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## Employee Communication Strategy Guide FY 2014 Compensation Activities

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### I. Introduction

As part of the FY 2014 Compensation Activities, DHRM recommends establishing an Employee Communication Strategy for delivering information about these activities to agency employees. In this guide, DHRM provides suggested approaches and bullet points to incorporate into your agency communication strategy. Agencies should modify and deliver these recommended points in a manner that best meets agency needs, operations, and culture.

#### ***Recommended Approach/Method***

1. Discussion between employee and manager/supervisor – most state employees have not received salary increases in 6 years; therefore these planned compensation activities are significant for many employees. Due to the significance of these increases for employees and the requirements involved for qualifying for these increases, it is important for employees and their supervisors to discuss why they qualify or do not qualify for the compensation adjustments.
2. Follow-up letter may be considered – we do not recommend simply using a letter and eliminating the discussion step due to the significance of this increase for state employees. Using only this step presents challenges for understanding and questioning. However, you may want to deliver a follow-up letter to ensure understanding of the prior employee–supervisor discussion.

Remember, employees not receiving the salary increase(s) due to performance may be upset, emotional, defensive, etc. Your role as agency leaders will be to help employees understand why they may not be receiving salary increases and to turn the focus of the discussion to goal setting for the future. Using an “asking” approach versus “telling” will also help your employees initiate change which may improve the chances of future performance success. Be sure that you have the appropriate documentation to help these employees understand why they do not meet the performance requirements for these salary increases.

#### ***Employee Compensation Scenarios & Recommended Talking Points***

The following pages highlight the most likely scenarios that an agency may face with the FY 2014 Compensation Activities. An agency may choose to use these talking points with supervisors and managers in helping them prepare for employee discussions. Agencies may also choose to use these talking points in any written communications with employees to help them understand why or why they are not receiving the specified salary increases.

#### **★ REMINDER**

Remember to refer to the [FY 2014 Compensation Activities FAQs](#) for additional information on specific situations including employees on leave, less than 12 month employees, wage employees, special rates, supplements, and upcoming retirement situations. Agencies may need to adjust the language in the talking points and letter templates for these special situations.

- *Employees on short-term disability or other paid leave will receive the adjustments. Other leave situations may vary. Refer to FAQ #28 for details.*
- *Wage Employees may be eligible for an adjustment up to 2% if the agency will be funding these increases.*

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#### II. Discussion Talking Points

##### Key Points That Apply to All Scenarios

- The Acts of Assembly authorizes a 2% salary increase for classified and other salaried employees contingent on there being no downward adjustment in the revenue forecast.
- To qualify for the 2% salary increase, employees must have been employed in salaried positions as of 4/24/2013 and remain employed on 7/25/2013.
- Employees who have completed at least 5 years of continuous state service as of 7/25/2013 are eligible for the salary compression adjustment of \$65/full year of service (\$70/full year of service for sworn officers of the Department of State Police). Prior service does not count towards the compression adjustment.
- Additionally, employees must have received a rating of Contributor or higher on their last performance evaluation (from Fall 2012 for most).

