The Ohio State University Libraries
Compensation Philosophy and Guiding Principles

A. Compensation Philosophy
Competitive total rewards are a key element used to attract, retain and reward the top talent needed to fulfill The Ohio State University Libraries’ mission and vision, to advance our strategic agenda, and to effectively achieve these outcomes by performing in a manner consistent with our values. It is our goal to have a merit-based compensation program that supports our high performance, values-based culture and pays competitively and equitably. The Libraries’ merit pay program is based on the supervisor’s fair and objective evaluation of an employee’s overall performance, as well as achievement of mutually agreed upon performance goals and objectives.
1. The Libraries is committed to recognizing and rewarding performance and maintaining equity to the greatest extent possible within the financial limitations of the unit.
2. Faculty and staff salaries are based on performance and external/internal market data when appropriate.
3. The annual merit compensation process (AMCP) is used to reward achievement and reinforce performance and accountability.
4. The basis for annual merit salary increases is supported by annual performance evaluations for all faculty and staff.

B. Objectives
The Libraries’ compensation philosophy consists of a merit and market-based framework and is administered consistently with The Ohio State University and OAA compensation philosophies. The following objectives will be considered when making compensation-based decisions:
1. To recognize and reward the accomplishments and performance of staff and faculty.
2. To address equity issues based on internal comparisons with similar positions across the university.
3. To maintain market competitiveness with similar positions in the market as appropriate.
4. To acknowledge above and beyond contributions appropriately through defined recognition programs.

C. Compensation Guidelines
1. Aggregate salary pools for faculty, unclassified staff and classified staff will remain separate.
2. Individuals known to be retiring or resigning prior to September 30th may be made ineligible for the annual compensation process.
3. Individuals hired after April 1st are ineligible for an annual merit increase if documented in the letter of offer.
4. Individuals on active corrective action will receive a zero percent increase. This action will require a letter of justification.
5. Faculty and staff who are in roles that are perceived to need an increase based on internal and/or external equity can be evaluated and awarded equity increases, as appropriate, throughout the year or in conjunction with AMCP. University and OAA guidelines and procedures apply. However, no off-cycle compensation adjustments or reclassifications will typically be approved three months prior (June 1-August 30) or after (October 1-December 31) the AMCP. Exceptions must be approved by OAA.

6. External market data may be considered in compensation decisions, especially for specific positions which are difficult to recruit or retain.

7. Compensation increases for classified staff in their probationary period of 180 days will be delayed until the successful completion of that period.

8. Additional pay increases may be used to recognize temporary additional duties. These occurrences could be related to a special project or assumption of additional responsibility during a vacancy. Please note that not every assignment will qualify for additional pay, and each instance is evaluated on a case by case basis by unit HR.

9. Cash bonuses may be provided in place of a base increase for individuals who are retiring, and for those who are compensated above the market rate for their position with justification for each bonus.

10. Cash bonuses may be utilized to recognize and reward performance through three Libraries defined recognition programs (exhibit A). The Libraries must provide justification for each bonus and demonstrate to OAA that funds are available for bonus payments.
    a. Spot Bonus
    b. Dean’s Award
    c. Extraordinary Impact Merit Bonus

11. Specific guidance from the Office of Academic Affairs is that Extraordinary Impact Bonuses (Exhibit B) should not be provided to more than 15% of the Libraries’ population in the annual merit compensation process. Additionally, the payout may not, in totality, exceed the established annual budget as determined by the Vice Provost and Dean. This program and any associated budget, set annually, is subject to the availability of funds.

12. Graduate and undergraduate students are not part of the annual merit compensation process; however, the Libraries may provide student pay adjustments annually, consistent with AMCP guidelines or other guidelines developed by the unit and subject to budget availability.

13. Associated faculty and staff who hold a term appointment are not part of the annual merit compensation process; however, the Libraries may provide term employees an annual pay adjustment consistent with AMCP guidelines or other guidelines developed by the unit and subject to budget availability.

14. Temporary employees are not part of the annual merit compensation process and are not eligible to receive an annual pay adjustment.
D. General Information related to procedures

1. Senior university leadership is responsible for determining on an annual basis if an increase will be offered and for setting the aggregate pool. The AMCP guidance document, published by the Provost and the Senior Vice President of Human Resources in late spring, is the official communication and sets forth the parameters each unit must follow. This information is communicated to University Libraries leadership and the Chief Administrative Officer (CAO) facilitates accordingly.

2. All faculty and staff are to receive a written performance evaluation at least once annually. Additionally, a mid-year check-in and regular ongoing conversations are expected to take place. For staff, please consult the University Libraries’ staff performance management documents. For faculty, consult the Pattern of Administration for the Ohio State University Libraries, as well as the Appointments, Promotion, and Tenure Criteria and Procedures for University Libraries (2019) for more details.

3. Faculty and staff performance, as documented in the annual review, is foundational in the merit decision process which directly impacts actual salary increases received.

4. Faculty who fail to submit the required documentation for an annual review at the required time will receive no salary increase in the year for which documentation was not provided, except in extenuating circumstances, and may not expect to recoup the foregone raise at a later time.

5. Faculty and staff who do not complete the required Report=Support training will not be eligible for salary increases.

6. Local HR submits final increase recommendations to OAA in accordance with the AMCP guidelines. A conversation between the Libraries CAO and the Vice Provost and Dean related to final budget outcome will occur prior to local HR submitting the recommendations.

7. The Vice Provost and Dean of University Libraries determines the distribution of salary increases to employees based upon the totality of performance outcomes, the AMCP guidance document and the availability of funds in the salary budget pool.

8. All faculty and staff will receive written notification of their annual salary increase, any cash bonus and their new salary from the Vice Provost and Dean, following review and approval by OAA and the Office of Human Resources.

