



University of Connecticut Health Center

TO: Senior Administrators

FROM: Brian J. Eaton
Associate VP for Human Resources

SUBJECT: 2007 Performance Evaluations and Salary Increases
Managerial and Confidential Employees

DATE: October 30, 2007

Managerial and confidential employees employed prior to March 1, 2007, are required to participate in the Performance Evaluation process for the 2007 year with their immediate supervisor or manager. Performance evaluations are designed to provide employees with an assessment of their performance; identify strengths and/or areas of concern in an employee's performance; provide an opportunity for the employee and supervisor to meet and clarify job expectations.

A merit increase may be granted based upon the performance evaluation and the Executive Vice President's approval of the recommended increase. This year a 3.5% pool is available for merit increases that will be institutionally funded. Please note, institutionally funded increases **cannot** exceed 3.5% of the department's **current eligible salaries**.

Evaluation forms may be accessed on Human Resources' website, under Policies, Procedures & Forms. A hard copy of this 2007 Performance Evaluation Package with specific employee information for your department will be delivered to your office. The package contains:

- 1.) 2007 Directions and Time Table (Schedule A)
- 2.) Guidelines for Sections I, II, III (Schedule B)
- 3.) Managerial/Confidential Employee Evaluation Forms
 - a. Section I – Employee Self-Evaluation (Schedule C)
 - b. Section II – Supervisor Evaluation (Schedule D-I)
 - c. Section III – Goals for Next Evaluation (Schedule D-II)
- 4.) Instructions for Merit Increase Form & Salary Increase Worksheet (Schedule E)
- 5.) Merit Increase Recommendation Forms (Schedule F)
- 6.) Salary Increase Worksheet (Schedule G)
- 7.) Employee Notification Letter (Schedule) – SAMPLE

Please contact Margo Granger by e-mail or at extension 3989 for any questions.

cc: Peter Deckers, MD



University of Connecticut Health Center

University of Connecticut Health Center

**Managerial and Confidential Employees
2007 Performance Evaluation and Salary Increases**

**Department of Human Resources
Brian Eaton, Associate Vice President for Human Resources**

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION

2007 TIME TABLE Performance Evaluations and Salary Increases

Action	DATE
Human Resources will distribute Performance Evaluation/Salary Increase packages	November 2
<p>Senior Administrators distribute <u>Section I - Employee Self Evaluation</u> to direct reports.</p> <p>Senior Administrators also distribute the following packets of information to department managers/supervisors who have managerial/confidential direct reports.</p> <ol style="list-style-type: none"> 1. Managerial/Confidential Employee Evaluation (Section I,II,III) & instructions. 2. 2007 Time Table 3. Merit Increase Recommendation 	November 5
All employees return completed <u>Section I - Employee Self Evaluation</u> form to manager.	November 13
Complete <u>Section II – Supervisor Evaluation and Merit Increase Recommendation</u> forms. Forward for approval. DO NOT DISCUSS EVALUATIONS OR SALARY INCREASES WITH EMPLOYEES UNTIL NOTIFICATION OF MANAGEMENT APPROVAL.	November 27
Senior Administrators approve/deny <u>Merit Increase Recommendations</u> and summarize increases on the <u>Salary Increase Worksheet</u> .	December 11
Send completed and approved <u>Merit Increase Recommendations</u> and <u>Salary Increase Worksheets</u> to Human Resources. MUST BE RECEIVED IN HUMAN RESOURCES NO LATER THAN:	December 18
Human Resources summarize all managerial and confidential employee increases. Forwards to Dr. Peter Deckers for overall approval of salary increases.	December 21
Dr. Deckers notifies Human Resources of approval/denial for overall salary increases.	December 28
Human Resources will notify senior administrators of approved increases. Employee Performance Evaluation interviews/discussions may begin with employees. <u>Section III-Goals for Next Evaluation Cycle</u> is filled out with employee and agreed to at the meeting.	December 28
Signed <u>Section II – Supervisor Evaluation</u> forms and goals are sent to Human Resources.	January 11
Effective date of salary increase (Not an action item – informational only)	January 04
Human Resources inputs new salary data into system.	January 18
Human Resources sends confirmation letter of salary increases to senior department administrators for distribution to employees with a copy for manager's file.	January 25
Merit increase in pay check (Not an action item – informational only)	February 1

