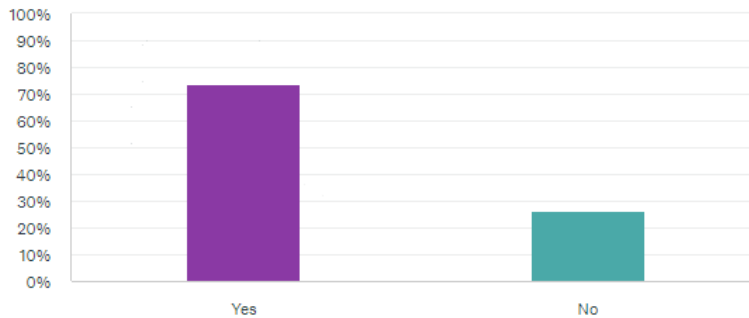




**Performance Reviews & Merit Increases
March 13th, 2023**

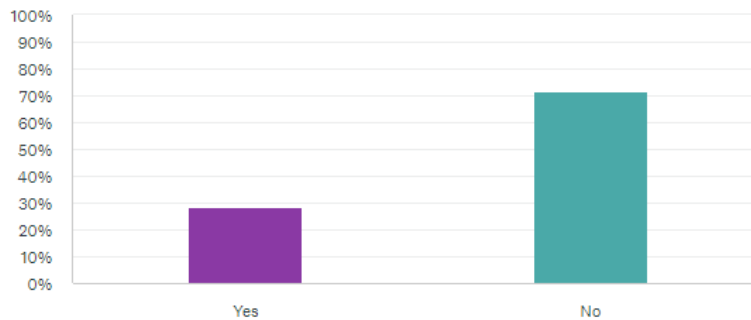
Total Participants: 106 participants in Missouri, Illinois, and Indiana Areas

1. Are performance reviews and merit increases tied together in your organization?



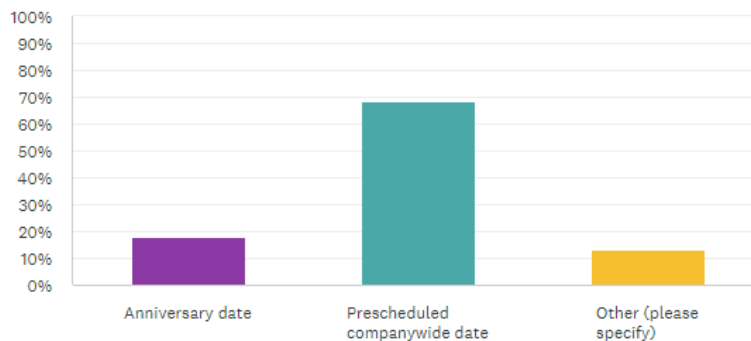
Answer Choices	Responses	
Yes	73.58%	78
No	26.42%	28
Answered		106
Skipped		0

2. Does your company have a published compensation philosophy/strategy?



Answer Choices	Responses	
Yes	28.30%	30
No	71.70%	76
Answered		106
Skipped		0

3. Do you complete performance reviews and merit increases based on anniversary date or on a prescheduled companywide date?

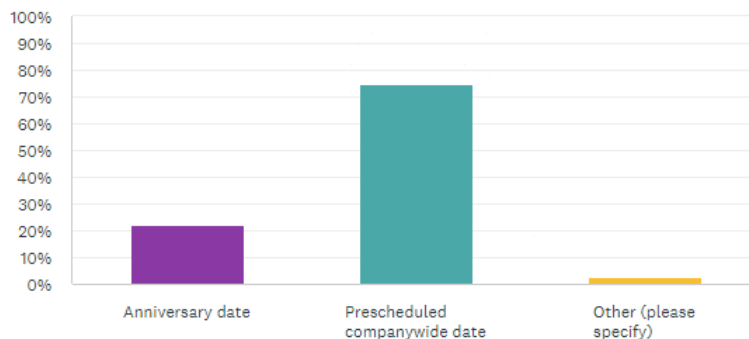


Answer Choices	Responses	
Anniversary Date	18.10%	19
Prescheduled companywide date	68.57%	72
Other (please specify) – listed below	13.33%	14
Answered		105
Skipped		1

- Performance reviews are done on anniversary date. Currently our pay raises are done on a prescheduled companywide date.
- Typically complete every Feb of each year with raises in effect in March
- Fiscal Year

- Hourly employees are anniversary date, salaried employees are beginning of each year
- We do agency QA every 4 months
- hourly - prescheduled, salary - anniversary date
- Provide COLA increases, not tied to merit
- Don't do performance reviews; comp reviewed 12/1
- promotion dates
- we use both anniversary dates and prescheduled companywide date
- end of year
- Employees are based on anniversary date, directors and above are on a prescheduled date
- This should be two questions - Performance Reviews are on anniversary date. Merit Increases are on a pre-scheduled company-wide date.
- Varies

4. Would you prefer to complete performance reviews and pay increases based on anniversary date or on a prescheduled companywide date?



