

George Mason University

CLASSIFIED AND WAGE COMPENSATION SALARY ADMINISTRATION PLAN

DRAFT 09/07/01

I. Introduction

The Salary Administration Plan provides information regarding the purpose, design and administration of the Classified and Wage Compensation Program at George Mason University. The plan was developed by the Compensation Reform Steering Committee.

The plan was developed to provide a flexible, market-competitive compensation program which would reward performance, encourage employee skill development, attract and retain qualified employees, and provide employees greater career development opportunity.

The Salary Administration Plan was effective on September 25, 2000. All classified and non-student wage employees at George Mason University are covered by this plan.

II. Compensation Plan Philosophy

- George Mason University employees are our most valuable resource and are full partners in achieving our institution's mission.
- We believe that compensation is a key element in recruiting, retaining, motivating and rewarding a qualified, committed and diverse workforce necessary to fulfill the University's goals and objectives.
- Our aim is to pay competitive public sector salaries by using established plans that are clearly communicated to employees and administered fairly and consistently by supervisors and managers.
- An individual's pay is influenced by external labor markets, internal equity concerns, employee performance and the availability of the University's financial resources.
- George Mason University supports every employee through training, development and encouragement, and expects each individual to meet or exceed the performance standards established for his/her role.

III. RESPONSIBILITIES

President/Provost/Vice President

- Approve the Salary Administration plan philosophy.
- Approve Agency Salary Administration Plan, procedures, policy and designate management levels for pay action approval.
- Hold management of schools, institutes, colleges and departments, accountable for the fair and consistent implementation of the Classified and Wage Compensation Plan (CWCP).
- Secure and allocate funding for program costs.
- Develop a list of compensation priorities for George Mason University.
- Review the evaluation of the CWCP.
- Approve revisions of the CWCP

Fiscal Affairs/Budget Office

- Identify and prioritize funding needs for the CWCP.
- Implement funding for establishing positions and supporting pay actions.
- Evaluate the budgetary impact of the CWCP.
- Provide annual forecasts of budget impact.

Equity Office

- Ensure proper adherence to all equal opportunity and affirmative action laws and regulations.
- Investigate and resolve allegations of violation of equal opportunity and affirmative action laws and regulations.
- Monitor compensation within the University to assure compliance with all pertinent state and federal laws, rules and regulations.

Human Resources

- Administer and interpret philosophy and policies.
- Provide consultative services to employees, supervisors and managers.
- Partner with managers and supervisors to provide information and training to employees.
- Monitor and evaluate compensation administration practices to ensure adherence to State and University philosophy and policy.
- Provide training to managers, supervisors and employees.
- Develop and review reports on salary actions for compliance with the CWCP.
- Evaluate the impact of the CWCP.
- Provide processing, record keeping and reporting services.
- Communicate the CWCP to applicants during the recruit process.
- Collect and disseminate internal and external salary reference data for pay actions.

Managers

- Implement compensation policies and procedures fairly and consistently.
- Partner with Human Resources to provide information and training to first-line supervisors and employees on the CWCP.
- Encourage their employees to attend CWCP and training.
- Maintain updated CWCP knowledge.
- Assess and prioritize departmental classified and wage compensation needs.
- Partner with Human Resources in allocating positions into appropriate roles.
- Determine working titles.
- Gather and retain information to support pay actions.
- Coach and motivate first line supervisors and employees to meet or exceed performance standards established for their roles.
- Notify first line supervisors and employees of sub-standard performance and assist in corrective action.
- Assist first-line supervisors and employees with change management issues.
- Communicate information about the CWCP to applicants during the recruit process.

First-Line Supervisors

- Implement compensation policies and procedures fairly and consistently.
- Partner with Human Resources to provide information and training to employees on the Compensation Plan.
- Assess department needs.
- Determine working titles.
- Gather and retain information to support pay actions.
- Maintain updated CWCP knowledge.
- Encourage their employees to attend CWCP and professional development training.
- Coach and motivate employees to meet or exceed performance standards established for their roles.
- Notify employees of sub-standard performance and assist in corrective action.
- Assist employees with change management issues.
- Communicate information about the CWCP to applicants during the recruit process.

