FY21 USG Incentive Plan Review

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June 8, 2020

Agenda

- General Information
- FY20 Update
- FY21 Award Overview and Timeline
- Review of Award Types and Expectations
- Questions

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!
- Feel free to type any questions in the chat and I'll answer them at the conclusion of the presentation.
- You can also ask questions throughout the presentation. I will pause for discussion.

FY20 Award Update

If you still have an award for FY20 that has not been submitted for payment, it must be submitted and approved through OneUSG Connect by **Thursday, June 18** for payment with June's final payroll.

- Visit OneUSG Connect
- Go to MSS
- Enter a Supplemental Payment Request
- Choose Either Goal-Based Incentive or Employee Suggestion Program

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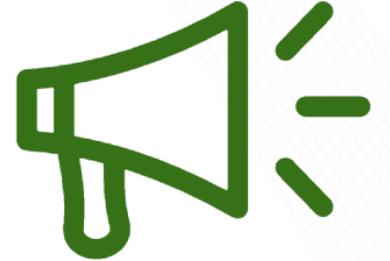
FY21 Award Policy Overview and Timeline

| **Annually**	**July 11**	**July 31**	**Coming FY21**
• Award review process will now take place every fiscal year. • This provides opportunities for awards to be sunset or introduced as needed.	• Award Managers submit proposed awards to GTHR.	• GTHR submits proposed awards to USG for review.	• GTHR website with real-time listing of approved awards to assist financial approvers with the payment process • Faculty Awards process revisions

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USG Policy & Award Types

The University System of Georgia (USG) established a [new policy (as of FY20)](#) impacting how employee awards may be structured.

Each program must be defined by one of the following category types:
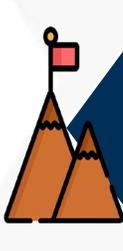
Goal Based Incentive
(Includes Coaching Incentive Programs)
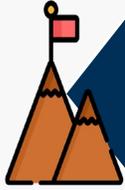
Employee Suggestion Programs

Critical Hire Incentives

Extraordinary Services, Act, or Achievement Awards; Employee Recognition

Incentive Compensation and Awards Policy Summary

USG Incentive Compensation and Rewards Policy Summary		
Program	**Type of Award/Policy Maximum**	**Summary**
Goal-based Incentive	(1x) Cash Incentive Payments- Maximums are established at the institution level and must be included in policy. (Any award over $10,000 must have presidential signature.)	Pre-determined and objectively measureable goals • Above and beyond the employee's normal work requirements • Addresses a critical strategic need and enhances the effective operation of the institution • Quantifiable measurement criteria/goals
Employee Suggestion	Non-cash (certificate/pin) or (1x) Cash Incentive Payment up to $3,000 Max Incentive Pay with BOR Approval via Chancellor is $5,000	Awards based on implemented suggestions or ideas which result in: • Recorded outcome of improved operations, effectiveness and/or efficiency • Measurable/quantifiable savings
Hiring Incentive	(1x) Cash Incentive Payment - Limited to 10% of the annual offer salary	Critical and hard-to-fill jobs • 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 Institutional Hiring Plan - pre-determined and approved by the institution's CHRO based on supporting data
Extraordinary Services, Acts, or Achievements	Non-cash (certificates of merit or pins)	Extraordinary Service Acts or Achievements which go beyond the ordinary demands of the job • In the public interest and related to the institution's mission, vision and goals • Obtaining innovative or unique success when others' efforts have failed or it has been stated that the job could not be done. • Unanticipated problem or opportunity on behalf of the institution • Particularly enhances public perception of the institution
Employee Recognition	Non-Cash	Recognize employees for length of service and meritorious performance.

Goal Based Incentive
(Includes Coaching Incentive Programs)

A one-time payment for meeting or exceeding <u>established predetermined criteria</u> above normal business goals and objectives.

- A critical institutional need will be addressed by the program
- A predetermined productivity standard or revenue goal (if applicable) is significantly above normal business goals and objectives for each program
- Benchmark sources (if applicable) - A summary description of surveys and/or benchmark metric reports used to establish goals. The summary should include the resource name and publication date.