Answer Choices	Responses	
Anniversary Date	22.12%	23
Prescheduled companywide date	75.00%	78
Other (please specify) – listed below	2.88%	3
	Answered	104
	Skipped	2

- N/A
- There are tradeoffs, depends on the nature of the jobs and size of workforce as to which works best
- You should have separated these questions as they are not the same. Performance reviews on anniversary date; merit increases on company-wide pre-scheduled date.

5. If you have transitioned from an anniversary date to a prescheduled companywide date, please share any advantages or disadvantages throughout the process.

Answered	27
Skipped	79

- Advantage to doing wage increases on a prescheduled companywide date is it's easier to process for payroll. Disadvantage is when it's not tied to the evaluation people don't have that incentive to do the best job possible and we've found they don't really care about their evaluation because they aren't getting a raise along with it based on their performance.
- It makes the process more easily manageable when it is all done at the same time instead of individually throughout the year.
- Advantage -- Management of the Process. Advantage - Merit Increases are all effective on same date so if there was a drastic change in the economy or company financial situation - everyone is treated the same. Disadvantage - workload of HR
- Performance reviews include goal setting and this allows goals to match company goals for fiscal year. All of our reviews are completed shortly after fiscal year end.
- We switched from anniversary to companywide because the process is easier to manage. It also allows managers to review team members at the same time and allows for a more uniform review of those individuals within the teams.
- We recently transitioned 1 company to align with the other 2 companies - moving to the focal review 1/1. From our perspective, it made sense to have 1 cycle / the devoted time to this process. In the pre-planning of the transition, we did not want employees who had reviews mid year reviews to go too long between cycles, so we made a decision to have full reviews and check-ins. Employees who received a review or were hired between 1/1/2022 – 6/30/2022 should receive a full performance review; Employees who received a review or were hired between 7/1/2022 – 9/30/2022 should receive a performance check-in. We told leaders that the intention of the performance check-in is to ensure they are providing regular feedback and may include verbal feedback, updates on any goals, changes in performance, etc. We don't want employees to go too long between cycles. An option might be to go over

the employee's last performance review with the employee. People Services will provide upon request.

- We have been on a company-wide date for some time. All employees know when to expect reviews and we try to time it during a 'slower' time of year.
- Consistency is nice. When we did everyone's anniversary it was like we were doing a review every week, and there were different timelines for everyone. With period QAs all supervisors know the timeline, deadlines, employees know what to expect as well which is nice.
- Advantage: Process completed at one time for all employees.
Disadvantage: Must be on board within last 6 months to receive merit increase. Some employees wait over a year for their first raise.
- over all at once
- It allows for better budgeting and provides a synopsis of the financials all at once.
- Disadvantage - all performance reviews are due at same time.
Advantage - makes budgeting process easier for setting annual payroll budget.
- Being an HR of one, it could be overwhelming based on time of year. Employees would complain and we don't do formal performance reviews.
- There would not be as many to do at one time if they were on anniversary dates.
- I have in the past had pre - scheduled company wide, it is cumbersome on the managers to complete. Most managers do not like completing these at all, but advantage of all at once, all employees at the same time are being reviewed instead of perhaps situation or recent events to change anniversary date reviews.
- We have always done reviews & pay increases at the beginning of each year.
- Budget and payroll reporting is more efficient with a prescheduled companywide date.
- Disadvantages: it's a lot of work for the managers to do multiple reviews if they more than a couple of employees.
- Increases are not being reported each pay period and it is much easier to track what is merit and what is an off-cycle increase
- have never done the anniversary date.
- I have used both methods and the supervisors seem to prefer not being required to do all of the evaluations at one time.

- We did several years ago. Much easier from an administrative standpoint to do on a companywide date.
- The advantage to a prescheduled company wide date is that everyone is on the same timeline.
- From an HR perspective, when doing performance appraisals on anniversary date, we were constantly chasing managers to complete. Transitioning to a prescheduled companywide date, it is easier to manage and all are completed timely.
- prescheduled across the board merit reviews twice yearly, make it more streamlined
- I have done this with a prior employer for the whole organization and just did it here for a department. The hardest part is the transition as some people "know" they are getting ripped off somehow as you either have to give people a "little more" or a "little less" than they would have normally received. For some, it's a hard concept to grasp. After the initial transition, it becomes routine. Also have to determine how to deal with new hires and their offer amount and their proration or "super-ration."
- Anniversary date is harder to manage administratively. Looking at everyone together is more efficient. Also, it allows for employees to be benchmarked against each other when pay considerations are made which allows for better fairness and consistency.

Let us know the HR questions you would like surveyed by emailing your question to solutions.team@aaimea.org. It is a great way to benchmark your company with other area companies!