



Date: June 14, 2024

To: Deans, Department Heads, Directors and Administrators

From: Michelle Berner, Managing Director, Human Resources - Total Rewards, Health & Wellbeing

Re: 2024 Merit Pay Program

About the UBC Merit Pay Program

The university's performance-based Merit Pay program recognizes and rewards meritorious performance, and is in addition to the general wage increases that these employees are also eligible for. It provides a means of moving employees who have demonstrated above average performance from the midpoint toward the maximum of their salary ranges. The following employee groups are eligible for the Merit program:

- Management & Professional (AAPS)
- Executive Administrative staff (i.e., excluded clerical)
- Farmworkers
- Non-union Technicians and Research Assistants

The maximum merit increase for 2024 is 3%, as in past years. The target average merit payment within VP portfolios or Faculties is 1.5%, the same as in 2023. Merit is in addition to the 2024 general wage increase (GWI) of 3% that employees in these groups will receive.

Important Considerations

- Faculty/department participation in the merit program is a requirement. Consistent commitment to the program helps ensure its integrity, as well as the university's ability to retain and recruit outstanding staff.
- Staff members should be evaluated based on their meritorious performance. This focus on performance helps reinforce the program's purpose – recognition and reinforcement of outstanding performance.
- It's important that managers communicate with staff who are eligible for merit increases, whether they are awarded 0%, 3%, or something in between. This is an excellent opportunity to discuss the staff member's performance and development, and is a key element of the Merit Pay program. However, it's important to wait to relay employees' merit ratings to them until after Deans and the Executive have reviewed and provided final approval of the university's overall merit ratings. We expect this to be in mid to late



August, and we will advise departments/faculties when these approvals have been received.

- Staff in job exchanges, secondments, or on leave (e.g., maternity leave) during part of the evaluation period may be eligible for the merit program. Please contact the Compensation unit of central Human Resources to review such situations on a case-by-case basis to determine eligibility.

Eligibility Criteria

For AAPS staff, in accordance with the language in the AAPS agreement, employees who are at or above the midpoint of their salary grade will receive their first merit increase on their anniversary date (based on the start date in their current position), provided they are off probation and at or above the midpoint in 2023.

- If an employee's anniversary date falls between January 1 and June 30, they will receive any merit pay retroactive to the anniversary date within the first year of merit assessment. In subsequent years, the employee will be considered eligible for an increase on the standard university merit effective date (July 2nd) of each year.
 - e.g., an employee was off probation and at the midpoint on May 31, 2023. The employee will be assessed for merit eligibility in July, 2024. If the employee is deemed eligible, they will receive the 2024 merit retroactive to May 31, 2024. In 2025, the employee will be considered for merit with an effective date of July 2, 2025.
- If an employee's anniversary date falls between July 1 and December 31, any merit payment shall be deferred until the employee reaches their anniversary date within the first year of merit assessment. In subsequent years, the employee will be considered eligible for an increase on the standard university merit effective date (July 2nd) of each year.
 - e.g., an employee was off probation and at the midpoint on September 1, 2023. They will be displayed in the Workday Merit process/report, with an "Award Effective Date" of September 1, 2024. If you are ready to make an award determination during this year's July-August merit process, you can do so. However, if you are not ready due to the employee having insufficient time in the role to be able to assess their performance, then you are not required to do so, and can wait until the employee's anniversary date to determine and process merit for this employee. In 2025, the employee will be considered eligible for merit with an effective date of July 2, 2025.

For Executive Administrative staff, Farm Workers, and Non-union Technicians and Research



Assistants, staff members are eligible for merit increases effective July 2, 2024 if, as of June 30, 2023:

- They were at the midpoint of their salary range or above, and
- They had completed their probationary period.

For all employee groups who are eligible for merit, staff members currently at the maximum of their salary ranges are not eligible for merit to be applied as an ongoing salary increase. However, these employees can still be rewarded within the merit scale for meritorious performance through a one-time in-lieu payment.

[Performance reviews](#) (CWL login required) should be conducted for staff members annually, and are required to support performance-based merit pay decisions.

