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Staff
Performance Management and
Salary Planning Guide

FY2024

Performance Period: April 1 - March 31, 2024
Merit Effective Date: July 1, 2024

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Introduction

The George Washington University (GW) supports employee career development. Our **Performance Management program (PM)** provides the framework for developing and coaching staff. The PM program is ongoing throughout the year, with time set aside for effective goal planning, periodic check-ins, and a final review and evaluation period. When carried out well, the PM process helps develop individual staff, improves teams, and departments in operating more effectively in advancing the university's mission.

GW's **Merit Program** is based on a pay-for-performance philosophy anchored in the PM process. Our merit program aims to reward and recognize the work performed during the PM period, and support GW's commitment to compensate our staff competitively.

This **Staff Performance Management and Salary Planning Guide** details the responsibilities of each stakeholder for the PM and merit processes, and provides key information, deadlines and additional resources.

If you have any questions regarding this guide, please contact hrmdcomms@gwu.edu.

Part I. Stakeholder Roles and Responsibilities

A successful Performance Management (PM) and merit process relies upon the work of multiple stakeholders, each of whom has specific responsibilities and oversight.

Provost, and CFO	Deans & Vice Presidents
- Leadership set the tone for the importance of the PM/Merit process. - Monitor school/unit progress and encourage timely execution of the program - Encourage and conduct high level review to ensure fair, equitable PM and merit calibration process - Lend support for escalations	- Set the merit input strategy for the school/unit - Empower HR Business Partners to serve as their point of escalation - Monitor school/unit progress for completion and adherence to performance and merit strategies - Assign final staff ratings for late or missing reviews - Participate in performance rating calibration and finalize prior to merit process - Drive consistency and equity across the unit - Participate in merit calibration and authorize final merit decisions for school/unit - Effectively communicate PM/merit calibration changes and rationale to Managers ensuring that Managers can support and communicate final decisions to staff - Approve final ratings and merit spend
Finance Directors (FD)	**Managers and Next Level Approvers**
- Support the PM and merit processes for each client - Regularly review and maintain employee headcount data to ensure accurate and seamless reporting with HR Business Partners - Attend merit calibration training - Partner with HRBP and Dean/VP, to ensure a collaborative and balanced process - Review and authorize the school/unit final merit allocation prior to final submission to Compensation (i.e. adhere to the school/unit budget) - Note and resolve any impact to grants based on the final merit decisions.	- Execute the PM program for all direct reports. Complete manager reviews and assign performance ratings - Hold direct reports accountable for the timely completion of the PM program for their direct reports - Provide merit input based on variations in performance, subject to the unit leader's merit strategy - Conduct timely merit discussions with direct reports

Human Resource Management and Development
● Set the overall schedule for the PM and merit process for university ● Provide tools and resources to all stakeholders ● Socialize the PM and merit processes with Deans/VPs ● Champion the PM and merit process within respective school/unit and serve as point of contact ● Regularly review and maintain school/unit staff data up to date to ensure accurate reporting, in partnership with Finance Directors ● Deliver PM/Merit training to stakeholder groups ● Schedule performance meeting in advance of calibration ● Provide guidance to school/unit leadership on calibration strategies to achieve the desired performance and merit outcomes of the school/unit ● Manage PM actions through Talent@GW ● Monitor progress for reporting unit(s) and encourage timely execution of the PM/merit process ● Complete the school/unit merit submission in collaboration with the Finance Director ● Complete university-level quality assurance of the merit submissions ● Aggregate and load final merit and performance rating data into the system of record

Part II. Performance Management and Merit Overview

Introduction to Performance Management

In order to align performance to the July 1 merit effective date, the performance period is April 1 through March 31 each year. The performance management process is anchored in setting goals and expectations, providing ongoing feedback and recognition, and evaluating work performance. With an effective PM process, staff members can expect to have ongoing conversations with their manager regarding their performance and career goals.

Staff performance is assessed by managers through the performance management process and captured in Talent@GW. Managers must summarize staff accomplishments and assign performance ratings before providing input on merit increases. Performance ratings must be complete and final before the merit administration process begins. Further information and training are provided on the performance section of the Human Resource Management and Development website.

