



HR Messenger

Performance Assessment and Management Policy to replace IODP

The new policy and review process is designed to help build employee-supervisor relationships, establish performance goals and objectives, and address any problems that may arise.

With the end of the academic year and thoughts of sunshine and a slower pace becoming a reality, you've dreamed of IODP time – right? Or maybe not.

Never fear. This is the last year for IODPs. The new Performance Assessment and Management Policy went into effect July 1, 2005. Employee evaluations for 2005 will be completed using the IODP, while evaluations for 2006 will require supervisors and employees to use a set of new forms.

This new policy applies to regular full- and part-time staff with an appointment term of one year or longer, including people covered by a collective bargaining agreement. Excluded from this policy are faculty, adjunct faculty, archdiocesan priests, and temporary employees. The performance assessment process for faculty is outlined in the *University of St. Thomas Faculty Handbook*. Supervisors of unionized employees should consult the labor agreement or contact HR for assistance.

The Performance Assessment and Management Policy establishes a dynamic ongoing new process to provide a milieu for employees and supervisors to meet during July and August to talk about the employee's work at UST, her or his goals for the coming year, including those for professional development, and timelines for accomplishing them. Job standards and other performance evaluation criteria are established during that same period by the supervisor with input from the employee.

This meeting and ongoing discussion between the supervisor and employee are designed to be relationship-building, problem-solving, and a reference for setting and checking on the fulfillment of goals and how they fit in with and further St. Thomas' mission. Detailed instructions about the performance assessment process are available on the Human Resources Web site.

What you should know about this new system is that there are two parts – performance assessment and performance management. Each plays an important role.

Performance assessment is a process of assessing, summarizing and documenting the work performance of an employee. The foundation of an effective performance assessment and management process is frequent and timely communication. It is expected that supervisors will inform employees of job requirements and expectations and the way in which employee performance will be evaluated. The performance assessment represents a culmination of the past year's discussions between an employee and supervisor. Its success depends both on the willingness of supervisors to complete a constructive and objective assessment and on the willingness of employees to respond favorably to constructive feedback.

During the performance assessment, employees are encouraged to discuss and comment on the assessment document.

Several forms have been created to aid in this process, but they are not intended to limit discussion. You can review and/or download a copy of the new performance assessment forms from the HR Web site. At first glance, employees with some years at St. Thomas may think the

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university is going back to the old evaluation forms that were used before IODPs. Wrong. This is a new policy that emphasizes the total system of performance management, which includes planning, monitoring, developing, assessing and rewarding employee performance. In fact, this policy is so new that training programs are being offered currently through the Leadership Academy, and Associate Vice President for Human Resources Edna Comedy will lead special brown bag sessions to explain how it all works. These sessions will be offered in July and August. All staff members are welcome to attend.

A **pay-for-performance** compensation method will be used to recognize and differentiate between various levels of employee performance. Across-the-board increases will no longer be granted.

Performance management is an ongoing communication process that begins immediately after an employee is hired.

Together, the employee and supervisor will:

- Identify and describe essential job functions and relate them to the mission and goals of the university and/or the academic or administrative unit.
- Develop realistic and appropriate performance standards.
- Give and receive feedback about performance.
- Communicate and record the results of the performance assessment.
- Plan educational and developmental opportunities to sustain, improve or build on employee work performance.

Appeals process

An appeals process will help solve disagreements that occasionally may arise over the written performance assessment. If an employee disagrees with any part of the written assessment, he or she may attach a supplemental explanatory response. The response will become part of the record. If the employee believes the performance assessment is not factually accurate, he or she may request a review by the supervisor, the next level of management and/or intervention by the Human Resources Department. If the disagreement remains, the employee may file a formal grievance using the university's grievance procedures.

Hopefully, the need for an appeals process will arise only on rare occasions. This policy is based on a positive philosophy and seeks to ensure the fair compensation and professional development of all UST employees.

We are delighted to offer this opportunity for you to be recognized as you grow and excel in your daily work. The university's new performance management system is one way for this to happen. With cooperation from everyone – staff, supervisors, Human Resources, and the Leadership Academy, the system will be a useful tool both for supervisors and employees.

Stay tuned. More information on this new evaluation process will be published in the *Bulletin Today* and future issues of the *HR Messenger*. Supervisors interested in attending one of the performance management training programs through the Leadership Academy should review the online catalog for the specific dates, times and locations.

Total Compensation Policy designed to motivate, provide equitable pay

This policy will ensure that UST employees are rewarded with a competitive wage and benefits package.

The University of St. Thomas announces a total compensation policy to reward you, its valued employees, for work well done and to avert inequitable treatment. This policy puts in place a pay and benefits philosophy for the university to help guide our thinking on these issues. It also establishes a reference to help supervisors make compensation-related decisions and to help employees understand them.

The policy has two primary goals:

- 1) Attract, retain and motivate a highly talented, diverse workforce.
- 2) Encourage and reward workplace activities that support the university's mission and objectives.

A competitive total compensation package includes an effective salary administration program and a comprehensive benefits plan. It applies to regular full- and part-time staff with an appointment term of one year or longer. Excluded from this policy are faculty, adjunct faculty, archdiocesan priests, temporary employees and employees covered by a collective bargaining agreement.