<b>Scenario Number</b>	<b>Scenario Description</b>	<b>Suggested Talking Points</b>
<b>1</b>	Employee receives the 2% salary increase only and has a performance rating of Contributor or higher.	<ul style="list-style-type: none"> <li>• Because you meet the employment date and performance requirements, you are scheduled to receive a 2% salary increase effective 7/25/2013.</li> <li>• You should see this reflected in your 8/16/2013 pay.</li> <li>• You do not have at least 5 years of continuous state service and do not qualify for the salary compression adjustment.</li> </ul>
<b>2</b>	Employee is eligible to receive the 2% salary increase only and did not receive a performance rating in the Fall 2012 evaluation cycle due to hire date.	<ul style="list-style-type: none"> <li>• Although your performance was not rated in the Fall 2012 performance evaluation process, you will be eligible to receive the 2% salary increase because I have determined that your performance based on an interim evaluation is at a Contributor rating level (or higher) and you meet the employment date requirements.</li> <li>• You do not have at least 5 years of continuous state service and do not qualify for the salary compression adjustment.</li> <li>• You should see the 2% increase reflected in your 8/16/2013 pay.</li> </ul>
<b>3</b>	Employee receives the 2% salary increase and the \$65/full year of continuous service up to a maximum of 30 years (\$70/full year of continuous service up to a maximum of 30 years for sworn officers of the Department of State Police).	<ul style="list-style-type: none"> <li>• Because you meet the employment date and performance requirements, you are scheduled to receive a 2% salary increase effective 7/25/2013.</li> <li>• You also have at least 5 years of continuous state service and qualify for the salary compression adjustment. This will be added to your salary after the 2% salary increase is applied.</li> <li>• Based on your years of continuous state service, you qualify for \$_____ for the salary compression adjustment.</li> <li>• You should see this reflected in your 8/16/2013 pay.</li> </ul>
<b>4</b>	Employee does not receive the 2% and compression pay salary increases due to performance.	<ul style="list-style-type: none"> <li>• Because your performance was rated as Below Contributor on the Fall 2012 performance evaluation, you will not be eligible to receive the 2% salary increase (and the salary compression compensation</li> </ul>



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Scenario Number	Scenario Description	Suggested Talking Points
		<p>adjustment for those with 5 or more years of continuous service). <b>OR,</b></p> <ul style="list-style-type: none"> <li>Although your performance was rated Contributor or higher in Fall 2012, your performance has decreased to Below Contributor since that time. As a result, you are no longer eligible for the 2% salary increase (and the salary compression compensation adjustment for those with 5 or more years of continuous service).</li> <li>Although you are not eligible for these increases, I want us to continue working together on goals and actions so that your performance increases to a Contributor or higher rating.</li> </ul>
5	Employee does not receive the 2% and compression pay (if applicable) salary increases due to employment dates.	<ul style="list-style-type: none"> <li>Because you were employed after 4/24/2013, you are not eligible for the 2% salary increase or the salary compression compensation adjustment.</li> <li>I value your contributions to our organization and look forward to continuing to work with you as a valuable member of our team.</li> </ul>
6	Employee will receive the 2% and compression pay salary increases due to improved performance.	<ul style="list-style-type: none"> <li>Although your performance was rated as Below Contributor on the Fall 2012 performance evaluation, you will be eligible to receive the 2% salary increase (and the salary compression compensation adjustment for those with 5 or more years of continuous service) because I have determined that your performance has improved to a Contributor rating level and you meet the employment date requirements.</li> <li>Note: The performance rating of Below Contributor from the last annual performance evaluation will remain in your record as your improved performance occurred during the current cycle.</li> <li>I am pleased with your performance improvement and encourage you to continue efforts to maintain the Contributor level rating. I am here to support you so please let me know what I can do.</li> </ul>



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### III. Letter Templates

The following pages contain letter templates that you may use along with the talking points from the prior pages. DHRM suggests that agencies modify these templates as necessary including copying and pasting the template to agency letterhead. Areas that are highlighted in red indicate places where the agency should insert the appropriate information and delete non-applicable information.

#### **Letter Template – Scenario 1**

*Employee receives the 2% salary increase only and has a performance rating of Contributor or higher.*

Dear <Employee>,

The 2013 Acts of Assembly authorizes a 2% salary increase effective July 25, 2013 for state employees (full-time classified, part-time classified, and other salaried employees) contingent upon there being no downward adjustment in the revenue forecast. Additionally, employees who have completed at least 5 years of continuous state service are eligible to receive a salary compression compensation adjustment of <\$65 for each full year of continuous service or \$70 for each full year of continuous service for sworn officers of the Department of State Police>, up to a maximum of 30 years. Prior service does not count towards the compression adjustment. The salary compression compensation adjustment is also effective July 25, 2013.

In order to qualify for these salary increases, employees must have received a rating of at least “Contributor” on the latest performance evaluation that was completed in Fall 2012. Employees must also have been employed in salaried positions as of April 24, 2013 and remain employed in salaried positions on July 25, 2013.

Based upon your employment dates and last performance rating, you qualify for the 2% salary increase. Because your state begin date was after July 25, 2008, you do not qualify for the salary compression compensation adjustment. The 2% salary increase should be reflected in the August 16, 2013 paycheck.