Performance Ratings

Performance ratings are assigned to each staff member by their manager and are summarized below:

Exceeds Expectations:	*Performance consistently exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent to the point of being atypical.*
Achieves Expectations:	*Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good.*
Needs Improvement:	*Performance did not consistently meet expectations and/or approved goals were not met in essential areas of responsibility. Development is recommended to produce expected results.*

Note that "Needs improvement" does not encompass "does not meet expectations." If a staff member does not meet performance expectations, the manager should reach out to their HR Business Partner to discuss next steps.
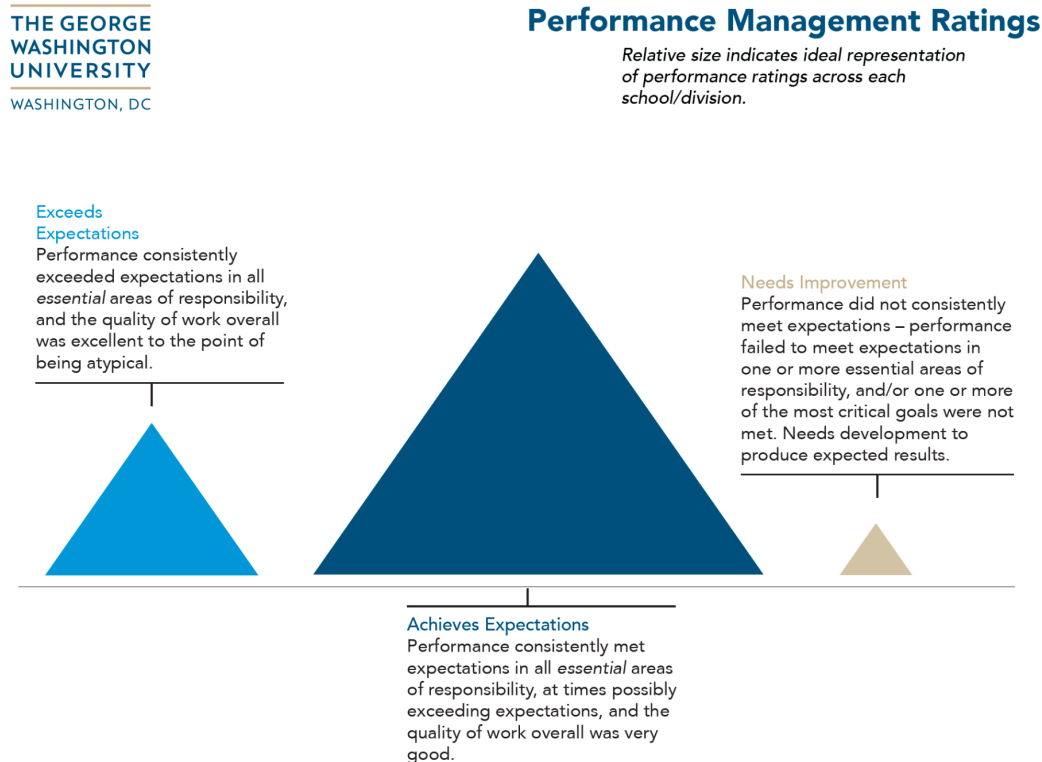
Assigning a performance rating provides the staff member with a summary of their performance over the course of the performance period. Managers and staff should communicate frequently throughout the year and have a shared

understanding of ongoing performance, so that there are no surprises during the year-end process. Performance ratings should accurately reflect the staff member's contributions and be supported by their self-assessment and the manager review.

> Managers and Next Level Approvers should complete the performance and merit review process even if a staff member does not submit a self-evaluation.
>
> Late reviews will be systematically moved to the next step in order to complete the process for the school/unit by the deadline.

We have created a graphic that demonstrates an typical representation of rating distribution of all staff in a school/unit:

Performance Management Ratings

Relative size indicates ideal representation of performance ratings across each school/division.

Exceeds Expectations
Performance consistently exceeded expectations in all *essential* areas of responsibility, and the quality of work overall was excellent to the point of being atypical.

Needs Improvement
Performance did not consistently meet expectations – performance failed to meet expectations in one or more essential areas of responsibility, and/or one or more of the most critical goals were not met. Needs development to produce expected results.

Achieves Expectations
Performance consistently met expectations in all *essential* areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good.