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- The majority of Faculty Awards that were designation FY20 Conditional Certification will need to be updated. (Either the award category changes or the award criteria itself needs to change)

Example 1: Distinguished Teaching Award - Tenure Track: $1000

- **Measureable Selection Criteria**

- This award will be presented to a staff member or academic professional whose measurable merits and strengths of their contributions from the past calendar year (based upon CIOS) will include: providing outstanding and ongoing teaching excellence in with respect to students. This may include developing innovative teaching techniques, using new teaching technology or developing solutions to problems that result in significantly more effective and efficient learning on behalf of students. IAC uses Course Instructor Opinion Survey (CIOS) scores to measure and judge nominees.

  - Award will not be approved as a Goal-Based Incentive Award for Fy21
  - The program guidelines do not appear to align with that of a Goal Based Incentive program which may be used by an institution to **reward an employee or team for meeting or exceeding predetermined, and objectively measurable criteria that are beyond and above the employee's normal work requirements, addresses a critical strategic need and enhances the effective operation of the institution.** GTHR reevaluation is required to identify the appropriate incentive compensation or reward category prior to continuation in FY21.

Example 1 (cont'd): Distinguished Teaching Award - Tenure Track: $1000

- Options (Change Award Category):
  - Change Award category to Employee Recognition (non-cash award)
  - Change Award category to Employee Suggestion Program and submit new award criteria:
    - (i.e.) This award will be presented to tenure track faculty who has suggested/created and implemented a new educational or research innovation or has significantly improved upon an existing one. This innovation must a significant impact on the unit/department/ or institutional community (faculty, trainees, and staff). This impact will be measured by the educational and research innovation, implementation and overall impact on the Georgia Institute of Technology.

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The majority of Faculty Awards designated FY20 Conditional Certification will need to be updated. (Either the award category changes or the award criteria itself needs to change)

Example 2: Award for Excellence in Teaching – Tenure Track: $5000

Measureable Selection Criteria

- This award will presented to a faculty member who consistently models excellent advising techniques, teaching processes or results. Selection criteria include the overall impact of both the advisor on the students and the students on the greater community. This award is measured by number of graduate and/or doctoral students who have completed all degree requirements from specific date ranges with combination of post-graduate positions and major accomplishments.

- Award will not be approved as a Goal-Based Incentive Award for Fy21
  - The program guidelines do not appear to align with that of a Goal Based Incentive program which may be used by an institution to **reward an employee or team for meeting or exceeding predetermined, and objectively measurable criteria that are beyond and above the employee's normal work requirements, addresses a critical strategic need and enhances the effective operation of the institution.** GTHR reevaluation is required to identify the appropriate incentive compensation or reward category prior to continuation in FY21.
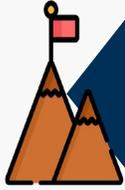
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Goal Based Incentive
(Includes Coaching Incentive Programs)

Example 2: Award for Excellence in Teaching – Tenure Track: $5000

- Options (Update Award so that it meets the Goal-based Incentive criteria-via predetermined productivity standard):
    - Goal Based Incentive program which may be used by an institution to reward an employee or team for meeting or exceeding predetermined, and <u>objectively measurable criteria</u> that are beyond and above the employee's normal work requirements, addresses a critical strategic need and enhances the effective operation of the institution.
    - Predetermined productivity standard or revenue goal (if applicable)-that are significantly above normal business goals and objectives for each program

Example 2: Award for Excellence in Teaching – Tenure Track: $5000

Suggested New **Measureable Selection Criteria** for FY21: (clearly illustrate the following)

Implementation/Delivery

• The instructor engages students and generates interest and even excitement about the material, presenting it in a clear and organized way. Evidence might include student evaluations, observations where available, and student questionnaires.

• The instructor differentiates classroom instruction, activities, and assessments in order to accommodate the widest possible variety of learning needs. Evidence might include information from course syllabi and assignments, student evaluations, the instructor's teaching philosophy, and observations where available.

