify funding for increases and review salary analysis.
- Lateral transfers usually do not get salary increases, regardless of where the employee transfers from.
 - If salary increases are requested for a lateral transfer, they must be approved by VC-Business Affairs and HR.
- Contract appointment employees may receive salary increases only upon renewal of appointment.
- Any correspondence requesting funding for non-recharge salaries from VC-Business Affairs must be drafted by your Director/Manager and submitted to Elazar, copying Sheryl Gerbracht and Sally. Elazar is the **only** person who submits these requests to Steve Relyea. As the Director of Finance, Sheryl handles requests when funding is recharge-related.
 - Requests should include the following information:
 - Rationale for increase, including skills, experience, and market analysis.
 - Statement stating that we have reviewed ACT salaries and the requested increase will not cause an equity issue. Also include actual equity comparisons.
 - Type of funds to be used.
 - Amount needed for salary.
 - Amount needed for benefits (currently calculated at 22% of salary for career appointments) and supplies/expenses.
- After additional funding has been secured, you will need to request approval from HR. This will go through Sally and Laura. Details can be found under the appropriate section below.

- Once the funding has been approved by VC-Business Affairs or Sheryl and HR, Laura provides a letter to the employee and Claire enters the new salary into PPS.

2. Equity Increases

- Equity increases address several issues and each requires different actions from the manager:
 - Internal inequity: list comparative positions and salaries (*most important*)
 - Increased responsibility in same grade: update job description
 - Position-related skill acquisition (beyond normal job growth): identify employee's new skill (i.e. certification)
 - External market factors: indicate a difficult recruitment or the importance of retaining an employee with specialized knowledge against market rate; provide market data
 - Retention: indicate importance of keeping an employee with specialized knowledge who received an internal or external job offer(s) – please note that you **must** obtain a copy of each job offer.
- You may request a salary survey from Laura for a review of industry salaries
- Review salary ranges and how much the employee's salary must increase to balance an inequity.
 - Make sure you have funding – work with Sally to identify
- Director/Manager and Elazar must approve.
- Complete an [Equity Increase Justification and Approval Record form](#).
 - Give completed form to Laura, she will get the appropriate signatures and route it to HR for review.
- To request an equity increase for a student employee, you will need to provide the same type of justification as listed above. Route this information to Laura and she will request the equity increase from the Career Services Center.

3. Merit Increases

- Merit increases are based on performance as documented in the annual performance reviews (solid or better).
 - Within grade salary advancement is based primarily on merit and funding availability. Factors to consider include the individual's performance as it relates to current pay and assigned responsibilities; performance relative to other members of the review unit; and position within the range.
- The annual merit pool given to ACT is based on the availability of University-wide funding.
- New employees hired by April 1st are eligible to receive a merit increase. MSP level positions do not have a probationary period so this timeline does not apply.
- Elazar determines the breakdown of merit increases for employees in ACT.
 - Each year Elazar develops a spreadsheet with formulas indicating the percent increase for each evaluation rating. Part of this spreadsheet includes a "+ / -" column to adjust merits based on a number of factors, including other salary increases an employee received in the year, new employee status, etc.

4. Stipends

- Stipends are used when an employee has a temporary increase in responsibility.
 - Increases in responsibility arise when an employee is temporarily assigned the majority of the duties of a position in a higher grade or classification, or when new projects or duties

- are assigned representing a higher level of complexity, responsibility, and/or independence.
 - Represented employees have special requirements.
 - Duties must last at least 15 days to a max of 1 year. Reclass the employee after 1 year.
- Obtain approval and funding from your Director/Manager and Elazar for stipend *before* the employee takes on additional responsibilities.
- Claire will contact you for information to fill out the [Administrative Stipend Approval Form](#).
- The stipend amount should not exceed what the employee would receive if they were reclassified.
- Once approved, Laura will provide a letter for the employee and Claire will enter the stipend into PPS after approval.