The <Agency Name> thanks you for the contributions that you make to your team, our agency, and to the Commonwealth of Virginia.

Thank you,

<Agency Head Signature>

<Agency Head Title>



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### **Letter Template – Scenario 2**

*Employee is eligible to receive the 2% salary increase only and did not receive a performance rating in the Fall 2012 evaluation cycle due to hire date.*

Dear <Employee>,

The 2013 Acts of Assembly authorizes a 2% salary increase effective July 25, 2013 for state employees (full-time classified, part-time classified, and other salaried employees) contingent upon there being no downward adjustment in the revenue forecast. Additionally, employees who have completed at least 5 years of continuous state service are eligible to receive a salary compression compensation adjustment of <\$65 for each full year of continuous service or \$70 for each full year of continuous service for sworn officers of the Department of State Police>, up to a maximum of 30 years. Prior service does not count towards the compression adjustment. The salary compression compensation adjustment is also effective July 25, 2013.

In order to qualify for these salary increases, employees must have received a rating of at least “Contributor” on the latest performance evaluation that was completed in Fall 2012. Employees must also have been employed in salaried positions as of April 24, 2013 and remain employed in salaried positions on July 25, 2013.

Although your performance was not rated in the Fall 2012 performance evaluation process, you will be eligible to receive the 2% salary increase because your supervisor has determined that your performance based on an interim evaluation is at a Contributor or higher rating level and you meet the employment date requirements.

Because your state begin date was after July 25, 2008, you do not qualify for the salary compression compensation adjustment. The 2% salary increase should be reflected in the August 16, 2013 paycheck.

The <Agency Name> thanks you for the contributions that you make to your team, our agency, and to the Commonwealth of Virginia.

Thank you,

<Agency Head Signature>

<Agency Head Title>



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### Letter Template – Scenario 3

*Employee receives the 2% salary increase and the \$65/full year of continuous service up to a maximum of 30 years (\$70/full year of continuous service up to a maximum of 30 years for sworn officers of the Department of State Police).*

Dear <Employee>,

The 2013 Acts of Assembly authorizes a 2% salary increase effective July 25, 2013 for state employees (full-time classified, part-time classified, and other salaried employees) contingent upon there being no downward adjustment in the revenue forecast. Additionally, employees who have completed at least 5 years of continuous state service are eligible to receive a salary compression compensation adjustment of <\$65 for each full year of continuous service or \$70 for each full year of continuous service for sworn officers of the Department of State Police>, up to a maximum of 30 years. Prior service does not count towards the compression adjustment. The salary compression compensation adjustment is also effective July 25, 2013.

In order to qualify for these salary increases, employees must have received a rating of at least “Contributor” on the latest performance evaluation that was completed in Fall 2012. Employees must also have been employed in salaried positions as of April 24, 2013 and remain employed in salaried positions on July 25, 2013.

Based upon your employment dates and last performance rating, you qualify for the 2% salary increase. Because your state begin date was on or before July 25, 2008, you also qualify for the salary compression compensation adjustment. The salary compression compensation adjustment will be added to your salary after the 2% salary increase is applied per Appropriation Act language. These salary increases should be reflected in the August 16, 2013 paycheck.

The <Agency Name> thanks you for the contributions that you make to your team, our agency, and to the Commonwealth of Virginia.

Thank you,

<Agency Head Signature>

<Agency Head Title>

You may also consider adding the compression \$ amount to the letter



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### **Letter Template – Scenario 4**

*Employee does not receive the 2% and compression pay salary increases due to performance.*

Dear <Employee>,

The 2013 Acts of Assembly authorizes a 2% salary increase effective July 25, 2013 for state employees (full-time classified, part-time classified, and other salaried employees) contingent upon there being no downward adjustment in the revenue forecast. Additionally, employees who have completed at least 5 years of continuous state service are eligible to receive a salary compression compensation adjustment of <\$65 for each full year of continuous service or \$70 for each full year of continuous service for sworn officers of the Department of State Police>, up to a maximum of 30 years. Prior service does not count towards the compression adjustment. The salary compression compensation adjustment is also effective July 25, 2013.