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION
GUIDELINES

Sections I, II, III Guidelines

Each managerial/confidential employee at the Health Center will participate annually in the performance review process. The process is designed to provide employees with an assessment of their performance, identify strengths and/or areas of concern in an employee’s job performance; provide an opportunity for employee and manager to meet and clarify job expectations. The Managerial Employee Evaluation forms consist of three sections:

Section 1 – Employee Self Evaluation

This section of the performance process is to be completed by the employee and returned to the Manager (1st level). Although the review is primarily the responsibility of the Manager, the annual review is structured to enable staff to participate in the assessment of his/her job performance

Section II – Supervisor’s Evaluation

- o This section is to be completed by the Manager in direct supervision of the employee. The section includes rating areas that must be completed or marked “N/A” (not applicable). The real value of the annual review lies in the communication between manager and employee concerning what has been done well, and where further growth should be directed. Summarizing the year’s performance, providing constructive feedback on strengths and weaknesses, identifying accomplishments, and specifying corrective action and avenues for professional growth are key managerial appraisal tasks. It is always helpful to use the employee’s self evaluation as a reference.
- o Please note new instructions for completing the managerial Affirmative Action rating category below

Affirmative Action Rating Category Instruction

Affirmative Action

Demonstrate knowledge of the UCHC Affirmative Action Plan and affirmative action goals as they apply to manager’s organization. Communicate and demonstrate commitment to affirmative action and equal employment opportunity to employees. Design, implement and monitor an action plan for goal achievement building and using both external and internal sources of qualified goal candidates.

How to measure performance:

Performance Area - Knowledge of affirmative action goals

Managerial/Confidential Employee Evaluation - Guidelines

1. Did the manager fill any open positions through hiring or promotion?
2. Did the manager know the affirmative action goals for those positions?
3. Did the manager evaluate any goal candidates for each position?
4. Did the manager select a goal candidate for each position?
If not, why did the manager not select a goal candidate?

Performance Area- Communicate and demonstrate commitment to Affirmative Action and equal employment opportunity

1. Did the manager review UCHC affirmative action plan and commitments with his/her staff?
2. Did the manager initiate and support staff participation in affirmative action activities such as the Employee Advisory Committee?
3. Did the manager cooperate with Office of Diversity and Equity, Human Resources on issues of discrimination and unequal treatment?

Performance Area- Design, implement, monitor an action plan for goal achievement building and using both external and internal sources of qualified goal candidates.

1. Did the manager identify and communicate to Human Resources potential sources of qualified goal candidates focusing on establishing face to face relationships with external sources?
2. Did the manager initiate and participate in outreach activities intended to attract a qualified pool of goal candidates?
3. Did the manager identify and implement plan for internal career mobility opportunities for goal achievement with current staff?

Section III – Goals

This section documents the goals and expectations for the upcoming review cycle and is a part of the discussion process (see below). Goals should be **specific, measurable, attainable, relevant and tangible (SMART)**.

Discussion of the evaluation with the employee and identification of expectations is the official end of the performance cycle. This discussion should be scheduled after the approval of the Merit Increases; Human Resources will notify you of this action. The discussion should be private and touch upon the activities of the past year as well as goals for the upcoming rating period. At this discussion the Manager should obtain the employee's signature on both the Section II & III – Supervisor's Evaluation and Goals. The signature of the employee indicates that the evaluation was reviewed and does not necessarily indicate their agreement with the assessment.

- Though this is the end of the official process, it is recommended that the manager continually provide feedback to the employee throughout the performance year.
- If you have supervised the employee for less than six months, you should obtain performance information from the previous supervisor, if possible.

Preparing for the Performance Evaluation

Meaningful annual performance evaluations should be viewed as one aspect of creating and maintaining a respectful, effective, diverse work environment which recognizes the value and contribution of every member of the UCHC team. The performance evaluation process is one of the most important ways that managers have of fulfilling their responsibility to our workforce to ensure that employees are aware of what is expected of them; receive timely feedback about their performance; receive opportunities for education, training, career development, and promotional opportunities; and receive recognition in a fair manner.

