TO: SAS Department Chairs and Directors  
FROM: Matt Lane, Vice Dean for Finance and Administration  
DATE: April 10, 2018  
RE: Merit Increase Guidelines for FY 2019 – Staff

I am writing to share the following information regarding this year’s staff salary increase and performance appraisal process.

Penn’s individual schools, all of whom fund their own merit increases, set the size of their salary increase pool for faculty and staff according to (1) their fiscal means and (2) University parameters published each year in Almanac. The overall aggregated merit increase pool for SAS staff will be 3.0%, the maximum level allowed by the University this year; however, as in past years, we strongly encourage all department managers to set the pool for individuals whose performance is above average at 2.75% and to use the remaining funds (0.25%) to distribute as a means to reward exceptionally high performance. The amount of the pool percentage does not constitute an “average” raise but rather is a means of calculating the amount of funds available to distribute. We encourage you to recommend percentage increases for your staff members based on merit, rather than suggesting a uniform percentage increase for individuals across your department. No individual increase may exceed 5% per University guidelines.

We will continue to use online systems for both performance appraisals and for making salary increase recommendations.

Performance is the primary basis for all staff salary increases. All supervisors are required to complete a performance appraisal for their staff, either through the Annual Appraisal Process or, for those who are taking part, the Ongoing Feedback Process, in the online system by Friday, May 18, 2018. Ideally, the performance appraisal should include current year accomplishments/activities, next year’s goals/expectations, career development topics and the staff member’s acknowledgement that the appraisal was shared with them. Please note that in order to award a salary increase, the supervisor must complete and submit to SAS Human Resources through the online appraisal system a current, signed (via electronic signature arranged through the web-based appraisal system) appraisal for each eligible employee. (Please go to http://www.sas.upenn.edu/sashr/content/sections/managers-supervisors/annual-appraisal-process for information on and access to the web-based appraisals). A salary increase should not be recommended for staff members whose performance is deemed unacceptable for this year’s performance.
For salary increases, the web-based tool allows managers to electronically plan and submit merit increases for eligible staff. We will provide you with information to access the online salary increase system in the near future via email. The system will open on Tuesday, April 17, and all salary increase recommendations must be submitted by **5:00 p.m. on Friday, May 18**. Earlier submissions are welcome.

The salary increase process, which is used to reward performance in the job, is separate from the SAS Staff Recognition Program which is used to reward extraordinary contributions to the mission of the school. Details about the SAS Recognition Program are available at: [https://www.sas.upenn.edu/sashr/content/sections/sas-hr-programs/sas-staff-recognition-program](https://www.sas.upenn.edu/sashr/content/sections/sas-hr-programs/sas-staff-recognition-program)

I encourage you to take advantage of this opportunity and submit nominations for appropriate eligible staff members.

Employees external to the University hired after February 28, 2018, are not eligible for the July 2018 salary increase. Additionally, some recent internal hires, who had a salary established at hire that “included” a July 1 increase will not be eligible for the July 2018 increase. Increases for weekly paid employees will be effective July 2, 2018. Increases for monthly paid employees will be effective July 1, 2018.

Part time lecturers, student workers, temporary workers, staff on unpaid leave of absence, staff on long-term disability, and staff in collective bargaining units are not included in this salary increase process and thus are not covered by these guidelines.

If you have any questions or concerns related to the above, please do not hesitate to call Patricia Burns, SAS HR Director (8-2791).

cc: Patricia Burns
    Jack Heuer
    Elyse Saladoff
    SAS Administrative Committee
    SAS Business Officers