Benefits philosophy

The University of St. Thomas employee benefits program is based on the premise that a healthy and secure faculty and staff are best able to contribute both to their own and the university's success. The institution and its employees share responsibility for working together as partners to provide the best and most cost-effective programs available.

Compensation philosophy

The university considers internal equity and external market pressures when designing pay practices. A salary should reflect the level of an employee's contribution to the university, recognize quality performance and encourage growth and development. Jobs of like responsibility are paid within comparable pay grades and salary ranges based on an evaluation of each job and relevant market data. Performance evaluations provide a frame of reference and an opportunity to set goals and recognize accomplishments. They are a driving component of the university's compensation program.

Classification program

The classification program is a method used to describe the various types of work performed by the university community. It provides a framework for understanding how jobs relate to one another and their organizational purpose.

HR staff members use the classification program to evaluate **internal equity**, the relative worth of each job, when comparing the required job duties, responsibilities, accountability, formal training and experience. Internal equity is the benchmark for arranging all university jobs in a formal grading structure and salary range. HR uses professionally accepted job analysis and evaluation practices and current salary data when examining the majority of university jobs.

HR also uses recognized analysis practices and published survey sources, such as local and national salary data including those from similar educational institutions, to determine **external equity** or the relative worth of comparable jobs in relevant labor markets.

Compensation terminology

You have probably talked with an HR staff member and heard certain terms used when discussing how certain compensation decisions were made.

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Several employment actions can result from the classification program. Here are brief descriptions of the employment actions:

- **Promotion:** an employment upgrade resulting from an employee competing for and receiving appointment to a job at a higher pay grade.
- **Reclassification:** a determination by the Human Resources Department that the duties and responsibilities of a job have changed significantly from an employee's current job profile. In several ways, a reclassification is treated as a promotion. This type of employment action is not the appropriate remedy for recognizing employees who have acquired additional academic or professional credentials, or whose background, skills and work experience qualify them for a higher level position. When a reclassification results in assignment to a lower grade level, this action is treated as a demotion.
- **Transfer:** a change in job assignment to a different position within the same pay grade. There is no change in pay rate as a result of a transfer.
- **Title change:** a change in title that occurs when the Human Resources Department determines that a different title is more descriptive of the nature of an employee's work. This action does not result in a change in pay grade and the employee's pay rate remains the same.
- **Market adjustment:** a possible change in an employee's pay grade and pay rate following HR's determination that a job is either under or over priced in relation to comparable jobs in the relevant labor market. An employee's new pay rate shall not exceed the new pay grade maximum nor be lower than its minimum. Market adjustments are not granted to reward performance.
- **Equity adjustment:** an action that addresses salary inequities arising from external pressure in high demand fields, internal salary compression or concerns regarding the retention of certain employees. These types of pay increases are not granted to reward performance.
- **Demotion:** a permanent change from an employee's current job to a position at a lower pay grade. When this occurs, the employee's rate of pay may change. Only rarely should an employee's rate of pay exceed the maximum pay rate of the salary range for his or her job.

Employment compensation

St. Thomas has established a pay structure based on pay grades with corresponding pay ranges. Each pay grade has a corresponding salary range: a minimum, midpoint and maximum pay rate. Salary ranges are adjusted annually in order to place range midpoints competitively and near the median of the salaries paid by other employers in relevant comparison groups or labor markets.

Annual salary increases are performance-based, encouraging higher levels of performance and institutional effectiveness.

The Total Compensation Policy also includes information on job profiles (job descriptions), the Fair Labor Standards Act (www.stthomas.edu/hr/compensation/flsa) requirements for overtime, guidelines for flexible scheduling, changing from hourly to salaried status and vice versa – and much more. What the policy boils down to is that the University of St. Thomas has procedures in place to provide you with a fair and equitable salary to make sure that all special circumstances as well as standard practices in employment are rewarded.

Visit the HR Web (www.stthomas.edu/hr) site to obtain a copy of the Total Compensation Policy. Also remember, HR has an open door policy when you have a question or concern. Send an e-mail (compensation@stthomas.edu) to Human Resources, stop by Room 217, Aquinas Hall, or call (651) 962-6510.

Long-term care insurance – is it for you?

Begin thinking about LTCI now. Prudential Insurance reps will be on campus in October; enrollment begins in November.

The university offers employees the ability to obtain long-term care insurance (LTCI) to provide themselves and their families with additional coverage for services that are not reimbursed by the health insurance program.

LTCI is not for everyone, but it is vitally important to be knowledgeable of all the issues involved. To assist in that effort, we would like to present answers to questions that frequently are asked by employees who are interested in this service.

What is long-term care?

Long-term care is help that you would need at any age after an accident, illness or injury, to assist in your rehabilitation and recuperation after you leave the hospital. It also can be custodial care, when you are unable to perform activities of daily living without assistance. It is the gap in what is covered by traditional health insurance plans.

Why do people need long-term care?