Preparing for the employee performance evaluation can add benefit to this process for manager and employee alike and can be the key to conducting a successful review. The first steps in preparing is knowing the purpose of evaluations, how to properly prepare for them, what pitfalls to avoid, good methods for conducting the review, and how to follow up with employees.

Begin preparing for your evaluation meeting with your employee by first reviewing the prior year's goals which were discussed and agreed to at the previous year's review. You should ask yourself what the employee did well, what compliments can be given, what areas need to be improved, what activities have reflected well or poorly on their performance, if the employee successfully reached last year's goals and what you would like to see the employee accomplish in the coming year.

In conducting the evaluation review with the employee consider the following:

- Be specific – give specific examples of what the employee did to achieve –or fall short of –the goal.
- Give deadlines – if you want to see improvement, give the worker a time line to turn things around. If you expect something to be done by a certain date, say so.
- Be honest – if you avoid telling an employee about performance problems, the employee won't know that he or she needs to improve. Be sure to give the bad news, even if it is uncomfortable.
- Be complete - write your evaluation so that an outsider reading it would be able to understand exactly what happened and why.
- Listen to your employees - ask employees what they enjoy about their jobs and about working a UCHC. Also ask about any concerns or problems they might have.
- Set reasonable goals which have measurable outcomes.



University of Connecticut Health Center

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION

Section I – Confidential Employee Self-Evaluation

Name: _____

Title: _____

Supervisor: _____

Time Period: July 1, 2006 thru June 30, 2007

Directions: Complete Employee Self-Evaluation (maximum 2 pages).
Submit to your supervisor/manager prior to performance evaluation.

1. Briefly describe the major goals and objectives you have achieved this past year?
2. Was there something that you wanted to accomplish this year that you were unable to do? If so, what was it and what do you feel prevented you from accomplishing this?
3. Are there other factors, you believe should be considered in evaluating your performance, that have not been covered by this form?
4. What can your supervisor do to assist you in meeting your goals?
5. How would you rate yourself on demonstrating the following managerial competencies based on definition provided below?

- 5 = Exceptional:** Consistently **exceed standards** – Shows initiative in setting priorities that strongly support organizational mission and goals. Competencies and abilities are clearly recognized by peers as well as managers. This year’s contribution clearly moved the organization forward.
- 4 = Highly Successful:** **Consistently met and often exceeds** standards – Demonstrates in-depth knowledge of all criteria. This year’s contribution is clearly identifiable.
- 3 = Fully Successful:** Consistently met standards in most or all performance areas – Demonstrates knowledge in most or all job criteria. No major errors of execution or strategy. Good solid performer.
- 2 = Minimally Successful:** Does not consistently meet standards in one or more performance areas. Needs to demonstrate on-going ability to set priorities that reflect organizational mission and goals.
- 1 = Unacceptable:** Consistently deficient in meeting standards – Performance significantly below standards. Demonstrated incompetence in most critical areas.

Managerial Competencies/Performance Standards	Rating (1 – 5)
Job Knowledge	
Customer Satisfaction/Customer Service	
Communications	
Accountability	
Judgment	
Affirmative Action	
Supervisory Ability (if applicable)	

Employee’s Signature

Date



University of Connecticut Health Center

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION

Section I – Managerial Employee Self-Evaluation

Name: _____

Title: _____

Supervisor: _____

Time Period: **July 1, 2006 thru June 30, 2007** _____

**Directions: Complete Employee Self-Evaluation (maximum 2 pages).
Submit to your supervisor/manager prior to performance evaluation.**

1. Briefly describe the major goals and objectives you have achieved this past year?
2. Was there something that you wanted to accomplish this year that you were unable to do? If so, what was it and what do you feel prevented you from accomplishing this?
3. Are there other factors, you believe should be considered in evaluating your performance, that have not been covered by this form?
4. What can your supervisor do to assist you in meeting your goals?
5. How would you rate yourself on demonstrating the following managerial competencies based on definition provided below?