Performance Ratings Calibration

An important first step in the performance process is the leader's communication of what performance supports Exceeds Expectations and what the merit input strategy is for the school/unit. Manager input into staff merit decisions creates ownership of the performance management process for their staff. Leaders typically communicate, emphasize, and revisit the established school/unit wide priorities that should guide performance evaluation and calibration.

Rating Calibration occurs at the end of the performance cycle to ensure that performance ratings reflect consistent, equitable, and fair assessments of work performed across similar positions based on the expectations decided upon and communicated at the beginning of the performance period.

It is recommended that schools/units hold calibration sessions to ensure that different managers apply similar standards in measuring and evaluating the performance of staff.

Late or missing performance ratings at the time of calibration will result in the school/unit leader determining the final rating. Performance ratings will be complete and final before the merit administration process begins.

Merit Eligibility

Eligibility for merit is dependent on a benefits-eligible staff member's start date in their job. All regular, primary, benefit-eligible staff, research employees and Librarians with a job begin date on or before December 31 are eligible for full participation in the merit program, based on performance rating and the school/unit merit strategy.

Job Begin Date (within current Performance Period)	Merit Eligibility for Performance Period
Prior to 12/31	Up to 100% of budgeted merit ranges
1/1 - 3/31*	New hire/Transition Incentive: Eligible for up to 50% of budgeted merit ranges, contingent on successful completion of IEP and sustained performance through December *Processed as a lump sum performance bonus, paid in December*
4/1- 6/30	Not eligible for merit for the current performance period

Hiring managers should carefully consider staff merit eligibility and impact to a role to the school/unit when extending salary offers for staff (internal and external candidates) after January 1 of the performance year.

Merit-eligible employees who are on approved job protected leaves, e.g., FMLA, should be included in the merit process. The following positions are *excluded* from the regular **staff** merit process:

1. Secondary Staff positions
2. Faculty
3. Temporary staff
4. Medical residents
5. Student employees
6. Other non-regular employees
7. The three unions, (SEIU Local 32BJ, SPGPA Local 294, and Teamsters Local 639), are governed by merit guidance documented in their respective collective bargaining agreements
8. Employees in positions that have not actively worked (or been on protected leave) for more than 90 days in the current performance year

Introductory Employment Period (IEP)

Employees in their Introductory Employment Period (IEP) during the performance review period are typically not awarded merit increases, with the exception of employees with begin dates referenced in the chart above.

Merit Budget

The merit budget is formally reviewed in May of each year and, if approved, is based on benefits-eligible employees with a job begin date on or before December 31 of the performance period. In addition, the approved budget will allow for regular benefits-eligible new hires, internal promotions, or transfers with a job begin date between January 1 to March 31 to be eligible for a prorated lump sum merit award. This group of staff will be eligible for *up to* 50% of the approved merit budget percentage. This is delivered via a lump sum payment, and is contingent upon successful IEP completion and sustained performance through December. More information for the population eligible for prorated lump sum merit award will be provided by HR in late fall.

The distribution of the merit budget is administered by each school/unit and the full budget percentage is to be used **exclusively to reward performance** via merit increases to base compensation, or lump sum payments in lieu of merit, for those over the maximum of the salary range for their position. In support of our pay-for-performance philosophy, merit awards for each rating award should be within the ranges in the merit matrix below. The merit percentage should correspond to the performance rating, i.e. it is not appropriate to deliver the same merit percentage to all staff within a school/unit. Across the board Cost of Living Adjustments (COLA) are not consistent with the university pay philosophy.

The total amount spent on merit for each unit may not exceed the approved budget. Schools/units may not reserve a portion of the merit budget for use for other purposes. As school/unit operational needs change during the course of the fiscal year and/or managers identify the need for a resource change, contact your HR Business Partner (HRBP) to initiate planning conversations. These requests will follow the regular process outside of merit.

Employees Over the Maximum (OTM) of the Salary Range

Eligible employees who are over the maximum of the salary range for their position are not eligible for a base salary increase, but are eligible for a lump sum payment in lieu of merit, based on their performance rating and leader merit strategy. The leader merit strategy should be applied consistently based on performance rating, regardless as to whether the merit is delivered via an increase to base compensation or lump sum award.

Employees who are under, but close to, the maximum of their position's salary range may receive a base increase up to the maximum of the salary range, and the balance of the merit award in a lump sum payment.

