

In Range Progression Survey Summary

I. Introduction

During spring 2015 a cooperative effort was undertaken by staff and administration to assess the staff's views and understanding related to the "In Range Progression" (IRP) process, procedures and outcomes. The survey was developed and administered using the following goals:

1. Develop a better understanding of staff views on the IRP policy and procedures.
2. Develop a better understanding of the ease and/or complexity of the IRP process from the staff members' perspectives.
3. Develop an understanding of the staff expectations associated with completing an IRP.
4. Develop an understanding of how many staff members have submitted an IRP and develop a better understanding of how many IRP's have been approved/denied.
5. Develop a better understanding of the staff's knowledge/understanding and trust of the IRP process.

A committee composed of two administrators and four staff members was charged with the task of reviewing and summarizing the information collected from the survey and developing recommendations based on the committee's findings. The group membership includes: Renee Giannini, Tammy Worthington, Lisa Medina, Sean Prevette, John Tillman and Dennis Shimek.

II. Methodology

The survey was conducted over a 28 day time period from Tuesday, March 24, 2015 through Monday, April 20, 2015. The sample panel was composed of all CSU Stanislaus staff members eligible to participate in the IRP process (N=390) as of March 24, 2015. Data was collected using a web survey created using Qualtrics Lab, Inc. web survey software of the Qualtrics Research Suite (Qualtrics Labs Inc., Provo, UT) and consisted of a variety of fixed-response and open-ended questions (see Appendix A: Survey Instrument). One hundred ninety-nine (n=199) staff members started the survey and 188 staff members completed the survey. This yielded a response rate for completed surveys of 48.2%. With almost half of the staff members responding to the survey, it would suggest that there was a significant interest in the survey topic.

A comparison of the survey respondents and the overall population of those invited to participate shows that the sample is reasonably representative of the population. The survey was sent to 130 males (33.3% of the population) and 260 females (66.7% of the population). Fifty-two (52) or 26.1% of the respondents were male and 147 or 73.9% were female, indicating that the distribution of respondents across gender is reasonably close to the distribution seen in the population.

The response rate disaggregated by division ranged from approximately 39% (Business and Finance) to 62% (Academic Affairs). The high levels of response rates across divisions suggest that interest in the topic transcends divisional boundaries.

The table below indicates the response rate as a percentage of the total population of each union group at CSU Stanislaus. The overall representation of the population by the sample is reasonable.

Union Affiliation	Response Rate
CSU Employees Union	52.7%
Academic Professionals of California	65.1%
State Employees Trades Council	25.0%
State University Police Association	14.3%
Other Groups	
Confidential Employees	36.4%

The data collected through the survey included individual respondent statements that reflect a wide spectrum of opinions on topics related to the IRP process and the parties who play a role in the process. The statements included within the summary of results were identified by the committee as being representative of the majority of respondents, but do not necessarily reflect the opinions of all respondents. A complete inventory of all respondent comments can be found in Appendix B: Survey Response Inventory.

III. Summary of Results

Overall, the survey results provided feedback on the staff’s understanding, acceptance, options, and participation in the IRP process.

A majority of respondents (68%) indicated that they have not applied for an In-Range Progression (IRP). An evaluation of the same question, but disaggregating the results based on the years of service yielded majority percentages for each sub-group that had not applied for an IRP with 91% of respondents who have worked on campus 1-5 years, 63% of respondents who have worked on campus 6-10 years, and 54% of respondents who have worked on campus 11 or more years. Table 1 below lists the reasons identified by the respondents for not applying for an IRP disaggregated by the number of years of service.

Table 1. *Reasons for not applying for an IRP*

	Overall	1-5 years	6-10 years	11 or more years
I assumed it would not be approved	41%	25%	45%	58%
I do not know what an IRP is	16%	34%	3%	2%
Other	34%	34%	32%	36%

Respondents who selected “Other” indicated reasons for not applying such as they were new to their position, assumed that their managers would submit an IRP for them or let them know when to apply, or they did not know how or when they could apply for an IRP.

- “I am still new to the position.”
- “I thought supervisor had to do that.”
- “I assumed that my manager will let me know when it is appropriate to apply.”
- “Not sure if I would meet IRP requirements.”