- 5 = Exceptional:** Consistently **exceed standards** – Shows initiative in setting priorities that strongly support organizational mission and goals. Competencies and abilities are clearly recognized by peers as well as managers. This year’s contribution clearly moved the organization forward.
- 4 = Highly Successful:** **Consistently met and often exceeds** standards – Demonstrates in-depth knowledge of all criteria. This year’s contribution is clearly identifiable.
- 3 = Fully Successful:** Consistently met standards in most or all performance areas – Demonstrates knowledge in most or all job criteria. No major errors of execution or strategy. Good solid performer.
- 2 = Minimally Successful:** Does not consistently meet standards in one or more performance areas. Needs to demonstrate **on-going** ability to set priorities that reflect organizational mission and goals.
- 1 = Unacceptable:** Consistently deficient in meeting standards – Performance significantly below standards. Demonstrated incompetence in **most** critical areas.

Managerial Competencies/Performance Standards	Rating (1 – 5)
Job Knowledge	
Customer Satisfaction	
People Management and Relationships	
Leadership	
Planning and Operations Management	
Creativity, Continuous Improvement and Management of Change	
Diversity/Affirmative Action	

Employee’s Signature

Date



University of Connecticut Health Center

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION

Section II - Supervisor Evaluation – Confidential

Name: _____

Title: _____

Supervisor: _____

Time Period: July 1, 2006 thru June 30, 2007

Directions: Rank employee's achievement based on definitions provided below
(A second page may be added if additional space is needed for comments)

Exceptional: Consistently exceeds standards – Shows initiative in setting priorities that strongly support organizational mission and goals. Competencies and abilities are clearly recognized by peers as well as managers. This year's contribution clearly moved the organization forward.

Highly Successful: Consistently met and often exceeds standards – Demonstrates in-depth knowledge of all criteria. This year's contribution is clearly identifiable.

Fully Successful: Consistently met standards in most or all performance areas – Demonstrates knowledge in most or all job criteria. No major errors of execution or strategy. Good solid performer.

Minimally Successful: Failed to meet standards in one or more performance areas – Overall performance fails to meet expectations. Demonstrates incompetence in some critical areas.

Unacceptable: Consistently deficient in meeting standards – Performance significantly below standards. Demonstrated incompetence in most critical areas.

Click on the appropriate check box, to undo click again

1. Job Knowledge

Assess the depth and breadth of knowledge the incumbent has acquired and applied in the performance of his/her assignment. Consider how aggressively the incumbent seeks pertinent new information and shares his/her knowledge with others.

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

2. Customer Satisfaction / Customer Service

Assess the incumbent's knowledge of customers' needs. Does he/she take a proactive stance in meeting and exceeding customer needs? Is he/she aware of customer needs and requirements?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

3. Communications

Assess the incumbent's proficiency in oral and/or written (correspondence, reports, or memos) communication with co-workers, customers, or management. Exhibits good listening and comprehension; Keeps others adequately informed; Selects and uses appropriate communication methods

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

4. Accountability

Assess the incumbent's actions and behaviors that significantly contribute to both internal and external success. Creates a positive working environment. Responds to requests for service and assistance; Follows instructions, responds to management direction; Takes responsibility for own actions; Keeps commitments; Meets attendance and punctuality guidelines

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

5. Judgment

Assess the incumbent's willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

6. Affirmative Action

Assess the incumbent's ability to communicate and demonstrate commitment to affirmative action and equal employment opportunity to employees. Does he/she work effectively with people of diverse backgrounds and styles, deriving value from their differences?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

7. Supervisory Ability (if applicable)

Assess the incumbent's ability to help subordinates not only to achieve their responsibilities but also to improve performance. Defines responsibilities and expectations; Sets goals and objectives; Conducts or provides input to performance feedback; Motivates for increased results; Recognizes contributions; Encourages training and development

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

Overall comments regarding employee's performance:

How would you rate the overall performance?

- Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

Employee's Signature

Date

Supervisor's Signature

Date



University of Connecticut Health Center

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION

Section II – Supervisor Evaluation - Managerial

Name: _____

Title: _____

Supervisor: _____

Time Period: July 1, 2006 thru June 30, 2007

Directions: Rank employee’s achievement based on definitions provided below
(A second page may be added if additional space is needed for comments)

Exceptional: Consistently exceeds standards – Shows initiative in setting priorities that strongly support organizational mission and goals. Competencies and abilities are clearly recognized by peers as well as managers. This year’s contribution clearly moved the organization forward.