9. Faculty members who wish to discuss dissatisfaction with their salary increase with their Assistant Dean, Associate Dean, or Vice Provost/Dean should be prepared to explain how their salary (rather than the increase) is inappropriately low, since increases are solely a means to the end of an optimal distribution of salaries. Please also consult the faculty guidance documents for more information on faculty compensation.

10. Salary increases and other performance awards for faculty members at the Health Sciences and regional campus libraries are handled through their local processes.
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<thead>
<tr>
<th>Recognition</th>
<th>Eligibility</th>
<th>Purpose</th>
<th>Guidelines</th>
<th>Amount</th>
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<tr>
<td>Extraordinary Impact Merit Bonus</td>
<td>Staff &amp; Faculty</td>
<td>The Libraries Extraordinary Impact Merit Bonus provides a onetime merit Award to staff and faculty members who have accomplished extraordinary achievement(s) in the workplace. It is designed to complement the annual merit compensation program (AMCP) and provide a financial reward to employees who have outperformed and exceeded expectations during the review period. The Extraordinary Impact Merit Bonus rewards employees who otherwise demonstrate successful or commendable job performance on their annual performance review and whose efforts resulted in impact easily recognized by others as being extraordinary. The Award recognizes specific, profound impact, in the particular year under consideration and does not recognize high-level performance that is generally consistent from year to year.</td>
<td>Extraordinary achievements may be indicated by a single noteworthy action or a succession of extra effort accomplished over a period of time during the performance review period. Employees may be recognized for living our values, and: • Performing substantially above and beyond expectations on a specific project/goal or beyond the normal function and responsibilities of the job in a way that significantly impacted the unit, libraries strategic priorities, and/or the University strategic plan. • Assuming added responsibilities in the short-term to address a situation in which there was a &quot;gap&quot; in the department for which they were not otherwise compensated.</td>
<td>Up to $2,000</td>
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<td>Spot Bonus</td>
<td>Staff, Faculty, Student employees</td>
<td>The Libraries Spot Bonus Program provides timely recognition for deeds beyond the scope of the recipient’s normal job responsibilities.</td>
<td>Anyone can fill out on-line application to nominate someone for a deed beyond the scope of the recipient’s normal job responsibilities that furthers the mission of the Libraries and helps us work better together.</td>
<td>$300 ($50 for students)</td>
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Amount is grossed up.
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<tr>
<th>Dean's Award for Staff Excellence</th>
<th>The Libraries’ Dean’s Award recognizes ongoing and sustained excellence.</th>
<th>The award:</th>
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<tr>
<td></td>
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<td>• Recognizes sustained and ongoing excellence and achievement in overall work performance;</td>
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<td>• Rewards ongoing and valuable service to libraries and the OSU community;</td>
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<td>• Provides special recognition for individuals who have demonstrated both high quality work and dedication to the Libraries and the OSU community.</td>
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$750 a mt. grossed up

**Exhibit B (new for FY2020)**

**THE LIBRARIES EXTRAORDINARY IMPACT MERIT BONUS PROGRAM**

The Libraries Extraordinary Impact Merit Bonus Program provides a onetime bonus to staff and faculty members who have accomplished extraordinary achievement(s) in the workplace. It is designed to complement the annual merit compensation program (AMCP) and provide a financial reward to employees.

The Extraordinary Impact Merit Bonus Program rewards employees who otherwise demonstrate successful or commendable job performance on their annual performance review and whose efforts specifically resulted in impact easily recognized by others as being extraordinary. The Program recognizes specific, profound impact in the particular year under consideration and is not designed to recognize ongoing high-level performance that is generally consistent from year to year.

1. **ELIGIBILITY**
   All Libraries’ staff and faculty employees who demonstrate successful or commendable job performance are eligible for this form of recognition. Student, term, and temporary employees are not eligible to participate.

2. **GUIDELINES**
   Extraordinary achievements may be indicated by a single noteworthy action or a succession of extra effort accomplished over a period of time during the performance review period. Employees may be recognized for both living our values, and:
   a) Performing substantially above and beyond expectations on a specific project/goal or beyond the normal function and responsibilities of the job in a way that significantly impacted the unit, the Libraries strategic priorities, and/or the university strategic plan.
   b) Assuming added responsibilities in the short-term to address a situation in which there was a "gap" in the department for which they were not otherwise compensated.
3. **NOMINATION PROCESS**
   a) An employee’s supervisor should recognize potentially qualifying performance and make a nomination. Nominations from other sources, including self-nominations, will not be accepted.
   b) Nominations should be submitted to the respective ADs in May/June (specific dates will be announced each year in advance of the submission period) and must include appropriate documentation that clearly supports the nomination. The narrative must be concise, specific and quantify the exact effort and impact.
   c) The Executive Committee will review nominations and be responsible for the decisions.
   d) Decisions will be communicated no later than the AMCP effective month.

4. **PROGRAM**
   a) The bonus amount is up to $2,000.
   b) The amount will be paid as a onetime payment and is not added to the base pay of the individual.
   c) Amounts will be paid in September (or consistent with AMCP month) for recognition of performance in the previous performance review period.
   d) An employee may not receive more than one merit bonus per fiscal year and cannot receive two different awards for the same achievement.
   e) All earnings are considered taxable income in the year in which they are paid.
   f) Specific guidance from the Office of Academic Affairs is that Extraordinary Impact Bonuses (Exhibit B) should not be provided to more than 15% of the Libraries’ population in the annual merit compensation process. Additionally, the payout may not, in totality, exceed the established annual budget as determined by the Vice Provost and Dean. This program and any associated budget, set annually, is subject to the availability of funds.