Employees

- Be knowledgeable about the CWCP and philosophy.
- Self manage career development.
- Meet or exceed performance standards established for their role.
- Comply with rules and regulations of the classified and wage compensation plan.

IV. COMPENSATION COMMITTEE

- The Vice President/University Equity Officer and the Chief of Staff are representatives from the Executive Council.

- One member each from the Budget Office, Staff Senate and Human Resources.
- One Classified member each from facilities, administration, academic and technology areas for a term of one year.
- Classified members must have a minimum of two years of service at George Mason University and received a Contributor or Extraordinary Contributor rating on the most recent performance evaluation.
- Selection of term members will be made by the President.
- The Compensation Committee will meet at least quarterly. Additional meetings will be on an ad hoc basis.
- The committee will review and approve in-band adjustments for retention, application of new knowledge, skills and abilities and licensures, and internal alignment. Criteria for approval of in-band adjustments will be developed and disseminated by the Compensation Committee.
- The Review Subcommittee of the Compensation Committee consists of The Vice President/University Equity Officer, the Chief of Staff and the Assistant Vice President/Chief Human Resource Officer.
- The Review Subcommittee will consider requests from managers to reassess pay actions.
- The Compensation Committee will review and approve the Outstanding Achievement Awards under the Reward and Recognition policy.

V. PAY PRACTICE ADMINISTRATION

The pay practices support the CWCP goal of recruiting, retaining, motivating and rewarding the GMU workforce. These procedures facilitate GMU in achieving fair, equitable and consistent application of the pay practices and compliance with Equal Employment Opportunity principals and practices. Pay actions require justification and documentation, and must be based on the following thirteen pay factors:

Agency Business Need	Duties and Responsibilities
Performance	Work Experience and Education
Knowledge, Skills, and Competencies	Training
Certification and Licensure	Internal Salary Alignment
Market Availability	Salary Reference Data
Total Compensation	Budget Implications
Long -Term Impact	Current Salary

Most salary action approvals are decentralized to the schools, institutes, colleges and departments and Human Resources. Certain in-band adjustments are approved by the Compensation Committee. Human Resources will provide consultation and technical guidance throughout each of the processes. The chart on the next page details various pay actions, the applicable limits, approval authority and procedures.

Classified Pay Practice		
	Limits	Procedure
Starting Pay New employee Rehires	Pay must be at least at the minimum of the pay band. Variable negotiated increase up to 15% over previous relevant pay, based on pay factors. Exceptions over 15% with Human Resource approval	Vice President or designee approval. HR review/consult prior to decentralized approval. Offer is made by Human Resources.
Promotions Different role in a higher pay band	Pay must be at least at the minimum of the new pay band. Variable increase up to 15% based on pay factors.	Vice President or designee approval. HR review/consult prior to decentralized approval. Offer is made by Human Resources.
Voluntary Transfer/ Competitive Same or different role in the same pay band.	Negotiable from minimum of the pay band up to 15% above current salary.	Vice President or designee approval. HR review/consult prior to decentralized approval. Offer is made by Human Resources.
Voluntary Transfers/ Non-competitive Same or different role in the same pay band.	Negotiable from minimum of the pay band up to 10% above current salary.	Vice President or designee approval. HR review/consult prior to decentralized approval.
Voluntary Demotions Different role in a lower pay band.	Negotiable from minimum of pay band up to current salary.	If competitive recruitment action same procedure as promotion. If no competitive recruitment action procedure is the same as voluntary transfer.
Temporary Pay Assume new duties on a temporary basis.	May not exceed the maximum of the pay band. Expires in 6 months, may be extended with HR approval. Allow variable increase to 15% for Higher Pay Band Allow variable increase to 10% for same Pay Band Actions are not retroactive.	Vice President or designee approval.