Highly Successful: Consistently met and often exceeds standards – Demonstrates in-depth knowledge of all criteria. This year’s contribution is clearly identifiable.

Fully Successful: Consistently met standards in most or all performance areas – Demonstrates knowledge in most or all job criteria. No major errors of execution or strategy. Good solid performer.

Minimally Successful: Failed to meet standards in one or more performance areas – Overall performance fails to meet expectations. Demonstrates incompetence in some critical areas.

Unacceptable: Consistently deficient in meeting standards – Performance significantly below standards. Demonstrated incompetence in most critical areas.

Click the appropriate box to select, click again to undo.

1. Job Knowledge

Assess the depth and breadth of knowledge the incumbent has acquired and applied in the performance of his/her assignment. Consider how aggressively the incumbent seeks pertinent new information and shares his/her knowledge with others.

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

2. Customer Satisfaction

Assess the incumbent's knowledge of customers' needs. Does he/she take a proactive stance in meeting and exceeding customer needs? Is he/she aware of customer needs and requirements and manage toward those needs and requirements?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

3. People Management and Relationships

Assess the incumbent's effectiveness in influencing, mentoring and coaching. Does he/she establish and communicate performance expectations and accountabilities and evaluate annually? Does the incumbent show respect for, listen to and involve others in making decisions? Does the incumbent resolve conflict constructively?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

4. Leadership

Assess the incumbent's ability to provide effective leadership in his/her operation. Does the incumbent articulate a clear sense of purpose and direction? Does he/she pursue continuous improvement in everything he/she does? Does he/she inspire and motivate others? Are accomplishments recognized and celebrated? If he/she able to make tough and timely decisions? Does the incumbent work collaboratively with others in the system?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

5. Planning and Operations Management

Assess the incumbent's ability to manage the business and administrative aspects of your operation. Does he/she develop and implement goals, strategies and work plans to achieve objectives? Does the incumbent manage resources in an effective and timely manner, including fiscal, people, facilities, equipment and other resources?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

6. Creativity, Continuous Improvement and Management of Change

Assess the incumbent's willingness to seek out, analyze, develop, apply and transfer new ideas and concepts. Does the incumbent understand the need for change and foster change and adjust activities accordingly? Does the incumbent encourage others to be open to the application of new processes and new technologies?

Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

7. Affirmative Action

Assess the ability of the incumbent to demonstrate knowledge of the UCHC Affirmative Action Plan and affirmative action goals as they apply to manager’s organization. Communicate and demonstrate commitment to affirmative action and equal employment opportunity to employees. Design, implement and monitor an action plan for goal achievement building using both external and internal sources of qualified goal candidates.

- Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

Overall comments regarding employee’s performance:

How would you rate the overall performance?

- Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

Employee’s Signature **Date**

Supervisor’s Signature **Date**



University of Connecticut Health Center

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION

Section III – Goals for Next Evaluation Cycle

Name: _____

Title: _____

Supervisor: _____

Time Period: July 1, 2006 thru June 30, 2007

Please list goals for the upcoming year with a plan for accomplishing the goal.

Goals for Next Evaluation Cycle
1.
2.
3.
4.

Employee's Signature

Date

Supervisor's Signature

Date

MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALAUTION
MERIT INCREASE RECOMMENDATION FORM
SALARY INCREASE WORKSHEET
INSTRUCTIONS

The Merit Increase Recommendation Form – You will receive a form for each employee in your department. Please follow instructions below.

The Salary Increase Worksheet is a listing of current managerial and confidential staff to be completed by senior administrator to summarize individual Merit Increase Recommendations. Please note, UCHC managerial and confidential employees employed before March 1, 2007, are eligible for a salary increase (**employee names highlighted on the worksheet are not eligible**).

Instructions for completing forms:

Performance Rating – record the performance rating of the employee (e.g., E, HS, FS, MS or U)

Recommended Full Time Merit Increase (Full Annual) – Please record the increase as an annual dollar increase amount based on full time equivalent rounded to the nearest .5.

Note: The total merit increase amount for your department should not exceed the merit increase maximum amount listed on the Salary Increase Worksheet which is based on 3.5% of current eligible salaries. This amount is funded from the institutional increase pool. There should be a correlation between the performance rating and the merit increase awarded.