5. Promotions

- Note the distinction between a promotion and a reclassification:
 - A promotion is when an employee is hired into a vacated, higher level position
 - A reclassification is when an employee's title changes to a title in a different class
 - More often than not, both result in the employee moving into a position with a higher salary range maximum
- For employees not in a bargaining unit, promotions are subject to the 25% annual salary increase cap. Each bargaining unit has its own set of rules for promotions.

6. Reclassifications

Primary Contact: Laura Molander, lmolander@ucsd.edu, X40090

- Talk to your Director/Manager and Sally about reclassifying an employee.
 - Visit Blink's [Reclassification Info page](#) for more details on the criteria necessary for reclassification
- The Directors will discuss the reclassification with Elazar. He must give his approval before you can proceed.
- Request job description number from Laura. Update the job description with new duties.
- Complete "Request for Classification Review" Supplement and the "Programmer/Analyst" Supplement (if the latter is applicable), at the bottom of the job description.
- Route updated job description with supplement(s) to Laura.
- Not all reclassifications result in a higher salary. Note that Business Affairs will normally fund up to a 10% increase on reclassifications for non-recharge salaried employees. Increases for recharge-funded employees must be reviewed with Sheryl.
- Laura will route updated job description packet to HR.
- Please allow 30 days for review in Compensation; allow additional time if there are any special circumstances involved. For MSP titles please allow 60 days for review by Compensation, as all MSP titles are approved by a committee.
- Laura or Claire will provide a letter and Claire will update PPS once HR has given approval.

7. Incentive Awards

- There are several UCSD-wide [incentive award programs](#) detailed out on Blink.
- The award guidelines and process changes from year-to-year, and depends on UCSD policy, the availability of funds as well as the employee's bargaining unit (if applicable).
- Elazar must approve all employee awards \$75 and over (which is taxable).

- Notify Sally to process awards. You may request a certificate and/or letter for the employee from Linda Boles.

B. Timekeeping

Primary Contact: Cathie Barney, cbarney@ucsd.edu, X27740

Claire Easton, ceaston@ucsd.edu X48820

- Approvals for time-off – vacation, sick-leave, jury duty – *and* overtime/comp time should be given prior to employee's absence or prior to employee taking overtime/comp time.
 - Employee should notify supervisor of jury summons. Employees must provide a jury duty attendance certification, stamped with the date and time, with the "Exceptional Timesheet" after jury duty has been completed.
 - Paid overtime for non-exempt employees must be approved in advance.
 - [CX Policy](#)
 - [SX Policy](#)
 - [TX Policy](#)
 - Non-exempt employees have the choice of receiving compensatory time or overtime pay; paperwork stating each employee's preference is signed annually in July.
- Bereavement time can be taken as vacation time or sick time. However, you may use only 5 days of sick time for bereavement. Beyond those 5 days, you can use vacation time or leave of absence without pay. There is no specified timeframe for bereavement; work with Claire to find a timeline that works best for your situation.
- In very difficult circumstances, vacation donations can be coordinated for catastrophic leave when an employee's sick time and vacation time are about to run out. Claire helps to coordinate this with the employee's supervisor. Please see "[Catastrophic Leave Donation Program](#)" in Blink for further information.
- Employees who are absent or take overtime/comp time during the month must fill out an "Exceptional Timesheet."
 - Each month Cathie sends out an email with the timesheet deadline and a copy of the timesheet.
- Supervisors must ensure that those employees who took time off or had overtime/comp time during the month turn in a timesheet.
- Supervisors must review the timesheet for accuracy and sign it.
 - Make sure all time off is reported.
 - Employee turns the signed timesheet in to Cathie.
- Student employees fill out an Excel timesheet with their hours and email it to Linda K and their supervisor. This system was put in place due to time constraints.
 - Linda K. prints the timesheet for the supervisor and student to sign.

C. Family Medical Leave (FMLA)

Primary Contact: Claire Easton, ceaston@ucsd.edu X48820

- FMLA is designed for extended absences due to illness or family illness.
 - Notify Claire *immediately* when an employee will be out for 5 days or more due to illness or family illness. Paperwork for FMLA will be mailed or hand-delivered to the employee.
 - FMLA ensures that the employee will continue to receive University benefits.
 - FMLA coincides with vacation time, sick time, or no pay; it is *not* in lieu of vacation time, sick time, or pay.