Role Change Move position to a different pay band.	Upward and Lateral- Variable increase up to 10% based on pay factors. Downward- No salary change unless current salary is above new pay band maximum, reduce after 6 months. Requires updated Employee Work Profile. Actions are not retroactive.	Vice President or designee approval. Human Resources, in consultation with department determines appropriate role title and pay band. Approved by HR.
In-Band Adjustment: Change in Duties	Variable base pay increase up to 10% based on pay factors. Lump sum payment up to 10% per fiscal year. Requires updated Employee Work Profile. Actions are not retroactive.	Vice President or designee approval. Human Resources, in consultation with department determines appropriate role title and pay band. Approved by HR.
In-Band Adjustment: Application of new knowledge/ licensure Internal Alignment Retention	Variable base pay increase up to 10% based on pay factors. Lump sum payment up to 10% per fiscal year. Actions are not retroactive.	Vice President or designee approval. Approved by Compensation Committee
Competitive Salary Offer	Match outside offer not to exceed pay band maximum. Actions are not retroactive. Requires copy of offer letter.	Vice President or designee approval. HR Consultation.

VI. CENTRAL FUNDS

The GMU budget for FY'01-'02 includes \$50,000 to support in-band adjustments to address internal alignment and retention issues. The Compensation Committee will evaluate requests for these funds. Human Resources will identify eligible groups of positions on a quarterly.

Criteria

Positions, roles and job categories:

- experiencing high turnover
- difficulty in recruitment
- experiencing a substantial compensation gap with market.

Employees:

- Employees in roles with documented internal alignment concerns.

Disbursement

In order to maximize the \$50,000 and address the wide variance in departmental funding, a two-way disbursement plan has been adopted as follows:

- Match: Up to \$1000 in continued funding will be provided from central sources when a department has at least \$1000 to match from its own resources.
- Unmatched: Up to \$2000 in initial funds will be provided from central sources in cases where departments do not have their own resources. After the first year, the department must fund $\frac{1}{4}$ of the allocation from its own funds. After the second year, the department must fund $\frac{1}{2}$ of the allocation from its own funds. The other half up to \$1000, will continue to be funded centrally.

Requests for pay increases for employees in the identified job categories must be submitted by completing a Classified Transaction Form (CTF). Each request should address any applicable pay factors and indicate that central funding is needed. The completed form should be forwarded to Human Resources.

VII. HOURLY WAGE EMPLOYEES

- To participate in the compensation plan, wage positions must have a written position description. Forms/format assistance is available from Human Resources.
- Pay practices for non-student wage employees will be implemented according to the CWCP. The chart below provides details of various pay actions, the applicable limits and approval authority. Most salary action approvals are made through shared accountability between the schools, institutes, colleges and departments and Human Resources.

Hourly Pay Practice		
	Limits	Procedure
Starting Pay New employee Rehires	Pay must be at least at the minimum of the pay band. Variable negotiated increase up to 15% over previous relevant pay, based on pay factors. Exceptions over 15% with Human Resource approval	Vice President or designee approval. HR review/consult prior to decentralized approval. Offer is made by Human Resources.
Promotions Different role in a higher pay band	Pay must be at least at the minimum of the new pay band. Variable increase up to 15% based on pay factors.	Vice President or designee approval. HR review/consult prior to decentralized approval. Offer is made by Human Resources.
Voluntary Transfer/ Competitive Same or different role in the same pay band.	Negotiable from minimum of the pay band up to 15% above current salary.	Vice President or designee approval. HR review/consult prior to decentralized approval. Offer is made by Human Resources.
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Voluntary Demotions Different role in a lower pay band.	Negotiable from minimum of pay band up to current salary.	If competitive recruitment action same procedure as promotion. If no competitive recruitment action procedure is the same as voluntary transfer.
Temporary Pay Assume new duties on a temporary basis.	May not exceed the maximum of the pay band. Expires in 6 months. may be extended with HR approval. Allow variable increase to 15% for Higher Pay Band Allow variable increase to 10% for same Pay Band Actions are not retroactive.	Vice President or designee approval.