• The instructor's pedagogy is innovative in choice of teaching methods, materials, types of classroom activities, course assignments, and/or use of technology. The instructor is active in seeking opportunities to enrich students' education. Evidence might include information from course syllabi and assignments, student evaluations, the instructor's teaching philosophy, or CV items such as field trips, service learning projects, instruction -related grants, or creative use of instructional technologies, social media or other available resources.

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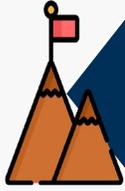
Goal Based Incentive
(Includes Coaching Incentive Programs)

Example 2: Award for Excellence in Teaching – Tenure Track: $5000

Suggested New **Measureable Selection Criteria** for FY21: (cont'd)

Reflection/Revision

- The instructor regularly reflects on the effectiveness of assignments/assessments/classroom activities/lectures and routinely revises to strengthen teaching practice, both during the course and between semesters. Evidence might include the instructor's teaching philosophy, annotated assignments, revised syllabi, student evaluations, and student questionnaires.

- The instructor routinely solicits and responds to student feedback by restructuring course elements when need is indicated. Evidence might include the instructor's teaching philosophy, annotated assignments, revised syllabi, student evaluations, and student questionnaires.

- The instructor engages in ongoing professional development for greater knowledge of both subject area(s) and pedagogy. The instructor incorporates new research into course content or contributes to research related to teaching. Evidence might include the CV, the instructor's teaching philosophy, publications, collaborations, and participation in relevant mentoring programs, workshops, seminars, conferences, excavations, conventicle or other special programs, including receiving grants or other funding for these activities or for the educational enrichment of students.
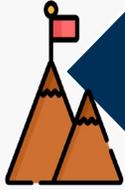
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Example 2: Award for Excellence in Teaching – Tenure Track: $5000

Suggested New **Measureable Selection Criteria** for FY21: (cont'd)

Measurable Outcomes

- Students show significant improvement in developing the skills, attitudes, and content knowledge described in the syllabus under "Course Goals." Where possible, for language courses, it is desirable to show student progress according to national standards, such as meeting or exceeding goals in the course. For courses' assessments should demonstrate measurable student progress in the development of critical reading, thinking, and writing skills. Evidence might include initial diagnostic/final exam results, performance on competitive exams, and portfolio evaluations.

- The instructor creates interest in Classical languages and culture that extends beyond the class. Evidence might include increased course enrollments, students opting for additional courses with the instructor, an increase in students declaring majors or minors, student evaluations, and student questionnaires.

*Your current awards may have already have this much detail but we need to submit all of it to USG for FY21, so please give me all the details via the Qualtrics Survey.

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Example 3: Sales Incentive Award: Not to exceed 10% of base salary for sales manager

- The purpose of the GLC Sales Incentive Plan is to maximize Georgia Tech Global Learning Center space rentals through proactive business development of internal Georgia Tech units and external corporate partners. The basis upon which the Plan will be considered to be achieved includes: Achieving 100% or more of the Team Revenue Goal and/or Achieving 100% or more of the Individual Revenue Goal. Goals are established annually based on past sales trends and market conditions established by the Atlanta Lodging Outlook. FY20 Budget Goals $1,837,131 vs FY 20 Incentive Goals $1,947,359.

*Note: a clearly defined measurable goal of sales has been established; benchmarks from previous fiscal years have been used to develop new revenue goals

USGNotes: FY20 Conditional Certification:

FY20 Conditional Certification. FY 20 Conditional Certification pending GTHR confirmation of required policy criteria. The program guidelines appear to align with the Goal Based Incentive policy. Conditional approval is based on GTHR's certification of documented required components of the plan to ensure compliance with USG and GT policies. (i.e. Benchmarks and measurable criteria, eligible award amount, administration and coding of 1x lump sum incentive payment)

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Employee Suggestion Programs

- For FY21 we propose both annual employee suggestion awards and non-annual suggestion awards departments can establish throughout the fiscal year
  - For non-annual ESPs we will follow up with additional guidance; USG will need to approve the policy
  - We are working with staff council and employee engagement (with final approval by executive leadership team to form non-annual ESP committee

