

# Guidelines for Merit Bonuses for ASPA Staff

The compensation model for ASPA staff continues to focus on a competitive market strategy to support recruitment, and a merit strategy to reward high performance and retain key contributors, all while ensuring financial sustainability.

Evaluations should focus on both the behavior demonstrated and the outcomes accomplished over the course of the year for each individual employee. Remember, meritorious performance is not defined as more effort and time worked. It is about making appropriate choices to focus on what is necessary and important. It is about taking full responsibility and accountability for outcomes to support the success of the college, administrative unit and/or the University. It is also about growth, learning, and demonstrated initiative.

	<b>EXEMPLARY</b> \$\$\$	<b>EXCELLENT</b> \$\$	<b>STRONG</b> \$	<b>MEETS EXPECTATIONS</b> (NO MERIT)
<b>Definitions</b>	<b>Outcomes and behaviors are exemplary on a consistent and sustained basis</b>	<b>Outcomes and behaviors significantly exceed normal job requirements</b>	<b>Outcomes and behaviors often exceed normal job expectations</b>	<b>Outcomes and behaviors meet position requirements</b>
<b>What this might look like....</b>	<ul style="list-style-type: none"> <li>Identifies/anticipates opportunities and drives improvement for the benefit of the unit and/or university</li> <li>Significantly contributes to the success of the college/unit and or university</li> <li>Leads significant change and identifies improvements</li> <li>Provides visionary leadership and challenges the status quo</li> <li>Takes full responsibility for identifying and finding solutions to problems</li> <li>Delivers outstanding results-beyond what is expected</li> <li>Seeks, accepts and achieves extraordinary success on additional responsibilities</li> <li>Adds significant value to team, university, and customers through results of projects and goals</li> <li>Makes and keeps clear commitments</li> <li>Seeks to build and enhance relationships, and co-workers/ work group(s)' performance</li> <li>Continually seeks to learn and puts learning into action</li> <li>Takes personal risks in order to put the interests of the unit and/or the organization first</li> <li>Willingly shares knowledge and expertise</li> <li>Regarded as a leader and influencer</li> </ul>	<ul style="list-style-type: none"> <li>Provides significant leadership</li> <li>Has a positive effect on the work group</li> <li>Anticipates and proactively responds to changing situations and encourages a supportive response to change in others</li> <li>Efforts contribute significantly to the college/unit and or organizations success</li> <li>Contributes innovative and workable solutions to projects and problems</li> <li>Completes work in a way that expands the scope and impact of the assignment</li> <li>Increases the value of the role to the unit and/or university</li> <li>Viewed as making notable contributions to the organization</li> <li>Self-starter-continually seeks to improve and learn</li> <li>Supports and embraces changing situations and additional work assignments</li> </ul>	<ul style="list-style-type: none"> <li>Increases job knowledge/skills to accomplish objectives</li> <li>Seeks, accepts and achieves noteworthy success on additional responsibilities</li> <li>Develops new approaches and implements solutions to projects/problems</li> <li>Produces superior work quality and productivity beyond standards</li> <li>Seeks and implements improvements in service</li> <li>Exhibits positive behavior which promotes and influences cooperation from others</li> <li>Demonstrates proactive problem solving to improve and/or adjust work processes</li> <li>Pursues opportunities to increase job knowledge/skills and applies the new knowledge/skills to complete objectives</li> </ul>	<ul style="list-style-type: none"> <li>Achieves established goals and objectives</li> <li>Occasionally exceeds requirements and may have areas for development, but overall meets expectations</li> <li>Provides solid, competent performance that demonstrates mastery of the position requirements</li> <li>Exercises initiative, resourcefulness and good judgment in the accomplishment of goals</li> <li>Makes a solid, reliable and meaningful contribution to the organization</li> <li>Maintains positive relationships</li> <li>Adjusts to changing situations and additional work assignments</li> <li>Produces results dependably, accurately and on time</li> <li>Development required, learning the job or needs to respond to developmental feedback records</li> </ul>