Role Change Move position to a different pay band.	Upward and Lateral- Variable increase up to 10% based on pay factors. Downward- No salary change unless current salary is above new pay band maximum, reduce after 6 months. Requires updated Employee Work Profile. Actions are not retroactive.	Vice President or designee approval. Human Resources, in consultation with department determines appropriate role title and pay band. Approved by HR.
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In-Band Adjustment: Application of new knowledge/ licensure Internal Alignment Retention	Variable increase up to 10% based on pay factors. Actions are not retroactive.	Vice President or designee approval. Approved by Compensation Committee
Competitive Salary Offer	Match outside offer not to exceed pay band maximum. Actions are not retroactive. Requires copy of offer letter.	Vice President or designee approval. HR consultation

VIII. RECOGNITION AWARDS

Recognition awards are a crucial component in motivating and rewarding high performing employees. A variety of award programs are available. Formal award programs include the Outstanding Achievement Award, University Day Service Awards, University Citizenship Award, the Customer Service Award and the Employee Suggestion program (if applicable). Planned recognition programs include the Employee of the Month program. Immediate recognition is available through the Individual Impact Award and Recognition Leave programs. Recognition awards can be monetary, non-monetary or both. Employees may receive up to \$1000 in monetary and non-monetary awards per fiscal year. The value of Recognition Leave is not included in the computation of the award limit. Appendix A contains details on procedures and awards.

- The Outstanding Achievement Award is granted for sustained long-term accomplishments within the realm of the employee's job, that result in significant benefit to the University, school, institute or department. Specific accomplishments could include process improvements, cost or time savings. Eligible employees include administrative/professional faculty, classified and wage employees. The

Outstanding Achievement Award is presented in January and July of each year. The awardee will be selected by the Compensation Committee.

- The Service Award recognizes employees who have served the State and/or George Mason University for 5, 10, 15, 20, 25 or 30 years of service. The awards are presented during the annual University Day celebration.
- The University Citizenship Award is presented to the individual or group who is a true advocate for the University its goal and activities, participates in a broad range of efforts that improve the University community, and shows support for projects and events outside of his/her/their own department. A person who is seen as a true advocate of the University and its goals and activities – one who thinks “outside the box” is eligible for the University Citizenship Award. This award, open to all employees and presented annually, rewards a person who participates in a broad range of efforts that improve the University community – a “cheerleader” who shows support for projects and events outside of his/her department. The individual or group will be selected by the Compensation Committee.
- The Employee Suggestion Program consists of recognition of an employee's suggestion which results in the improvement of a situation, condition, method or procedure in the University. The implementation of the suggestion can result in either cost or time savings to the department and the University. This program is open to all employees.
- The Customer Service Award is awarded to an individual or group which meets the following criteria:
 - Exceptional initiative in “going the extra mile” to provide service to internal and external customers with timely and appropriate follow-up
 - Responsiveness to the needs of students, patrons or customers
 - Demonstrated improvement of customer service and satisfactionThis award is presented annually. The name (s) of the winner is inscribed on a large plaque which remains in the department of the winner (s) for one year. The individual or group will be selected by a committee.
- Employee of the Month nominations are open to all classified and wage employees who have been with the University for at least one year and are in good standing. They may be nominated by anyone on campus and the nomination remains active for one year. The Employee of the Month Selection Committee is comprised of employees representing various departments and selects the awardee. The Employee of the Month is presented with a framed certificate by President Merten at a special ceremony.
- Individual Impact Awards are given to employees for immediate recognition of such things as completion of a project, setting up a conference, or completion of training. The award is open to all employees. It is an ongoing award open to all employees.
- Recognition leave is given to employees for immediate recognition of such things as completion of a project or training, setting up a conference or departmental employee of the month. Up to 5 days per annual calendar leave year may be awarded. Recognition Leave is available to administrative/professional faculty and

classified employees and is designated by the department on the same form as the Individual Impact Award.