Of the 63 respondents that indicated they had applied for an IRP, a majority (72%) reported that they had applied for only one IRP, and 44% responded that their most recent IRP was approved while 24% of respondents still had an IRP pending at the time of the survey. Eighty-eight percent of respondents reported that they believed it would be helpful to include feedback on strengths and areas of improvement as part of the IRP process.

Overall, 67% of respondents indicated that applying for an IRP was difficult or very difficult.

Respondents were asked to indicate their level of agreement in response to a variety of statements regarding the IRP process on a 5-point Likert scale (i.e., 1-Strongly Disagree to 5-Strongly Agree). The following statement, “The timeline of the IRP process is clearly communicated” was rated disagree or strongly disagree by 51% of respondents. Less than half of the respondents (37%) agreed or strongly agreed to the statement “The instructions for the IRPs are easy to understand.” Fifty percent of respondents disagreed or strongly disagreed with the following statement “The reasons for meriting an IRP are clear.”

The following set of questions within the survey then asked respondents if they had attended a workshop on IRPs and if they would attend a workshop and/or attend another workshop. Twenty-nine percent of respondents had attended a workshop on completing an IRP and of those 86% would attend another workshop. For those respondents who had not attended a workshop, 85% reported they would attend if one was offered.

Respondents were asked to indicate their level of agreement regarding the support of an IRP. When asked if HR

is a trusted resource for questions regarding the submission of an IRP, over half (54%) of those responding selected disagree or strongly disagree. Furthermore, when asked if they believe HR is transparent with regards to the IRP process, 71% of respondents selected disagree or strongly disagree while only 7% agreed or strongly agreed. Respondents were then asked if they felt HR promoted their professional development or works to invest in me as an employee and retain me as a member of the organization, over half indicated that they disagree or strongly disagree, 67% and 65% respectively. Only 5% of those responding stated that they agree or strongly agree that HR invests in them as an employee and works to retain them as a member of the organization. A majority (77%) of respondents agreed or strongly agreed that their manager is supportive of their professional development.

The survey stated that the goal of the Human Resources Department is to provide support for faculty and staff to achieve the mission of California State University, Stanislaus. When asked if “[t]he policies and communications from the Human Resources Department match their department goal”, 41% of the respondents indicated that they either disagreed or strongly disagreed. While 26% of respondents indicated that they agreed or strongly agreed that the departmental goal was being achieved, another 33% of respondents selected neither agree nor disagree.

Respondents were also given an opportunity to provide any additional comments regarding the IRP process. When disaggregating the comments based on the years of service, there were a number of common responses that were noted. A majority of respondents who provided additional comments and have worked on campus 1-5 years indicated that they lack knowledge of the IRP process and would like more information about the process. Common responses among those who have worked on campus 6-10 years included that the timeline for an IRP was too long, more communication is needed between all parties involved, and the negative perception of others on campus regarding the process discouraged them from applying. Of the respondents who have worked on campus 11 or more years and shared additional comments also indicated the timeline was too long for the process and that more communication was needed between all parties. Members of this group also noted that they thought IRPs should be initiated automatically or by a manager based on the results of staff performance evaluations.

Within the additional comments section there were also a number of responses related to salary issues separate from the IRP process. The majority of these comments centered around the desire to reinstate, or at least reevaluate, step wage increases at the University, provide equitable pay for similar positions across campus and in comparison to the market, and maintain general salary increases that keep up with cost of living increases in our region.

IV. Evaluation

Based upon the survey data, the committee identified five key themes; communication, education and training, lack of trust in the Human Resources Department and management, morale and general staff perceptions, and process and transparency.

- **Communication**

Throughout the survey, respondents noted that there was a lack of communication regarding what the IRP process entailed, when it should be initiated, the status of submitted IRPs, and an overall lack of feedback as to the reasoning of IRP decisions.

- **More information about the process** including when to apply.
 - *“I wish this option was more strongly emphasized to staff over the years. I probably should have requested several of these things over the years!”*
 - *“I am very interested in learning about the IRP process. When and why would an IRP apply?”*
 - *“Never worked at a place, other than here, that did not have a step compensation range as part of meeting performance expectations for merit step increases. Having to request*

an IRP was a new concept to me and was not formally addressed in hiring and so that word of mouth information was discouraging.”

- **Provide feedback** on all IRPs
 - *“Having feedback whether an IRP is granted or not is critical for the support and advancement of staff.”*
- **Provide updates** on status after submitting an IRP
 - *“I have to email them for updates and they do not provide updates in a timely fashion.”*

- **Education and Training**

The survey revealed that the respondents would be very interested in education and training related to the IRP process as a whole, as well as having the opportunity for more thorough education and training on interpreting the criteria and standards used to evaluate an IRP.