Forty percent of people in long-term care facilities are under the age of 65. Under age 65, common causes are cancer, complications of surgery, spinal cord injury, brain damage from accidents and strokes, and multiple sclerosis. Over age 65, common causes are diabetes, fractures and falls, emphysema, stroke and Alzheimer's disease.

Doesn't Medicare pay for long-term care?

Not entirely. Medicare qualifications must be met, then for days 1-20 it pays 100 percent. For days 21-100, patients pay a \$101.50 daily deductible. From day 101 forward Medicare pays nothing.

Why is elder care an issue?

Surveys show that 64 percent of all caregivers are employed and 25 percent of all households have at least one adult who has provided care for an elderly person. That creates stress for workers who need to juggle career and care-giving obligations. The LTCI offered at the University of St. Thomas allows employees the ability to cover spouses, parents and other family members as well as themselves.

A representative of Prudential Insurance will be available for on-site seminars in October to provide training and answer questions. Enrollment will start in November. You can contact them directly between 8 a.m. and 8 p.m. weekdays and between 9 a.m. and 2 p.m. on Saturdays at (888) 738-5836.

Staff to receive a 2 percent salary increase

Thank you for your good work!

With gratitude for another successful year, the President's Staff has authorized a 2 percent pay increase to the base salaries of all regular full- and part-time, salaried and hourly employees on staff as of June 1, 2005 (except for temporary employees and those covered by labor contracts). Faculty salary increases are handled through a separate process and administered by the executive vice president and chief academic officer.

This salary increase for staff, which is effective Sept. 1, 2005, is based on the university's current financial means. Members of the President's Staff regret that St. Thomas' current budget climate precludes the award of larger salary increases this year. You will be pleased to know that future budget year planning calls for larger increases.

Employee self service has come to Murphy Online ...

Available 24-7, you now can check your personal contact information, look up deductions on a previous paycheck, or see a copy of your last W-2 statement – and much more.

Have you heard of Murphy Online? Most of us have, but we often think of it as the student information system used for registration or the finance manager gateway to financial data. Well, the Murphy Online Information System is so much more!

As of June 1, employee self-service features became available through the Murphy Online Information System, including these capabilities:

Personal information

- View and update your addresses and phone numbers
- View and update your emergency contacts
- Update your marital status
- Change your PIN
- Change your security question
- Obtain information to change your name or Social Security number

Employee services

- View your payroll check or advice online for a specific date
- Check your benefit enrollment in a specific plan
- Look up your benefit and deduction history
- Check your earnings history
- Check the details on your last W-2 statement
- Check the number of exemptions you're claiming for tax withholding

Look for additional features in future announcements.

Why Use the Murphy Online Information System?

- Saves time – You no longer need to call HR or Payroll to check your personal contact information, look up deductions on a previous paycheck, or see a copy of your last W-2 statement. You can look up this information, and much more, when the time is right for you.

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- Convenient – You can access the system nearly 24 hours a day, seven days a week to review, and in some cases update, your current information. This can be done from any PC with Internet access at home or at work.
- Reliable – Employee self-service data is obtained directly from the Human Resource System database, which contains your personnel and payroll information.

How do I access the Murphy Online Information System?

You can access the Murphy Online Information System through a number of methods including: the new HR Web site (www.stthomas.edu/hr) under “Employee Self Service,” from Blackboard under “Banner Enterprise Training & Support” or on the Internet (banner.stthomas.edu).

What information do I need to access the Murphy Online Information System?

You will need your UST ID (identification number): This nine-digit number can be found under your name on your Tommie eXpress photo ID card or on your paycheck/direct deposit advice.

You will need your PIN (personal identification number): Employees are issued their own personal identification number for use with the Murphy Online Information System. If you have forgotten your PIN, or need a new PIN issued, you can contact the IRT Tech Desk, (651) 962-6230 or irthelp@stthomas.edu.

Is my PIN confidential?

Each employee is issued their own personal identification number to access features within the Murphy Online Information System.

It’s important to know that, whether you’re a student registering for class, a budget manager looking up an account balance, or an employee checking your last W-2, you will use the same personal identification number to gain access to those features.

Your personal identification number is for your use alone and should not be given to others. Remember, if you share your PIN with others, they will have access to your personal data!

Who do I contact if I have questions?

For problems or questions with the information contained in employee self service, contact Human Resources at (651) 962-6510.

For technical assistance, contact the IRT Tech Desk, (651) 962-6230 or irthelp@stthomas.edu.

Still want to hire a student for the summer?

Get the Web address for summer student rates, learn eligibility requirements and more.

Summer student employment contracts are available for students to print from Murphy Online, similar to academic term contracts. Effective dates for summer student employment are May 22-Sept. 5.

To view summer student rates visit the Student Employment Web site at www.stthomas.edu/hr/studentemployment.

Students eligible for summer 2005 employment include:

- Current UST students
- Students graduating in May (with the exception of international students)
- Incoming students for fall semester

Visit the Training Online Web site at www.stthomas.edu/hr/leadership for training sessions on "Hiring and Managing Student Employees" that are scheduled for June 6 and Aug. 18. New student supervisors or those looking for a refresher on policies are encouraged to attend.



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