Staff Funded by Sponsored Research

Employees eligible for merit, should receive merit, regardless of the funding source for their salary. This is consistent with the university's merit philosophy and the OMB Uniform Guidance, which provides that our compensation practices should be consistent regardless of the source of funds. It is the expectation that annual merit increases are included in grant proposals and budgets. Departmental funds should be used in the rare situation where a grant cannot accommodate a merit award. Please note that merit awards will automatically be applied based on existing employee labor distribution.

Manager Merit Input

Manager assessments, including recognition of the variation of staff contributions, productivity, and overall performance is an integral part of the merit process and the university's ability to recognize and retain talent. Managers will also have the option to include feedback to differentiate merit for staff rated "Achieves Expectations" using High, Medium, and Low. Incorporation of this feedback is subject to the school/unit leader's merit strategy. Optional merit recommendations should include explanation for the merit input level selected, should be consistent with the school/unit leader's merit strategy, and are subject to review and approval by the school/unit leader, HRMD, and the Finance Director. Examples of criteria to support differentiation of merit awards within a rating are as follows:

High	Medium	Low
● Performance is at the highest end of this performance rating, ● Effort is high impact and visible within the department and beyond, ● Exceeds some requirements of job, *or* ● Competitive skill set	● Performance was well-categorized by performance rating, *or* ● Effort is in line with departmental priorities	● Performance is at the lower end of this rating, ● Effort had limited impact, *or* ● Employee received a salary increase (typically within this calendar year) and merit was already considered

Providing merit recommendations and communicating the reasons behind merit decisions can be challenging, and is one of the most important responsibilities as a manager. Working with school/unit leadership, managers should have

ownership of the final performance and merit decisions for their team members. If you need help constructing and practicing your message, your manager and [your HRBP](#) can assist you in understanding the school/unit merit strategy. See [Conducting Merit Conversations](#) section below.

Merit Percentage Guidance & Calibration

GW is a pay-for-performance institution, which means we have a goal of meaningful distribution of merit awards and where higher performance is rewarded with higher merit awards.

> Performance rating calibration will directly influence merit expenditure;
> If ratings are skewed toward Exceeds Expectations, merit awards often must be calibrated down to remain within budget.

The allocation of the merit budget to each school/unit is determined in the same manner. The school/unit merit budget is a function of the board approved merit increase percentage and the primary base salaries of the school/unit merit eligible population. Final merit award percentages for staff will be determined by each school/unit leader's merit strategy and the performance ratings distribution of their school/unit.

Each school/unit leader sets the merit input strategy for their organization and determines the distribution of the approved merit budget based on performance ratings.
- It is the expectation that managers provide input into the performance and merit process for their staff, within the school/unit leader merit strategy.
- If leaders do not intend to differentiate merit awards for Achieves Expectations High/Medium/Low, it should be communicated prior to the launch of the Performance Management process.
  - If Achieves Expectations High/Medium/Low is not part of the unit merit strategy, it will not be considered as part of the process for assigning merit awards

An example of how distributions may vary by unit's performance distribution with a 4.5% budget is below:

Unit A:
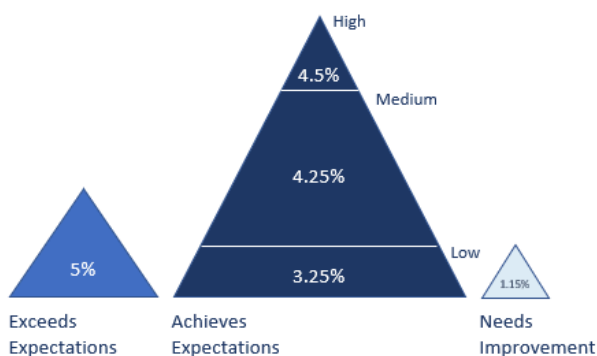
Unit B:

University Merit Percentage Parameters
- A final performance rating is required in order to award a merit increase.
- The school/unit leader merit strategy must be applied in a fair and consistent manner and substantiated by the performance reviews.
- In support of our pay-for-performance philosophy, merit awards for each rating award should be within the ranges outlined below. The merit percentage should correspond to the performance rating, i.e. it is not appropriate to deliver the same percentage to all staff within a school/unit.
- Overall unit merit spend must stay within the school/unit merit budget.