- **Define what an IRP is** including information about the process and timeline.
 - *“I didn’t know about it at all.”*
 - *“When can you apply?”*
 - *“The IRP process is supposed to take 3 months from initial submission to approval. It has been 5 months since I submitted my application and at last updated, I am still #7 in the queue.”*
 - *“I understand that the timeline for responding to IRP and reclassification requests may be set by the CO, but it seems like it is extended far too long.”*
- **Explain the criteria and standards** used to evaluate an IRP
 - *“When I was denied an IRP, my Supervisor at the time questions Human Resources about their decision. Even though I showed an increase in workload, added lead responsibility of staff and an increase in supervising more Student Assistants, I was still denied.”*
 - *“My feelings towards IRP’s are: The guidelines are in need of revising, classification & titles are similar but the actual job can be totally different and can’t be compared, every IRP should be considered.”*
 - *“I applied for an IRP in 2013 mainly on my performance. HR Manager denied my IRP. They said that I would have granted my IRP if I applied it base on “Equity”. I applied for an IRP in 2014 base on my Equity. HR said “No”.”*
 - *“The IRP process seems to discourage personnel from using it. It is difficult, time-consuming, and ultimately the decisions that are made are not based on job performance or individual justification which supported the criterion for requesting the in-range in the first place.”*

- **Lack of Trust in the Human Resources Department and Management**

Lack of trust in the Human Resources Department and management was another prevalent theme throughout the survey. Within the theme, three specific concerns were identified frequently: Human Resources is blocking staff from receiving IRPs, Human Resources is not following the contract or policies for processing IRPs, and the Human Resources Department does not support the staff.

- **Human Resources is blocking staff** from receiving IRPs
 - *“Stanislaus HR has mastered the art of denying the IRP.”*
 - *“From what I have seen from our HR department is that their one goal is to prevent staff from obtaining raises.”*
- **Human Resources are not following procedures and policies** for processing IRPs
 - *“I believe that HR would still be sitting on it if they hadn’t been pushed to respond.”*
 - *“Human Resources classification and compensation policies and procedures are unclear and even when clarified, they still don’t follow them.”*

- *“The goal, an approved IRP, seems to be a moving target that no one can figure out because there is too much subjectivity on the part of HR and the managers.”*
- *“I don’t think the way they choose who gets an IRP is fair or just.”*
- **Human Resources office does not support the staff**
 - *“The high rate of at which IRPs have been denied also makes me feel like those making the IRP decisions do not value the work that the staff is completing.”*
 - *“It feels like HR uses the union contract as a club with which to beat the staff down.”*
 - *“I see no support from HR in regards to retaining staff...HR’s mission appears to only apply to faculty.”*
 - *“It is well known that the Human Resources dept. is committed to the support of administration.”*
 - *“It is very upsetting and frustrating and has created extremely low morale for staff to be treated so poorly from the very HR department who is supposed to be there for us but instead works against us.”*

- **Morale and General Perception of Staff Members**

While not specifically addressed in the questions of the survey, the theme of low morale among staff members became apparent in the open-ended responses of multiple questions.

- *“The IRP process on this campus has purposely been made subjective and unattainable, so that administration can keep staff (not faculty) salaries as low as possible. Human Resources have been given the authority to suppress and compress the salaries of staff using the IRP process. As a result, the moral of staff is low and we lose our best and brightest people to outside employment.”*
- *“It makes employees feel that regardless of how well they perform, they cannot have an IRP due to financial constraint, which is not fair at all to the employee. Many other government agencies have systems in place to provide step increases annually within the employee’s range (assuming the employee exceeds expectations on their evaluation). I feel using a system like that would motivate employees to strive for excellence in their work and allow employees to be appreciated for their work.”*
- *“The idea that you could receive high ratings on all evaluations conducted by a manager, produce high quality work, and still be denied an in-range progression baffles me. It makes me, and I assume other employees, wonder why I should work hard because it isn’t going to help me advance at all. The high rate at which IRPs have been denied also makes me feel like those making the IRP decisions do not value the work that the staff is completing, while administrators are getting raises and promotions and those towards the bottom of the pay scale can’t get an IRP approved to help lift them out of poverty. The lack of IRP and reclassification approval has also led to a great amount of institutional knowledge lost as some of the hardest working members of staff transition to jobs at other institutions that pay a wage commensurate with an employee’s experience, education, and value to the institution.”*

- **Process and Transparency**

Common concerns among respondents noted in the survey included the lack of understanding in regards to the IRP process, contract provisions and standards used in the IRP decision making process.

