The City University of New York

Performance Bonus Program for Full-Time Excluded Instructional Staff

Program Highlights

**Goal**
The Performance Bonus Program is intended to reward high performance of excluded instructional staff, recognize exceptional work in service to the University, and attract, motivate, and retain exceptional employees.

**Criteria**
Excluded employees should be evaluated against individual expectations and goals. Employees must demonstrate exceptional performance beyond normal expectations. Managers must be able to document specific achievements that have made important, measurable contributions, and provide specific examples of exceptional overall performance during the evaluation year (July 1 to June 30).

**Awards**
Bonus range: a lump sum of up to 7% of the employee’s annual salary as of the date of the performance evaluation. This amount is not added to base pay, but is pensionable.

As a program rewarding exceptional performance, it is expected that bonuses will not be awarded to all excluded employees in a given year.

There is a maximum of one bonus per excluded employee per evaluation year. Employees may receive step or merit increases (early movement) in the same year as a bonus. Bonuses are discretionary.

Colleges fund bonus amounts directly.

**Eligibility**
Full-time Instructional Staff who hold positions that exclude them from PSC representation as of the annual evaluation date, have served in excluded positions for a minimum of one full appointment year, and hold regular (i.e., not substitute) appointments are eligible. Employees who have been on leave during the evaluation year may be considered for a bonus provided they have worked at least six months during the evaluation year.

**Timing**
Annual bonus evaluations must be completed in April for inclusion in the June Chancellor’s Report for payment in July.

**Approvals**
All awards require the approval of the College President (or designee).
Overview and Definitions

Performance bonus programs are used to motivate employees, and it is generally accepted that they have a positive impact on employee performance. They can help attract and retain key staff, and allocate scarce resources to focus on performance rather than entitlement. Basic considerations for a performance bonus program are:

- Rules for eligibility and for payout of a bonus must be very clear, create a motivational environment, and limit risk.
- Employees must have an understanding of the level of performance most likely to result in receiving a bonus.

Excluded employees are in titles or functions not represented by a Union. The PSC Contract lists excluded instructional positions. The designation of employees as excluded requires approval by the Office of Instructional Staff Labor Relations.

Eligible employees should be informed of the program. A suggestion is to provide the “Program Highlights” on the previous page of this document.

Responsibilities

College Human Resource Directors

- Ensure managers understand roles and responsibilities, and provide information on the process
- Ensure excluded employees are notified of the existence of the Program and eligibility/performance criteria
- Work with College President or designee to determine funds available for bonus payments, and to finalize and approve bonus decisions
- Work with Affirmative Action Office to assure absence of bias or adverse impact
- Work with Finance, Business, and/or Payroll units to provide for accurate and prompt payment of bonuses
- Enter bonus recommendations in the Chancellor’s University Report for Board approval
- Maintain required records for at least 6 years in accordance with the University’s Records Retention Policy.

College Presidents

- Make a determination as to whether College will participate in any given year and determine funds available
- Review recommendations to assure bonus payments fairly reflect performance
- Approve final bonus recommendations for submission to the Board
- Assure bonus decisions are communicated.
Managers of Excluded Staff

- Establish performance expectations
- Prepare complete and accurate performance assessments
- Forward performance assessment and recommendations to the College’s Office of Human Resources.

Process

1. **Establish Schedule**

Annual bonus assessments should be completed at the same time for all eligible employees at a College. While not required, it may be easiest to coordinate bonus reviews with other reviews such as the annual performance review process or reviews for merit increases. Each College should plan the bonus review process to assure that bonus recommendations are included in the June Chancellor’s University Report.

2. **Establish Funding**

Each College will determine whether to participate in a given year. Each participating College will be responsible for identifying funding sources for bonus payments.

3. **Determine Eligibility**

Eligible employees:

- Serve in an excluded instructional title (i.e., HEO, Faculty, or CLT series) as of the end of the appointment year (June 30)
- Are full-time employees in a regular appointment (not substitute)
- Have served in an excluded position for a minimum of one full appointment year

Employees who have been on leave during the evaluation year may be considered for a bonus provided they have worked at least six months during the evaluation year.

Employees lose eligibility upon leaving employment or transferring to a position that is not excluded or covered by a separate bonus program (such as Classified Managerial service).

Eligibility is not related to FLSA status.

Employees can only receive a bonus payment once a year.

4. **Conduct Evaluation and Determine Bonus**

A bonus recommendation is intended to reward high performance and recognize exceptional service.

Managers must document achievements that have made important, measurable contributions, and provide specific examples of exceptional overall performance.

A lump sum up to and including 7% of the employee’s annual salary may be awarded.
Appendix A (Bonus Recommendation Form) illustrates the information that should be collected for a bonus recommendation.

5. **Implementation**

Directors of Human Resources will work with their College President and/or designee, Vice President for Administration and Finance, and Affirmative Action Officer to finalize bonus recommendations.

Directors of Human Resources will complete a program summary (Appendix B) and submit it to the Affirmative Action Officer (A.A.O.) for sign off. Once signed off by the A.A.O., the form is submitted to the President for final approval.

Colleges will process bonus payments through payroll with a payment in July. Bonus amounts are not added to base pay, but are pensionable. They are subject to all required payroll deductions. Bonuses are discretionary and not subject to appeal.
# Performance Bonus Program for Full-Time Excluded Instructional Staff

## Evaluation Period:

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Salary: $</th>
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<tbody>
<tr>
<td>Title:</td>
<td>Functional Title:</td>
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<td>Department:</td>
<td>Manager:</td>
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**Justification for Bonus Recommendation**

Be specific in terms of the actions taken by the employee and the impact of the employee’s performance. Attach separate statement(s) if needed.

**Recommended Bonus Amount:**

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<th>Signed (Manager):</th>
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**Bonus Calculation and Approval (to be completed by Human Resources)**

<table>
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<tr>
<th>Bonus Percent: %</th>
<th>Bonus Amount: $</th>
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<tr>
<th>College HR Director Review:</th>
<th>Date:</th>
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## Performance Bonus Program for Full-Time Excluded Instructional Staff

### Program Summary for Evaluation Period:

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Payroll Title / Functional Title</th>
<th>Base Salary</th>
<th>Bonus Percentage</th>
<th>Bonus Amount</th>
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Total Number of employees receiving bonus this year: 

Total Number of eligible excluded employees: 

Total of Bonus Payments: $

We attest the bonus recommendations for excluded staff were made within the guidelines established by the University and will be paid as stated above.

College HR Director: Date: 

Affirmative Action Officer: Date: 

President/Designee: Date: 