- Please provide an exceptional timesheet to Claire for the time the employee is absent. Be sure to notify Claire when the employee returns to work.
- FMLA can be extended if necessary. For example, if an employee is out for at least 6 months but recovery is pending, FMLA can be extended.
 - Please note that if an employee is out at least 6 months the University can move forward to replace the employee.
 - Also see catastrophic leave under "Timekeeping."

D. Separating from the University

Primary Contact: Claire Easton, ceaston@ucsd.edu X48820

- You must notify Claire and Sally when an employee is leaving at least 1 week in advance of separation date (for all employee levels – student to career).
 - We are required to provide the employee's final paycheck on his/her last day of work, so it is crucial to give Claire advance notice of the employee's last day, so payroll can process the employee's final check.
 - Notify Claire of the separating employee's recent sick leave, vacation, overtime, comp time or jury duty as soon as possible.
- Separating employees must see Claire to sign paperwork and turn in designated items. Claire will send the employee an email with a list of items that must be returned, copying the supervisor.
 - Items include keys, ID cards, UCSD Travel Cards, long-distance cards, etc.
 - Claire also coordinates with Desktop to collect PC's, printers, cell phones, pagers, home loan equipment, etc.

E. Performance Evaluations

Primary Contact Sally Neal, sneal@ucsd.edu, X43397

- New employees, except MSP level positions, must be evaluated one month before the end of their 6 month probationary period.
 - Typically, employees receive no higher than an "S+" rating on their six-month evaluation.
 - Before you review the evaluation with the employee, Elazar must review and approve the evaluation. This is done via email.
 - Review evaluation with employee.
 - Required signatures: employee, supervisor, Elazar
 - Give Sally the signed evaluation.
 - Copies of the evaluation will be given to the supervisor and employee.
- All employees must be evaluated annually.
 - Evaluations are completed in the July/August timeframe.
 - Follow steps identified above to complete evaluation process.
- Evaluation ratings affect merit increases. For more information on merit increases, see "Compensation."

F. Employee Personnel Issues

Primary Contact: Sally Neal, sneal@ucsd.edu, X43397

- As soon as an employee personnel issue arises that requires any form of discipline, contact Sally immediately. Sally will coordinate the appropriate response as outlined in UC policy, and, if applicable, bargaining unit contracts.
 - See the "[Separation and Disciplinary Actions](#)" section under the UC Personnel Policies.

G. Recruitments

Primary Contact: Laura Molander, lmolander@ucsd.edu, X40090

1. Get Started

- Obtain the appropriate approvals and ensure you have funding. First, obtain approval from your Director/Manager; second, identify the funding, and third, forward all approvals and funding information to Laura. Laura will request Elazar's approval to begin recruitment.
 - Please note: University funded vacated positions that are in a salary range are drawn down to the 25th percentile salary by the VC office. If salary was already below the 25th percentile, it remains at that amount. Step-based salaries are drawn down to Step 1. **The exception to this rule is if the funding is recharge-related.
- Create or update job description, then route to Laura.
 - If a new position, also fill out the Programmer / Analyst Supplement, if applicable.
 - If a replacement position, request job description number from Laura, then review the description and update if necessary.
- Laura will complete the online requisition.
- Laura will identify underutilization for the position. Work with Laura and HR on appropriate advertisements – ACT is committed to targeting and hiring from underutilized groups.