Up to $5,000	Up to $100	Certificates of Commendation
- Results in direct and measurable cash savings or cost avoidance - Award amount is based on a percentage of the expected 1st year savings - **Awards that exceed $3,000 must be approved by the Chancellor**	- Results cannot be measured, (e.g., suggestions involving improvements in working conditions; changes in procedures, or employee morale, health, or safety)	- Results only in minimal savings or minor improvement - A cash award recipient may also receive a certificate

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Employee Suggestion Programs

Example 1: Process Improvement Excellence Award: $2750

This award will be presented to a team, staff member, or an academic professional (acting in an academic support role) who:-Is seldom satisfied with current state. Constantly asks "how can we do this better?" and "why do we do it that way?"-Makes a suggestion or takes suggestive action to improve the process-Frequently considers non-traditional approaches-Regularly evaluates situations, gathers data, and uses the data, to identify opportunities for change.-Regularly identifies problems but focuses on potential solutions-Proactively seeks feedback and involvement from constituents-Seeks relationships and connections among constituents, inputs, and outputs.

USG Notes: FY20 Certification:

FY20 Certification. The program guidelines appear to align with the Employee Suggestion awards policy. However the award must be based on the adoption of measurable idea or suggestion. Approval is based on GTHR's certification of documented required components of the plan to ensure compliance (i.e. alignment of program with (1) award name/intent and ee eligibility; (2) incentive pay is awarded upon adoption of measurable cash savings or cost avoidance; (3) incentive pay and/or awards are within policy limits.

Employee Suggestion Programs

Example 2: Staff Award: Award Amount: $500

This yearly award will be presented to staff who has suggested/created and implemented a major process innovation or has significantly improved upon an existing one resulting in better customer service for the Petit Community. This innovation must have a significant impact on the Petit Institute community (faculty, trainees, and staff).

Example 3: Research and Education Award- Senior Faculty Member Award: $1000

This award will be presented to faculty who has suggested/created and implemented a new educational or research innovation or has significantly improved upon an existing one. This innovation must a significant impact on the Petit Institute community (faculty, trainees, and staff). This impact will be measured by the educational and research innovation, implementation and overall impact on the Petit Institute.

USG Notes: FY20 Certification:

FY20 Certification. The program guidelines appear to align with the Employee Suggestion awards policy. **However the award must be based on the adoption of measurable idea or suggestion.**   Approval is based on GTHR's certification of documented required components of the plan to ensure compliance (i.e. alignment of program with (1) award name/intent and ee eligibility; (2) incentive pay is awarded upon adoption of measurable cash savings or cost avoidance; (3) incentive pay and/or awards are within policy limits.

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Employee Suggestion Programs

Example 4: Curriculum Innovation Award: $3000

This award will be presented to a faculty member who has improved the quality of education through pedagogical and curricular innovation. Measurable by the creative features of the innovation, the impact of the innovation on student learning, and the transferability of the innovation to other courses.

USG Notes: FY20 Certification:

FY20 Certification. The program guidelines appear to align with the Employee Suggestion awards policy. **However the award must be based on the adoption of measurable idea or suggestion.**   Approval is based on GTHR's validation of documented required components of the plan to ensure compliance (i.e. alignment of program with (1) award name/intent and ee eligibility; (2) incentive pay is awarded upon adoption of measurable cash savings or cost avoidance; (3) incentive pay and/or awards are within policy limits.

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Critical Hire Incentives

Incentive Payment: One-time lump sum payment of up to 10% of annual salary

The hiring incentive program is geared towards 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 Institutional Hiring Plan - pre-determined and approved by the institution's CHRO based on supporting data

GTHR is working on having a policy with specific positions identified that we submit by 7/31 to USG. Please use the Annual Incentive Compensation & Awards submission Qualtrics Survey to highlight positions that you think may apply to your department.