In order to qualify for these salary increases, employees must have received a rating of at least “Contributor” on the latest performance evaluation that was completed in Fall 2012. Employees must also have been employed in salaried positions as of April 24, 2013 and remain employed in salaried positions on July 25, 2013.

<Because your performance was rated as Below Contributor on the Fall 2012 performance evaluation, you will not be eligible to receive the 2% salary increase (and the salary compression compensation adjustment for those with 5 or more years of continuous service). OR,

Although your performance was rated Contributor or higher in Fall 2012, your performance has decreased to Below Contributor since that time. As a result, you are no longer eligible for the 2% salary increase (and the salary compression compensation adjustment for those with 5 or more years of continuous service).>

Although you are not eligible for these increases, I want us to continue working together on goals and actions so that your performance increases to a Contributor or higher rating.

Sincerely,

<Agency Head Signature>

<Agency Head Title>



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### **Letter Template – Scenario 5**

*Employee does not receive the 2% and compression pay (if applicable) salary increases due to employment dates.*

Dear <Employee>,

The 2013 Acts of Assembly authorizes a 2% salary increase effective July 25, 2013 for state employees (full-time classified, part-time classified, and other salaried employees) contingent upon there being no downward adjustment in the revenue forecast. Additionally, employees who have completed at least 5 years of continuous state service are eligible to receive a salary compression compensation adjustment of <\$65 for each full year of continuous service or \$70 for each full year of continuous service for sworn officers of the Department of State Police>, up to a maximum of 30 years. Prior service does not count towards the compression adjustment. The salary compression compensation adjustment is also effective July 25, 2013.

In order to qualify for these salary increases, employees must have received a rating of at least “Contributor” on the latest performance evaluation that was completed in Fall 2012. Employees must also have been employed in salaried positions as of April 24, 2013 and remain employed in salaried positions on July 25, 2013.

Because you were employed after 4/24/2013, you are not eligible for the 2% salary increase or the salary compression compensation adjustment.

The <Agency Name> thanks you for the contributions that you make to your team, our agency, and to the Commonwealth of Virginia. We look forward to continuing to work with you as a valuable member of our team.

Sincerely,

<Agency Head Signature>

<Agency Head Title>



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### **Letter Template – Scenario 6**

*Employee will receive the 2% and compression pay (if applicable) salary increases due to improved performance.*

Dear <Employee>,

The 2013 Acts of Assembly authorizes a 2% salary increase effective July 25, 2013 for state employees (full-time classified, part-time classified, and other salaried employees) contingent upon there being no downward adjustment in the revenue forecast. Additionally, employees who have completed at least 5 years of continuous state service are eligible to receive a salary compression compensation adjustment of <\$65 for each full year of continuous service or \$70 for each full year of continuous service for sworn officers of the Department of State Police>, up to a maximum of 30 years. Prior service does not count towards the compression adjustment. The salary compression compensation adjustment is also effective July 25, 2013.

In order to qualify for these salary increases, employees must have received a rating of at least “Contributor” on the latest performance evaluation that was completed in Fall 2012. Employees must also have been employed in salaried positions as of April 24, 2013 and remain employed in salaried positions on July 25, 2013.

Although your performance was rated as Below Contributor on the Fall 2012 performance evaluation, you will be eligible to receive the 2% salary increase <and the salary compression compensation adjustment for those with 5 or more years of continuous service> because your supervisor has determined that your performance has improved to a Contributor rating level and you meet the employment date requirements. We are pleased with your performance improvement and encourage you to continue efforts to maintain the Contributor level rating. Please note that the performance rating of Below Contributor from the last annual performance evaluation will remain in your record as your improved performance occurred during the current cycle.

<The salary compression compensation adjustment will be added to your salary after the 2% salary increase is applied per Appropriation Act language.> These salary increases should be reflected in the August 16, 2013 paycheck.

The <Agency Name> thanks you for the contributions that you make to your team, our agency, and to the Commonwealth of Virginia.

Thank you,

<Agency Head Signature>

<Agency Head Title>