2. Review the Candidates

- Log into HireOnline (<https://joblink.ucsd.edu/hireonline/>), HR's online system that tracks your recruitment from start to finish, to view resumes. (For more information on using HireOnline review the [Instructions for HireOnline](#).)
 - Please be aware that you can choose to receive all resumes from HR or have HR screen them.
- As you review resumes, use HR's [Resume Screening Worksheet](#). This worksheet is not mandatory, but ACT highly recommends using it for audit purposes.
- Take special care to note of any applicant who requires work visa sponsorship; we do not sponsor work visas.
- Laura will schedule your interviews and can help pre-screen candidates.
 - Laura can pre-screen candidates for their salary requirements, work visa status, and any other questions upon request. You can also opt to do 10-15 minute phone calls to pre-screen candidates (these do not constitute a formal interview).
 - Please pay close attention to the underutilized group(s) identified for the position. They will also be listed on HireOnline when you view resumes.
 - Ensure a diversified interview panel and aim for a diversified group of candidates.
 - Maintain consistency throughout the entire process to ensure all candidates are treated equally.
 - Once you have identified your top candidate, please ask Elazar if he would like to interview him/her.
- During the interview request the candidate to sign his/her resume verifying the accuracy of their resume.

3. Hire a Candidate

- Background checks are required for **all** new employees, except students. A new employee CANNOT start work until the background check has cleared. Background checks typically take one week to complete.
- Salary decisions: please be aware of [Rate-Setting Guidelines for UCSD Employees](#) and especially note **internal equity!**
 - For vacated positions with non-recharge funding, if you want to offer a salary above the 25th percentile or the existing salary you need to provide justification for the salary to get Elazar's approval and VC-Business Affairs' approval. Elazar will forward the justification letter to VC-Business Affairs with his approval.
 - For vacated positions with recharge-related funding, if you want to offer a salary above the existing salary, you need to provide justification to Elazar and Sheryl.
 - All offers above midpoint require the approval of a Compensation Specialist in HR. Laura will forward your justification letter with Elazar's and the VC-Business Affairs' approval (if applicable) to HR.
- Complete each step on HireOnline to initiate the approval routing process. If you have questions, ask Laura and she can walk you through the process.
 - The approval routing order is:
 - You
 - Laura Molander (HR Contact)
 - Sally Neal (HR Contact)
 - Director/Manager (Endorsement)
 - Laura Molander (HR Contact – **Submit**)
- Laura will provide you with an offer letter, but you cannot make a *formal* offer until:
 - HR and VC-Business Affairs have given approval for the hire.
 - An offer letter can be given before a background check is completed, but the letter must state that the offer is "pending background check."
- Return signed offer letter to Laura.
- Linda Boles and Claire will set-up employee's desk, phone, and online access.
- On the employee's first day of work, s/he will first meet with Claire and sign all necessary paperwork.
 - New hires must provide proof of eligibility to work in the U.S. on their first day of work. The [Employment Eligibility form](#) lists the acceptable documents to verify eligibility.

4. Other Recruitment Options

- Depending on your staffing needs, you might consider an appointment other than career:
 - Contract – up to 1 year (can be renewed at the end of one year)
 - Short-term exceptions and Student-to-Staff exceptions – Check-out the [details on Blink](#).
 - Career hires with an end date – career position with a specified end-date to the position; requires lay-off process

H. Training

Primary Contact: Claire Easton, ceaston@ucsd.edu X48820

- Every year in December, provide Claire with a list of all courses your employees have completed for their personnel file.
 - The employee can print a list of completed courses from Training History in Enrollment Central.

- Directors/Managers can also check [Training Activity by Easy Employee Query](#) to view employee training history.
- All employees are **required** to take the Injury and Illness Preparation Class through Enrollment Central.
 - This class must be taken within 30 days of a new employee's hire.
 - Provide Claire with a copy of your (and your employees') certificate from the course.
- All employees who drive as a part of their job must take a Risk Management course.
- If you are a new supervisor, you must take several training classes. Please review all courses you need online as well as with your Director/Manager.
 - Supervisors, MSP level positions, and project and student leads, must take a Sexual Harassment Prevention course every 2 years.
 - Also be aware of your responsibility for your employees' training and safety.
 - Identify job hazards to your employees as necessary.
 - Read the [Safety Training Overview](#).
 - Be aware of ergonomics issues: [Supervisor's Role in Ergonomics](#).
 - Clerical Employees have a specific contract with the university: [Ergonomics and CUE Employees](#)