- HRMD is available to provide additional consultation if needed.

Performance Rating	Merit Scale Rating	Merit Award Range Low	Midpoint	Merit Award Range High
Exceeds Expectations	Exceeds Expectations	4.25	5.5	6.75
Achieves Expectations	Achieves - High	3.5	4.5	5.5
	Achieves - Medium	3.25	4.25	5.25
	Achieves - Low	2.75	3.5	4.25
Needs Improvement	Needs Improvement	1.0	1.25	1.75

NOTE: Performance ratings and calibration will impact final merit ranges to be delivered within school/unit

Merit Calibration

As the school/unit shares the merit budget, the merit strategy should be applied across individual teams within the school/unit. Ideally, this means that a small team of high performers won't have limited awards based on the size of the team; rather, the team contributions should be considered in the context of the whole school/unit. This is challenging and typically depends on collaboration and calibration among the senior leaders of a school/unit. After the submission of the initial manager recommendations, the awards may need to be holistically calibrated to stay within the school/unit final merit budget. Each school/unit leader should identify how the unit should calibrate, which should be synchronized to their identified merit philosophy.

Blackout Period for Pay Actions

In order to accurately process and award merit, there will be a pause in processing employee lifecycle changes that impact staff pay from **May 29 - June 12 (2 weeks)**. Employee lifecycle changes include non-competitive promotions, reclassifications, job duties changes, equity increases, etc. Changes to employee records during this time will adversely impact the efficient and accurate application of a merit award. Managers are encouraged to engage with their HR Business Partner to plan any employee lifecycle changes that are identified during this period.

Note that the following actions will ***not*** be impacted by the Blackout Period:
- New Positions (New Headcount)
- Update Vacant Positions to Post
- Postings and Hiring Proposals for new GW employees (excludes internal progressive promotions)
- Temporary Hires and ColonialTemps

Conducting Merit Conversations

An important final step in the performance management process is communicating performance ratings and merit awards. Managers and employees should meet to discuss and sign off on performance reviews, and to share the merit decision from **June 27 to July 12**. If conducted thoughtfully, conversations regarding merit can have a positive effect on staff engagement and retention.

Remember a few key components about these conversations. Managers should:
- Understand the final merit award

- Conduct the conversation with care
- Be prepared to explain your decision and the philosophy (if applicable) used by your school/unit for merit
- Acknowledge positive and negative emotions and reactions–ensure your message and conversation with your staff member is consistent with your school/unit messaging
- Most importantly, deliver with confidence, and take ownership of the decision

Merit recommendations are subject to approvals within the school/unit, Finance, and HR Management and Development. As a reminder, please do not communicate merit recommendations to staff until after receiving confirmation of the final, approved merit from HRMD. Managers should expect to receive a report of the final merit awards for their staff, based on their performance rating and merit input.

Part III. Performance Management Training Resources

Training on Performance Management

HRMD is eager to support managers and staff throughout each step of the PM process.

Setting goals and priorities at the beginning of each performance cycle builds the foundation for successful performance. It is a collaborative process between employees and managers. Staff initiate the process by drafting goals in Talent@GW for managers for review.

HRMD has a recorded version of Setting Goals for Success training available for all staff, and additional resources are available on the Goal Setting section of the HRMD website.

For this year's Performance Management Basics *for Managers* training, look on the performance section of the HRMD website for dates and registration, or to view a copy of the presentation. Managers can also view the Performance Writing Guide toolkit.

For this year's Performance Management Basics *for Staff* training, look on the performance section of the HRMD website for dates and registration, or to view a copy of the presentation.

HRMD also has a recorded version of training on **Giving and Receiving Feedback**. This training is available to all staff members, and will ensure that you have the tools you need to complete a constructive performance review conversation with your manager.

Additional resources and Talent Development's Office Hours can be found on the HRMD website and within Talent@GW.

Part IV. Timeline and Merit FAQs

This section provides a timeline for the performance management and merit process. This timeline was developed to meet our **July 1** merit effective date. In order to ensure the efficient completion of both the Performance Management and Merit processes, this timeline is designed to keep all stakeholders accountable and informed.