Merit Increase as Percentage - Record merit increase amount as a % rounding to two decimal places.

Exceptional Merit Increase - in recognition of exceptional performance an additional increase may be awarded. However, this amount **must** be awarded based on availability of department budgeted funds and approval of the Department Head.

Equity Adjustment - may be proposed to keep an employee on par with market or internal peers. Equity adjustments are funded by the department's budget and must be discussed and approved by Human Resources before recommendation is made. Human Resources must be contacted with sufficient time to conduct either an internal or market analysis.

Total Increase as Percentage – record the difference between current and new salary as a percentage, rounded to two decimal places..

New Full Time Salary – Total of all increases.

There are a few employees who are below the minimum range for their position. These employees are asterisked on the Salary Increase Worksheet and should be placed at an amount that would place them at the minimum indicated on the worksheet. Record the amount of the increase to minimum in the "Equity Adjustment" column.

Signatures – the manager preparing the increase recommendation should sign off on the prepared line and forward to senior department administrator for approval signature.

MANAGERIAL & CONFIDENTIAL

2007 MERIT INCREASE RECOMMENDATION FORM

NAME: _____ SSN #: _____
 PAYROLL TITLE: _____ CURRENT FTE: _____
 FUNCTIONAL TITLE: _____
 DEPARTMENT: _____ CATEGORY: _____

INCREASE WILL NOT BE PROCESSED IF AN EVALUATION HAS NOT BEEN SUBMITTED TO HUMAN RESOURCES.

MERIT INCREASE RECOMMENDATION:

Current Full Time Salary	_____	Performance Rating	_____
Merit Increase (Full annual)	_____	Increase as Percentage	_____
Exceptional Merit	_____		_____
Equity Adjustment	_____		_____
New Full Time salary	_____	Overall Increase %	_____

MODIFICATION by DEPARTMENT HEAD/ EQUITY (IF APPLICABLE)

Current Full Time Salary	\$ _____		_____
Merit Increase (Full annual)	\$ _____	Increase as Percentage	_____
Exceptional Merit Increase	_____		_____
Equity Adjustment	_____		_____
New Salary	\$ _____	Overall Increase %	_____ %

Date:

Approval Signature – Department Head

Print Name

**MANAGERIAL CONFIDENTIAL
SALARY INCREASE WORKSHEET (FISCAL YEAR 2006)**

SAMPLE

MANAGER: GEORGE SMITH - ADMINISTRATIVE SERVICES			AS OF 6/27/2005			2006 RECOMMENDED SALARY INCREASE						
POS #	NAME	TITLE	FTE	GRADE	Current Annual Salary	Pref Rating	Full Time Merit Increase	Merit Increase as %	Exceptional Merit Increase	Equity Adjustment	Total Increase as %	New Full Time Salary
47130	SAMPLE, INCREASE F.	UNIV DIRECTOR	1.0	4M	103,896							
47131	JONES, TOM	UNIV DIRECTOR	1.0	4M	80,000							
47132	SMITH, BELLA	UHPC-5/DEPT MANAGER	1.0	4M	85,328							
47133	DOE, JANE	UNIV DIRECTOR	1.0	5M	111,300*							
47135	RAJ, RAJ	UHPC-4/DEPT MANAGER	1.0	4M	89,856							
47138	MARTIN, RICKY	UNIV DIRECTOR	1.0	4M	145,000	NOT ELIGIBLE						
47139	CHEVAS, NINA	LABOR RELATIONS SPECIALIST	1.0	9C	70,000							
	7		7.0		\$685,380							
							Merit Increase Total Maximum	\$16,211				

* Below the minimum of the range. Minimum of range = \$112,000

Prepared by: _____
Senior Administrator

Approved by: _____
Next Level Manager

THIS WORKSHEET IS FOR USE BY THE SENIOR ADMINISTRATORS



University of Connecticut
Health Center

Department of Human Resources

November 1, 2007

Name
Title
Dept

Dear

I am pleased to inform you that your full time equivalent annual base salary has been increased to \$..... This salary is effective January 4, 2008 and will be reflected in the payroll check dated February 1, 2007.

On behalf of the Health Center I wish to thank you for your continued contributions to its success.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Eaton".

Brian Eaton
Associate Vice President
Human Resources