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# Critical Conversations with Cedric

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# Agenda

- General Information
- FY22 Incentive & Award Update
- Introduction of Critical Skills, and Critical Hiring Incentives
- Questions
- Feedback

# General Information

- We will share this slide deck with you later this week.
- You will also receive a survey, please complete it. We look forward to your feedback!
- This is intended to be an interactive dialogue, feel free to also ask questions throughout the presentation. I will pause for discussion.
- We do intend to engage and update processes within Compensation, Talent Acquisition, and Critical Hiring Justification

# FY22 Incentive & Award Updates

We expect to give USG a list of FY21 Incentives & Awards that will remain the same for FY22.

We'll ask Award Managers for any updates or new awards for FY22.

Included in FY22 Submission will be:

- New FY22 Incentives & Awards
- Positions identified for **Critical Hiring Incentives**
- Positions and skills identified for **Critical Skills Incentives**

# FY22 Incentive & Award Policy Overview and Timeline

## Annually

- Critical Incentives review process will now take place every fiscal year along with the other incentives and awards.
- This provides opportunities for the introduction of different positions and as needed.

## May 12

- Initial meeting to discuss critical incentives and answer questions

## June 9

- Follow-up meeting with this same audience, Compensation, Talent Acquisition, and Critical Hire Justification representatives
- We'll also discuss submitting positions and skills
- Submission form will go live!

## July 30

- Positions and skills are submitted to GTHR by **July 9**
- Compensation and Talent Acquisition audits the list
- I will give you feedback about which positions, and skills will be submitted with the final file by **July 30**

# USG Policy & Award Types

The University System of Georgia (USG) established an [Incentive Compensation and Rewards Policy](#) impacting how employee awards may be structured. Part of this policy includes the addition of two incentive types: **Critical Skills Incentives** and **Critical Hiring Incentives**.



## Critical Skills Incentives

The **Critical Skills Incentive** program seeks to mitigate difficulties in hiring or retaining employees with job related industry specific credentials (i.e., degree and/or certifications). It can be viewed as retention incentive program for learning new critically needed employment skills.

This type of program encourages and rewards current employees who become certified or credentialed in highly desired job-related skills and who enhance the capabilities of the institution.

- (1) The pre-determined specific credentials and the job-related need of the institution that makes it essential or critical for employees to learn the new skills
- (2) Different levels of credentials, such as those that are most mission-critical and highly valued in the labor market. (The most highly-valued certifications may require a certain amount of job-relevant experience in addition to passing an examination.)
- (3) Supporting documentation on the job-related industry credentials and value to the organization.

# USG Policy & Award Types



## Critical Hiring Incentives

The Critical Hiring Incentive (CHI) program is geared toward attracting critical and hard-to-fill jobs.

These may include:

- Vacant for an excessive period of time with no qualified applicants
- Requires a skill set that is unavailable or rare in a particular geographic area
- Critical to an institution meeting its accreditation standards
- Critical to maintaining public safety
- Included on Incentive and Award submission Plan - pre-determined and approved by the based on supporting data



**Questions?**



## Question

What is the purpose of these incentives?

How will the payment process work?

## Answer

The idea behind both programs is to establish incentives (aligned with the strategic goals of the institution) that support your units, but GTHR isn't the expert on your needs. As you think about the next fiscal year (July 1- June 30) what are critical positions that can be applied to either or both of these incentives for your respective units.

**Critical Skills Incentives:** The incentive may be paid as a one-time lump sum payment not added to base either as a flat amount or a percentage of base salary. **It does not become a part of the base salary.** The max % that can be awarded without additional review/approval is 2% of an employee's base salary. The review and approval of critical skill/certification for the retention program is done by GTHR. The incentive payments may only be awarded for the achievement of degrees, certifications, and/or credentials that are pre-determined and listed in the approved annual submission plan

**Critical Hiring Incentives:** The incentive payment is paid as one-time lump sum; incentive payment may not exceed more than 10% of base salary. There will continuous employment requirements and repayment agreement that employees must sign for this incentive.

## Question

What are some of the initial guidelines?

## Answers

- Respective units can submit positions (CHI) or positions/skills (CSI) for GTHR review for FY22. GTHR (HR Finance, Compensation, and Talent Acquisition) will review submission to ensure positions are either **critical and hard-to-find** or **critically needed employment skills** and to help with backup data to support.
- This is not a one size fits all, we need to be as specific as possible about position title and unit.
- There is no limit on positions submitted by each unit, we just have to have the data to backup the request (Supporting documentation on the job-related industry credentials and value to the organization)
- Ideally, if a position is approved and if it is determined the incentive will be given out to an applicable recipient, all future applicable recipients must receive the incentive for the fiscal year. (i.e. **Applicant A** has received a critical hiring incentive, **Applicant B** hired in the same position (title) in the same unit (during the same fiscal year) must also receive the incentive. The same applies to critical skills incentives for the same position in the same unit. The position and skills define the criticality and incentive, not necessarily the person in the position.