Excluded Management and Professional (XMP) staff, Service Unit Directors (SUDs), and Associate Vice Presidents (AVPs) are not included in this process as their compensation is governed by a separate process.

Points to Remember

1. The midpoint of a job range signifies that the staff member is performing fully in the job. Merit is for salary increases above the midpoint, and is over and above the GWI, so “meeting job requirements” is 0% on the merit rating scale. Staff members must demonstrate above average, excellent, or extraordinary (role model) performance (respectively) in order to receive 1%, 2%, or 3% merit increases:

0% - Meets job requirements

Up to 1% - demonstrates above average performance

Up to 2% - demonstrates excellent performance

Up to 3% - demonstrates extraordinary performance (role model)

Additional information can be found on the [staff salary administration page \(CWL login required\)](#).

2. This year's merit process will be managed within Workday for the first time. Departments/faculties have an assigned “Merit Planner” role, who will coordinate the Merit process for the department/faculty. The Merit Planner should ensure that proposed merit ratings are entered into the Workday fillable report between **July 2, 2024**, when the Merit process opens in Workday, and **August 16, 2024**, when it closes. Note that merit ratings remain “proposed/draft” until final approval is received from Deans and the Executive.



3. In some cases, staff members have dual departmental reporting relationships. While this can complicate the performance evaluation, consultation across departments is important in order to ensure that there is a common understanding of performance criteria, and that a consistent framework is used to evaluate performance.
4. It's most common to award merit increases through an increase to staff members' base salary. However, another option is to offer an alternative, such as a one-time in-lieu payment, which can also be entered into Workday through the merit process/report.
5. It's good practice to keep your staff notified, but please don't notify them of their merit ratings until final approval is received (i.e., after the Executive team has reviewed organization-wide results in late August, and provides final approval). The Integrated Service Centre (ISC) and Payroll are often contacted directly with inquiries about merit increases when Administrators are a better source of information about merit results and the reasons for them.

Instructions and Attachments

The list of staff members in your faculty/department who are eligible for the 2024 Merit Pay program will be available to faculty/department contacts through Workday starting July 2nd. A number of factors may result in a staff member being excluded from your department's list. For any enquiries regarding employee eligibility, please [contact your Compensation partner](#).

Key dates for the 2024 merit program:

July 2	<ul style="list-style-type: none">2024 Merit process is launched in WorkdayLists of eligible employees can be checked and followed up on
July 2 – August 16	<ul style="list-style-type: none">Faculties/departments can coordinate their internal annual merit process, including calibration to achieve the 1.5% target averageThe Merit Planner role is a key coordinator of the merit process for the faculty/departmentProposed/draft merit ratings are entered by faculties/departments into Workday
August 16	<ul style="list-style-type: none">Deadline for proposed merit ratings to be entered into Workday
August 26-30	<ul style="list-style-type: none">Dean and Executive review of resultsFollow-up as required with specific faculties/departmentsRequired revisions of merit ratings by departments/faculties
September 3-4	<ul style="list-style-type: none">Departments finalize merit ratings
After September 5	<ul style="list-style-type: none">Leaders communicate Merit ratings to employees



September 5-24	▪ Merit increases with effective dates other than July 2 nd will be processed
September 27	▪ Target pay date for merit increases

Merit orientation/training sessions will be provided, with an overview of the new Workday merit functionality and how to enter proposed merit ratings into Workday:

- June 21, 10:00-11:30 – [Register now](#)
- July 8, 10:30-12:00 – [Register now](#)
- July 26, 1:00-2:30 – [Register now](#)

There will also be **optional** drop-in sessions to support administrators, HR practitioners and managers who encounter challenges entering their proposed merit ratings into Workday:

- July 16, 10:00-11:00 – [Register now](#)
- August 1, 1:00-2:00 – [Register now](#)
- August 12, 10:00-11:00 – [Register now](#)

Please visit the [Merit webpage](#) (CWL login required) for additional information and resources.

Thank you.

cc: HR Advisors/HR Associates, HR Manager/HR Coordinators
Compensation Consultants/Associates
Melanie Shek, Senior Manager, Compensation
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