- Supervisors and managers may use non-monetary rewards to recognize an employee. These awards could include for example certificates, non-refundable gift certificates, meals, pens and desk items, mugs, shirts, sweatshirts, trips, electronics, sports equipment or watches. All employees are eligible. The awards may be given at the manager's discretion throughout the year.

IX. PERFORMANCE MANAGEMENT PROCESS

George Mason University's Performance Management Process is designed to reward each employee for his/her work contributions in a fair and equitable manner. Our goal is to support career development through training, coaching and mentoring.

This section clarifies the agency options selected by George Mason University under DHRM Policy 1.40, Performance Planning and Evaluation.

The Performance Management Process makes use of a number of forms developed at George Mason University. The Employee Work Profile combines the former position description, performance plan and evaluation forms. Other forms include the Probationary Progress Review Form, Interim Evaluation Form, Acknowledgement of Extraordinary Contribution and Notice of Improvement Needed/Substandard Performance, Self-Assessment Form and Upward Feedback Form. Probationary employees are evaluated using the Probationary Progress Review form.

Probation

- Effective September 25, 2000, a twelve-month probationary period is required for new hire and rehire employees.
- The probationary period may be extended an additional six months. Human Resources approval is required to implement an extended probationary period.
- Police Officer positions require a twelve-month probationary period following completion of the mandatory training.
- An Employee Work Profile (EWP) should be completed for new employees within thirty days of the employee's begin date.
- Supervisors and managers will assess a probationary employee's performance at six weeks, six months, and eleven months.
- A current evaluation with a "Contributor" rating must be on file in Human Resources in order for the probationary employee to be eligible for a performance increase effective November 25.

Performance Planning

- Supervisors, managers and employees should review the EWP by January 31 of each year. Modification/revision of goals, performance measures, work tasks and duties/core responsibilities and development needs should be made at this time.
- An EWP should be completed for employees transferred or promoted within 30 days of the begin date.

- Supervisors and managers intending to use customers or other sources to evaluate employees must include a statement in the performance expectation section describing the sources, and any measures that apply.
- In keeping with the GMU Compensation Plan philosophy, supervisors are encouraged to provide employees with performance feedback throughout the plan year. Feedback is an important tool in achieving the goals set in the EWP and can be used in conjunction with the Reward and Recognition Program to motivate employees and reward employee performance.
- At any time during the plan year, supervisors may document an employee's achievements using the Acknowledgement of Extraordinary Contribution form. An employee must have at least one Acknowledgement of Extraordinary Contribution form on file in Human Resources in order to earn an overall rating of "Extraordinary Contributor".
- Supervisors should document performance at the "Below Contributor" level at the time it occurs. A Notice of Improvement Needed/Substandard Performance form is required to be on file in Human Resources before an overall rating of "Below Contributor" may be given.

Performance Evaluations

- The GMU Employee Work Profile includes a section for performance evaluation. Evaluations will be conducted beginning August 10 of each plan year.
- At least two weeks prior to the performance evaluation meeting each supervisor must give his/her employee(s) the opportunity to complete a self-assessment. The employee's signature on the evaluation will indicate that he/she has been afforded the opportunity to self-assess.
- Employees are encouraged to participate in the evaluation process by utilizing the opportunity to provide additional information and feedback to supervisors.
- Upon completion of the performance evaluation form, the supervisor must sign and obtain the reviewer's signature.
- The reviewer's responsibility is to ensure consistency and policy compliance and verify documentation.
- A reviewer is authorized to make changes on the EWP and performance evaluation.