## Question

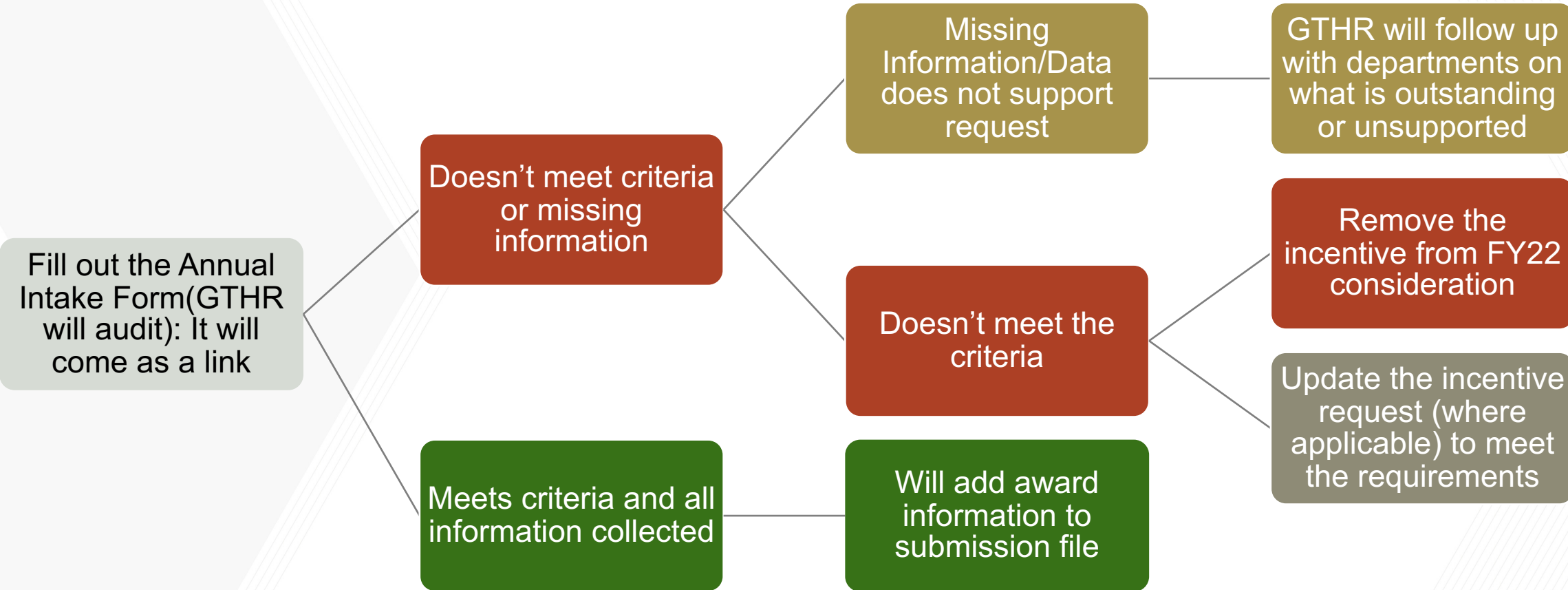
Who should we partner with to provide these incentives?

What are the expectations for use of these incentives?

## Answer

- Backup data that supports these positions and skills will certainly be needed and we intend to work with necessary parties to gather information in support of your request.
- You know your unit's needs better than I, point me in the right direction and if I need to do due diligence on my end I will.
- This will look different for each unit, based upon your alignment with strategic goals, where you envision your unit this time next fiscal year and what positions are critical to hire and retain as you seek to achieve these objectives.
- These positions and/or skills may stay the same or differ on an annual basis for your respective units.
- Take a wide, diverse, equitable, and inclusive look at the positions and skills within your units as we work through this process.
- We expect to address processes during our next meeting. (i.e. Will the CHI be advertised when positions are posted? How does this affect internal hires? How is this illustrated on CHJ for applicable positions?)

# Critical Incentive Submission Workflow



# Next Steps

1

Gather position titles, skills, and initial support data that you would like to submit as apart of the FY22 Incentive and Awards submission.

2

We'll have a follow-up meeting on June 9, 2021 to discuss any further questions or concerns as well as interaction with Compensation, Talent Acquisition, and Critical Hiring Justification leaders.

3

Submit positions/skills for GTHR internal review by July 9. Positions not approved (no support for these positions) can be modified and resubmitted or removed from the FY22 submission.

4

These incentives are submitted with other (new) incentives and awards for FY22.

If anyone wants to know more feel free to contact me at [cedric.franklin@ohr.gatech.edu](mailto:cedric.franklin@ohr.gatech.edu); this group exists outside of the Awards Managers listserv even though there may be overlap.

If anyone in this group wishes to be added to the Awards Listserv please send an email or comment in the chat to be added.

## Future Questions or Concerns

Is there anything that has not been addressed yet that I should take back with me to answer in preparation for the next meeting?

Feel free to use the chat!

Are there additional parties who should be a part of this dialogue?