Primary Staff PM/Merit Timeline					
#	Duration (business days)	FY24		TASK	Responsible Party

1	1 day	Feb 27	PM training emails sent to managers and individual contributors	TOD
2	2 weeks	Mar 21 - April 8	Deliver Performance Management training to managers and individual contributors	TOD and Comp
3	5 days	March 27 - April 4	Complete and submit self-assessments for final check-ins in Talent@GW	All Employees
4	1 day	April 16	Provide calibration process training for HR and Finance	TOD and Comp
5	10 days	April 5 - 18	Managers complete review final check-ins	Managers
6	1 day	*April 5**	*Incomplete Self-Assessments advanced *11:59 PM April 4*	TOD
7	5 days	April 19 - 25	Confirm ratings are consistent and supported by evaluations	Next Level Approvers
8	7 days	April 26 - May 3	Prepare and analyze PM data (missing ratings, etc)	HRBP
9	5 days	May 6 - 14	School/unit performance **rating** calibration meetings	Leaders, HRBP
10	5 days	Week of May 13	Distribute Merit Memo and Staff PM and Salary Planning Guide	TOD and Comp
11	4 days	May 15 - 22	Re-open TAG steps based on changes identified at calibration meetings	HRBP, TOD
12	*4 days*	*May 17 - 22*	*University Leadership Calibration of Exceeds Expectations*	*Provost, CFO*
13	1 day	May 19	Commencement	
14	1 day	May 27	Holiday: Memorial Day	
15	**10 days**	**May 29 - June 12**	**Blackout period for pay actions**	
16	1 day	May 29 - June 5	School/Unit **merit** calibration meetings	HRBP
17	2 days	June 10 - 11	Finance Director final approval to Compensation	FDs
18	4 days	June 14 - 18	Final merit loaded into system of record	HRIS, Comp
19	1 day	June 19	Holiday: Juneteenth	
20	1 day	June 27	Ratings released	TOD
21	5 days	June 27	Employee and Manager communication of final merit award	Comp, HRBP
22	10 days	June 2 - July 12	Performance and Merit Discussions	Managers
23	1 day	July 1	Effective Date: Merit Increase	
24	1 day	July 4	Holiday: Independence Day	
25	1 day	July 19	Pay date for first biweekly check reflecting new pay rate	
26	1 day	July 31	Pay date for first monthly pay reflecting new pay rate	

Note: **Managers and Next Level Approvers should complete the performance and merit review process even if a staff member does not submit a self-review.*

Merit Process Frequently Asked Questions

Q. What is new this year with the merit process?

A: This year's process is largely consistent with the prior year. One enhancement is that the final merit communications will be provided via a system email notification.

Q. Why are we using a system instead of spreadsheets?

A: This is our second year using the merit system. The benefits of transitioning away from spreadsheets and to a system for the merit process include:

- Digital transformation from a manual process using existing system
- Ratings and merit process will be administered in same system
- Enhanced data integrity
- Automation of university parameters, reinforcing consistency across units
- Enhanced visibility into unit merit task progress
- New merit reporting capability for stakeholders
- Integrity in documentation and approval process

Q: How do I know whether an employee is eligible for merit?

A: Merit eligibility criteria are outlined in the [Merit Eligibility](#) section of this guide. All employees that are eligible for merit based on these criteria will be included in the merit process.

Q: Can I award merit to an employee that does not meet the eligibility criteria?

A: No. The merit budget was developed based on university-wide merit criteria and should be adhered to in order to ensure a consistent, equitable merit practice. Schools/units should not develop individual eligibility criteria and should follow the university-wide criteria.

Q: Can I alter the merit calibration plan?

A: No, the merit calibration plan cannot be altered. The only data to be provided on the plan is the merit percentage, accompanied by supporting justification, where applicable. Managers can send specific merit requests to their HR Director for consideration by the leader.

Q: How can I resolve discrepant or missing employee data?

A: The Finance Director and HR Director of the record (home org, labor distribution, etc.) must initiate the correction through PeopleAdmin (PA7).

Q: What are some common reasons that an employee may be missing from the merit calibration plan?

A: The most common reasons for an employee not included on the plan is that the employee does not meet the eligibility requirements, has changed positions, or has an incorrect timesheet org on their job record.

Q: What do I do if an employee does not have a performance rating?