Performance Increases

- The Compensation Reform Steering Committee recommends a centralized administration of performance increases.
- The Budget Office should determine the maximum increase available to "Extraordinary Contributors" within the allowable parameters of the Statewide Salary Average.
- Probationary employees hired between 10/25 and 7/24 are eligible for a prorated performance increase as defined in DHRM Policy 1.40.
- No increase will be given to probationary employees hired between 7/25 and 10/24. Supervisors may utilize the pay practices or the Reward and Recognition Program as appropriate to recognize the contributions and achievements of these employees.
- Extended approved absences from work will not have an impact on the overall performance rating or the percentage of increase.

X. RECRUITMENT AND SELECTION PROCESS

George Mason University will recruit and hire classified and non-student wage employees in accordance with federal, state, and University policies. Our goal is to make effective use of all available tools to attract a qualified, committed, and diverse workforce.

- Hiring officials will have the choice to use state role titles, local titles, or a combination of both, in job announcements and media advertisements.
- Hiring officials will have the choice to use one of four options regarding compensation statements in job announcements and media advertisements:
 1. A portion of the salary range from the appropriate pay band; often designated as a “hiring range”.
 2. Maximum salary within the pay range, e.g., “up to \$35,000/year”;
 3. “Commensurate with education and experience”, or similar wording;
 4. Full salary range from the appropriate pay band.
- In recognition of the value of University employees and as a commitment to career development, hiring officials are strongly encouraged to consider George Mason University employees when conducting a search.
- All job opportunities will be posted on www.gmu.edu. Hard copy of job announcements will be posted weekly at locations on all three campuses.
- Starting pay determinations will be made cooperatively between the hiring official and Human Resources, consistent with state and University policies and based upon consideration of all pay factors.

XI. EXCEPTIONAL RECRUITMENT AND RETENTION OPTIONS

Incentive options, used in conjunction with other compensation and performance management programs, enhance the capability to address staffing problems for individual positions or groups of positions that are critical to George Mason University's (GMU) mission and key operations. Funding for use of these options will be the responsibility of the department. GMU will make use of the cash incentive (paid as bonuses) and annual leave options, as described below.

Option	Guidelines	Process
Sign On Bonus	Up to \$10,000 for new external employees agreeing to work for GMU for a specified period of up to one year.	<ul style="list-style-type: none"> • New hire must sign a formal agreement specifying requirements for satisfactory performance, duration of employment and pay back terms. • May be paid in lump sum or scheduled payments.
Retention Bonus	Up to \$10,000 during a fiscal year (ending 6/24) for current employees agreeing to work for GMU for a specified period of up to one year.	<ul style="list-style-type: none"> • Employee must sign a formal agreement specifying requirements for satisfactory performance, duration of employment and pay back terms. • May be paid in lump sum or scheduled payments.
Project-Based Incentives	Projection completion or milestone bonuses not to exceed \$10,000 for any one project in a fiscal year (ending 6/24).	<ul style="list-style-type: none"> • Eligible projects and participants must be identified along with criteria and timing of payments.
Annual Leave	May grant or advance up to 240 hours of annual leave during a leave year (ending 1/09) to new and current employees.	<ul style="list-style-type: none"> • New Hire and Employee must sign a formal agreement specifying requirements for satisfactory performance, duration of employment and pay back terms.
Compensatory Leave	May extend or pay out earned compensatory leave.	

Human Resources will identify eligible groups of positions on a quarterly basis using the following criteria:

- high turnover
- inadequate applicant pools
- identification of a candidate following one or more unsuccessful searches or unsuccessful job offers
- market discrepancy
- position is critical to the departments mission or key operations
- evidence of competition among other employers for the applicant or current employee
- aggressive and costly recruitment efforts
- specific employee training which would be costly and/or time consuming to repeat

The size of the incentive, whether provided as a bonus or leave, will be determined by the significance and criticality of the position(s); strong consideration will also be given to

internal equity and the relative value of the incentive compared to the base compensation of included employees. Employees accepting incentives will be expected to sign an agreement outlining terms of payments, length of service required and performance expectations.