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Extraordinary Services/ Employee Recognition Awards

An award (certificate of merit, pin, button, or other emblem) for one of the below reasons:

Heroism	Under Pressure	Brand Value	Innovation
• Performing an act of heroism above and beyond the normal demands of the job	• Responding in an extraordinary manner to an unanticipated problem or opportunity on behalf of the Institution	• Performing a service, act, or achievement that particularly enhances public perception of the Institution	• Obtaining innovative or unique success when others' efforts have failed or it has been stated the job could not be done

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Extraordinary Services,
Acts, or Achievements

Example 1: Spirit of Georgia Tech Award (FY20 Certification)

At Georgia Tech, we are problem solvers, innovators, and leaders, but we are also relationship builders and service excellence providers. Our staff knows that to be fully engaged, we must respect, collaborate with, and value the people with whom we work, in addition to successfully fulfilling our job responsibilities. Certain Georgia Tech employees inspire others with their presence and professionalism, creating an environment where others flourish and thrive. They embody what it means to be a Georgia Tech employee, continually striving toward progress and service. We recognize these individuals who perform an act of heroism, enhance the public perception of Georgia Tech, respond in an extraordinary manner or obtain innovative or unique success with the Spirit of Georgia Tech award. This award will be presented to a team, staff member, or an academic professional (acting in an academic support role) who:-Supports and upholds the mission and vision of the institution. -Possesses the character and professionalism that make working at Georgia Tech better for everyone.-Creates a significant, positive influence in the workplace.-Acts with dignity and integrity. -Demonstrates service excellence to all.-Works well with his/her/their colleagues and strives to do his/her/their best, while inspiring others to do the same. -Treats all community members with respect.

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Extraordinary Services/ Employee Recognition Awards

Recognition Awards

- Appropriate awards denoting various lengths of service are encouraged and may be presented as determined by each institution. State funds may not be used for the purchase of awards unless the total dollar value of the award is of a de minimis nature; which is $75 or less. If the total dollar value of the award is greater than $75, then each institution must obtain its own outside source of funds for such a program.

- Extraordinary Service or Recognition awards can also be given on a non-annual basis without GTHR review as long as they adhere to the University System of Georgia policy https://www.usg.edu/hr/manual/employee_recognition_programs.

- These awards do not need to be submitted through OneUSG for payment.

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Example 1: Outstanding Staff Commitment to Diversity Award

(i.e.) Conferred by Faculty Affairs, Institute Diversity, Equity and Inclusion, and GT Human Resources the Outstanding Staff Commitment to Diversity Award recognizes exemplary staff members within the GT community who are champions for diversity, equity and inclusion efforts.

Example 2: GTPD Leadership award

This award acknowledges an employee who has demonstrated exemplary leadership in service to members of the Department and/or the Georgia Tech community.

USG Notes: FY20 Certification:

FY20 Certification. The program guidelines appear to align with the Employee Recognition program which recognizes employees for length of service and meritorious performance.   Note. The HRAP will be updated in 2020 to reflect the de minimis value of $75 or less for state funds.   https://www.usg.edu/hr/manual/employee_recognition_programs

Annual Incentive Compensation & Awards Submission
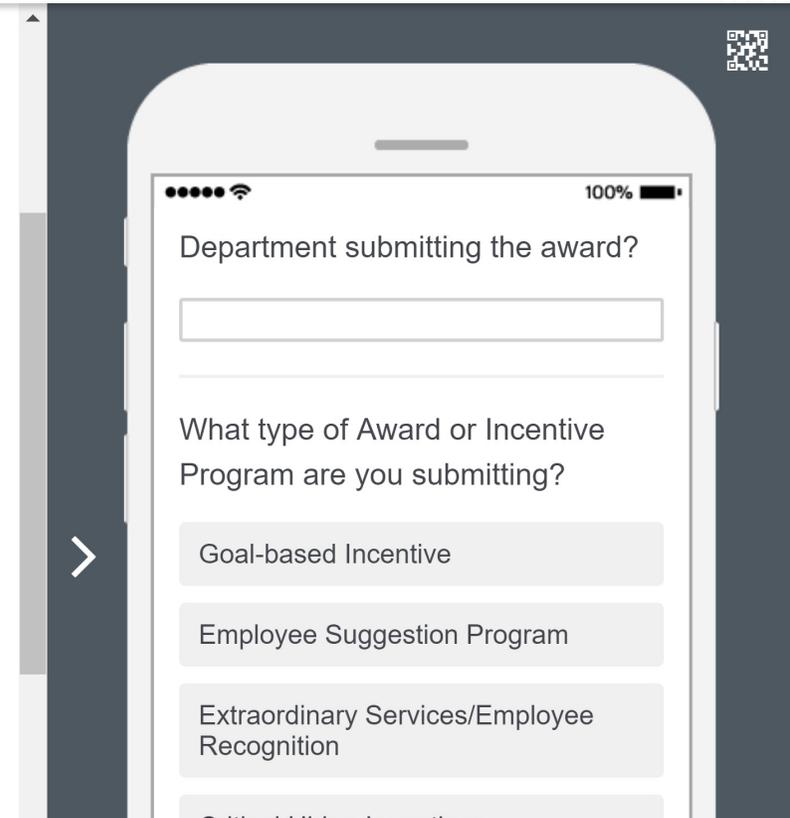Survey Preview:

Award Submission Workflow
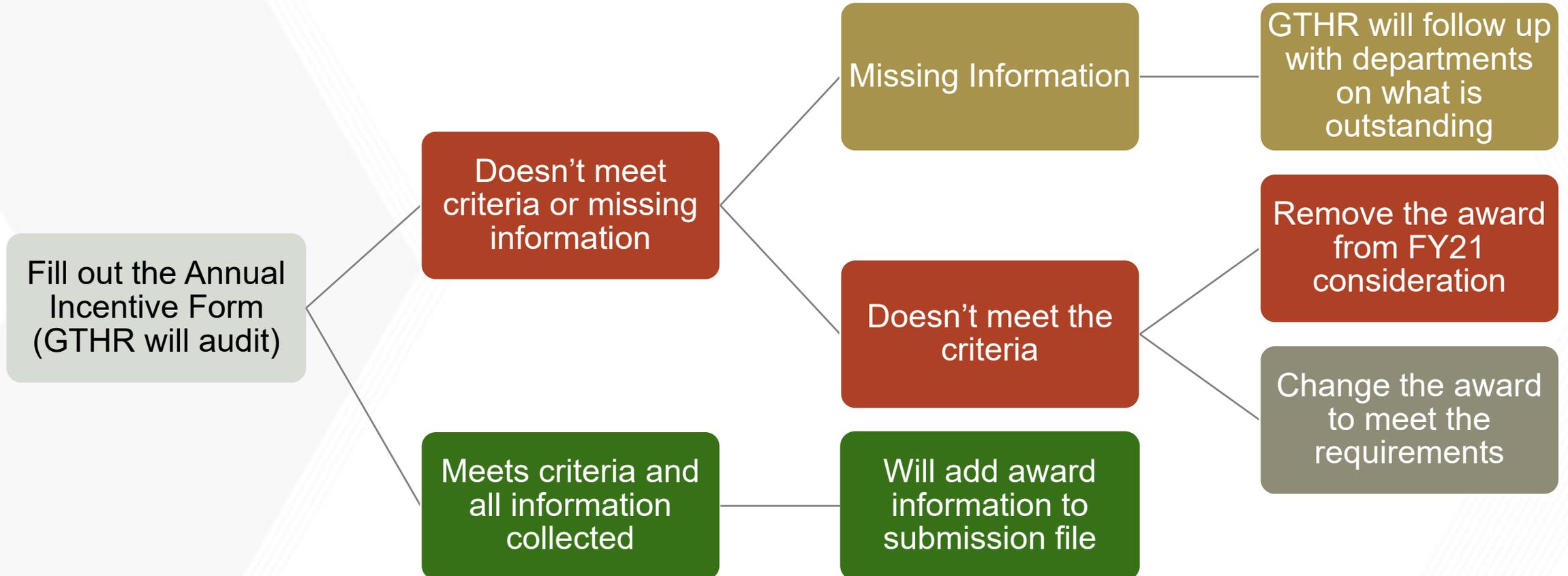
Next Steps

1. Establish the process for adding awards each year.

2. After USG's review, GTHR will communicate
   - With primary contacts to provide any feedback.
   - With the Campus to share approved programs for FY21.

3. Awards not approved can be modified and resubmitted for FY22.

If anyone wants to know more feel free to contact me at
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