

Longwood College
Classified/Hourly Employee
Presidential Performance Awards Program

I. PURPOSE: This program seeks to enable the institution to expeditiously issue performance-based rewards within the Classified and Hourly employee ranks. Since the Commonwealth's Incentive Pay Program has only been intermittently funded in recent years, the College is very concerned about its relative inability to recognize and reward employees within these two constituencies for example-setting performance or unique contribution to the mission of the institution. This program would permit the President to issue modest rewards based on merit, measured to the value of the contribution. These rewards would not affect base pay, but would instead be one time cash awards.

A. Examples:

1. Extraordinary Customer Service is highly valued by Longwood College because it is highly valued by students and the public at large. It affects our image, our marketability and the level of satisfaction with our basic service delivery. The College's front-line, non-professional, non-supervisory, customer-contact employees shoulder a largest burden in this area. The College expects all employees to have and use good customer service skills. Training is helpful, however, the best teacher is strong, personal example and visible example is the only way the value is sustained and assimilated into the employee culture.
2. Department of Personnel and Training policy provides for "acting pay" when classified employees are asked to step out of their position and serve temporarily in a higher position. Occasionally, however, the College finds it necessary for the vacant position's work to be divided by a number of persons - some will take large pieces of the vacant position taken on as an additional duty, rather than in acting status. Presently, no means exists to reward persons who have done outstanding work in this capacity, while keeping their own position's work flowing effectively.
3. From time to time, the College also employs ad hoc taskforces of a cross-constituency nature on issues of import to the campus. These taskforces flesh out issues and provide broad spectrum input for senior management and board review. Occasionally, select classified employees co-chair these and other similar committees. As chairs or committee leaders, their contribution in time, commitment and result are considerable. While the College would not be in a position to reward every classified employee who serves on a campus committee, it becomes obvious when such involvement goes well above and beyond the normal level of contribution, and we would like to reward that time of exemplary behavior.
4. On a few occasions annually, the College, usually through external mandates like Y2K, restructuring plan document mandates, legislative enactments like Workforce Transition Act, etc., production requirements take on a life of their own for sustained, but temporary and non-recurring, Herculean effort. While the planning is manageable at the senior management level, the actual work requirements often fall to classified and even wage employees to make happen. The timelines are often very short, and these employees are forced to operate under extreme pressure and are required to make significant personal sacrifices to accomplishing the work at hand. Being able to recognize these types of efforts is also considered vital to the College.

II. ELIGIBILITY: Participation in the program is limited to non-probationary Classified and Hourly employees of Longwood College. Sponsored program employees in these constituent groups may participate to the extent that appropriate fund sources and approval of the expenditure is authorized under the guidelines and administration of the grant. Hourly employees must work an average of 20 hours per week on a regular basis to participate.

II. MECHANICS:

- A. Nominating Procedures: A letter of nomination must be submitted to the President by the department head of the organizational unit in which the nominee serves. Such letters must be forwarded within 30 days of the event or completed performance, and shall include a detailed description of the meritorious act and a statement of why the department head believes a reward under this program is justified. The President or a member of her immediate staff shall comprehensively and objectively evaluate the merits of submissions. Rejected nominations may not be re-submitted. Nominations submitted for consideration by the President will be evaluated by the College's four Vice Presidents.
- B. Decision-Making: The President will consider any such nominations on a monthly basis. The President shall have the discretion to approve or deny the nomination, and to identify the appropriate reward. Notice of acceptance or rejection will be made to the recommending department head by the President's Office at such time as a decision is made. Department heads should be cognizant that not all nominations may be considered worthy of a reward under this program. Consequently, it may be prudent for department heads to refrain from discussing nominations with employees until notice is received from the President's Office as to the final disposition of the nomination. Only one reward per person may be awarded each fiscal year. Approvals will not exceed 5% of the total eligible employees in the two constituencies.
- C. Rewards Menu:
1. **Cash Award**: This award shall be issued for uncommon performance relating to an important short-term institutional need or assignment, where the work has the effect of contributing significantly to the College's overall mission. The amount of the award will be measured by the duration of the performance, the relative scope of impact of the performance, and the extent to which the employee extended himself or herself in accomplishing the act(s) under consideration. The award will not become a part of the employee's base salary.
 2. **Funding**: This initiative will be centrally funded, with the exception of sponsored program awards. An annual pool of \$5,000 has been initially identified for use during FY 97-98, with the expectation of continued funding measured by the first year's experience.