XII. PROGRAM EVALUATION

- The Human Resources Department will provide a written summary report on pay actions to the Equity Office, Executive Council and Deans/Directors affected by pay actions, on a quarterly basis.
- The purpose of the report is to monitor salary actions for fair and consistent University wide implementation, and compliance with the Salary Administration Plan, the statewide Classified Compensation Plan and state and federal laws and regulations.
- Reports will include but are not limited to completed pay action type, department, EEO categories, role, percentage increase and pay band.
- Analysis that detail pay actions not implemented should include the same information.
- Included in the report should be an analysis and evaluation of the impact of the CWCP on employee relations, recruitment, and retention. For the purpose of trend analysis, turnover data and benchmarks will be provided.
- The analysis will identify areas of concern and a plan of action recommended.

XIII. PAY ACTION REVIEW PROCESS

- Employees may use the established grievance process to appeal pay actions.
- Managers may request a reassessment of pay actions through the appropriate Dean/Director to the Review Subcommittee of the Compensation Committee.
- Requests must be submitted to the Review Subcommittee within ten business days of the initial decision. The Subcommittee will reply within five business days.

XIV. EEO STATEMENT

All managers and supervisors within the University are responsible for initiating and implementing efforts to ensure that the employees within their charge are compensated in accordance with the level of responsibility for the work accomplished as well as in a fair and equitable manner.

The University Equity Office (UEO) is charged with ensuring that the managers and supervisors treat their employees in accordance with these principles and doctrines. Furthermore, along with Human Resources, the UEO is responsible in part for ensuring the implementation of the Equal Pay Act of 1963 in all salary decisions.

In conjunction with Human Resources, the UEO monitors all compensation within the University to assure compliance with all pertinent state and federal laws, rules and regulations.

XV. COMMUNICATION PLAN

The goal of the communication plan is to present information on the Classified and Wage Compensation Plan to all audiences in a consistent and timely manner. The audiences are comprised of the Executive Council, Deans and Directors, managers, supervisors and employees.

Targeted Audiences

The Executive Council and Deans and Directors will receive periodic updates through memoranda and/or briefings to provide ongoing updates on changes to the CWCP.

Managers and supervisors will receive formal and informal training. The formal one-day training was held throughout September and October 2000. Attendees at the training received the Managers Handbook and any policy updates. Informal, one-on-one training will be held on an as-needed basis. New managers and supervisors may attend information sessions that will be presented on a quarterly basis. Training sessions for Performance Management will begin in January 2001. Updates and changes to the compensation system will be presented through the *Personnel Essentials* series and the *Supervisor* series. Additional scheduled training topics include writing employee work profiles, coaching, and reward and recognition.

In September 2000, each employee received a letter announcing their Role Title and pay band. Current compensation information will be presented at the bi-weekly new hire orientation. Four review sessions offered were designed to detail the pay practices, pay factors and their application. Training sessions for Performance Management will begin in February 2001 and continued through March 2001. Updates and changes to the compensation system will be presented through the *Personnel Essentials* series, and *Let's Talk* series.

General Audience

Fifteen General Information sessions were held throughout May, June and July. These sessions were designed to provide an overview of the Compensation Reform Plan and to promote change management. Several news articles were published in the *Gazette*. Additional news articles are planned for reward and recognition, performance management and career development.

The Human Resource website at www.hr.gmu.edu has FAQ's, the career group descriptions and a link to the Compensation Reform website. The homepage will be maintained with current information, links, forms, and the video produced by DHRM. The DHRM Human Resource Manual and the Salary Administration Plan will be added to the website as soon as they are finalized. Small group and individual information sessions tailored to the needs of the department will be held on an as needed basis.

AMENDMENTS

This plan will be reviewed at least annually and amended as needed, with the approval of the President.

Approved:

Alan G. Merten
President, George Mason University

Date

Linda Westphal
Asst. Vice President,
Chief Human Resource Officer
George Mason University

Date

Amended 05/01/01