A: A performance rating is the starting point for assessment of merit. A merit award cannot be submitted for an employee without a performance rating. Once the performance rating is finalized, the review task needs to be reopened and finalized with the rating in Talent@GW. If this is complete by the time of the merit upload, the record should be successfully updated. If not, a Personnel Action Form (PAF), together with a copy of the performance evaluation, should be submitted to award merit, which will result in manual entry.

Q: Will the employees on FMLA populate on the merit calibration plans?

A: Employees with a job begin date on or before December 31 and with at least 90 working days in the performance period are eligible for final check-in for performance management and merit. Time on any job protected leave counts towards the 90 working days requirement.

Q: What is the current guidance pertaining to merit for employees on leave?

A: If an employee is on paid leave, merit must not be prorated. Managers should work directly with HR Directors on merit for employees on unpaid leave.

Q: Will international employees be included on the merit calibration plans?

A: International employees paid via GW payroll in Banner will populate on the merit plan, but may need to be uploaded via a separate process. HRIS will coordinate this effort on a case-by-case basis. International employees not in Banner (paid via third party international payroll) will need to be handled via PAF. Please work with your HRBP for any such employees.

Q: Will union employees be included on the calibration plans with the rest of their unit?

A: No. Union employees will be excluded from the merit plans and managed through a separate process, the timing of which is contingent upon negotiations dictated by each union's Collective Bargaining Agreement.

Q: Can an employee in their Introductory Employment Period (IEP) receive merit?

A: Based on the job begin date eligibility criteria, typically an employee must have completed the IEP in order to receive merit. If hired, promoted or transferred with a start date between January 1, 2024 to March 31, 2024 and successfully complete their IEP, an employee is eligible for a lump sum bonus of up to 50% unit merit ranges, to be paid in December 2024.

Q: If an employee completed their IEP and meets the merit eligibility criteria, but does not have an official rating based on the timing of their IEP, can they still receive a merit increase?

A: If the employee was hired, promoted or transferred prior to January 1, 2024, they may be eligible for merit. These employees will be included in the final performance management process. If hired, promoted or transferred with a start date between January 1, 2024 and March 31, 2024 and successfully complete their IEP, an employee is eligible for a lump sum bonus up to 50% merit ranges, paid in December 2024. More information for this population will be provided by HR in late fall.

Q: Is there guidance pertaining to employees paid over the maximum for their current position?

A: If an employee is at or over the maximum pay for their position, they are not eligible for a merit increase to their base salary and will receive a lump sum payment in lieu of merit. This is a university-wide practice that is to be applied consistently across schools/units.

Q: Are lump sum payments in lieu of merit *optional* for employees over the maximum pay for their position?

A: No. Over the maximum lump sum payments are not discretionary payments. It is important to recognize staff contributions, even if their base salary is over the maximum for their position. These lump sum payments are part of the merit allocation and pay for performance process.

Q: What happens if an employee is close to the maximum pay for their position and the merit award will take them over the maximum?

A: If an employee that is close to the maximum for their position receives a merit award that would increase them over the max, they will receive an increase up to the maximum pay and then the balance of the award as a lump sum payment.

Q: What is the current guidance on performance bonuses?

A: If an employee provides outstanding and exemplary performance that the manager would like to recognize with a bonus, it is best practice to offer the bonus during the year, as close as possible to the specific effort being rewarded

for maximum impact. Performance bonuses are not to be included in the merit plan. Performance bonuses are separate from the merit process and should be managed through the school/unit HRBP; guidance on performance bonuses can be provided by your HR Business Partner.

Q: How is the employee's merit increase determined?

A: Merit Increases are determined primarily by the Manager's Performance Rating and Manager Merit Input, influenced by the Leader Merit Strategy, Merit Ranges and Budget Calibration.

Q: Will merit letters be issued this year?

A: Employees will receive a letter distributed from the banner system, in addition to the automated Wage Theft Notification through GWeb to inform them of changes to their base compensation. Employees will receive a separate communication for over the max merit bonuses, if applicable.

Q: Can I share the Salary Planning Guide with my team and/or client area?

A: Yes. We encourage you to cascade the Salary Planning Guide throughout your school/unit.

Q: Who should I contact if I have questions or concerns about the merit process, data in my plan, etc.?

A: Please contact Annie Hess, Director of Compensation, (ahess@gwu.edu) with any questions or concerns.