- *“It would be beneficial to be provided with clarity as to what the University and the Human Resource department evaluate and consider when they approve or decline an IRP – what does a person have to do in order to have an IRP approved?”*
- *“Human Resources classification and compensation policies and procedures are unclear and even when clarified, they still don’t follow them. Transparency is not a priority and often times when staff does endeavor to learn more information is denied.”*

- *“I would like to have a better understanding of the IRP process.”*

V. Recommendations

When discussing the recommendations, the committee strived to take into account the role of all parties in terms of the administration of the IRP program. Based on the analysis of the data generated from the survey and an understanding of the roles of all parties involved, the committee offers the following recommendations.

- **Communication**

- The Human Resources Department, in conjunction with division management, should keep both the IRP applicants and the unit managers informed of the status of individual IRP applications in a timely manner and consistent with the IRP provisions in each union contract.
- Introduce the IRP process at New Employee Orientation and provide the dates of upcoming IRP training sessions.
- Schedule follow up surveys/questionnaires at the one and two year mark after implementation of IRP training sessions has occurred to evaluate if any significant change has occurred in regards to staff experiences and perceptions of the IRP process.

- **Training**

- The Human Resources Department should arrange and schedule at a minimum bi-annual training and information meetings for all staff members and management to discuss and answer questions regarding the IRP provisions as defined in each union contract. Separate sessions should be offered for staff and management that emphasize their specific roles and responsibilities in the IRP process. The trainings should include directions on how to complete the IRP application, as well as explain the process that should be followed as identified in each union contract.

- **Process**

- Information related to the IRP guidelines, application forms, procedures and processes should be widely published and easily available to all staff members and managers.
- Mandate the completion of performance evaluations in a timely manner so that they may be used in the IRP process.
- Make available a specific point person(s) in the Human Resources Department to answer inquiries related to the IRP process.
- Offer employees an opportunity to meet with a Human Resource Representative to explain the outcome of their IRP requests and provide written explanation to employees outlining the reasoning for the decision to either accept or deny an IRP request.

Appendix A

In-Range Progression Survey

Thank you for participating in this In-Range Progression (IRP) survey. Your responses are an important part of the process and will help provide feedback to the organization.

Q1 What is your employment status?

- Permanent
- Temporary
- Other (please specify) _____

Q2 How long have you worked on campus?

- 1 year or less
- 2-5 years
- 6-10 years
- 11-15 years
- More than 15 years

Q3 Gender:

- Male
- Female

Q4 Have you applied for an IRP?

- Yes
- No

Q5 Why have you not applied for an IRP?

- I assumed it would not be approved
- I do not know how to complete the form
- My manager discouraged me from submitting an IRP
- I do not know what an IRP is
- I do not know where to find the forms to submit an IRP
- Other (please specify) _____

Q6 How many IRPs have you applied for?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- more than 10

Q7 Was your most recent IRP approved?

- Yes
- No
- Still pending

Q8 What criteria did you use for the basis of requesting an IRP? (Select all that apply)

- Assigned application of enhanced skill(s)
- Retention
- Equity
- Performance
- Out-of-classification work
- Increased workload
- New lead work or new project
- Other salary related criteria

Q9 Were you provided with any feedback regarding your IRP?

- Yes
- No

Q10 Would receiving feedback/recommendations be helpful?

- Yes
- No

Q11 Did your feedback include areas for improvement and/or development to help you grow and promote as an employee?

- Yes
- No

Q12 The Retention, Promotion, Tenure (RPT) process for faculty includes feedback on strengths and areas of improvements for the next submission. Would this be helpful if it were included as part of the IRP process?

- Yes
- No

Q13 Human Resources Representatives are available to meet with you and explain the reasoning behind your IRP decision. Would you be willing to meet with a Human Resources Representative?

- Yes
- No

Q14 Why not?

Q15 Please rate the following questions regarding the IRP process.

	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
The timeline of the IRP process is clearly communicated. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The instructions for IRPs are easy to understand. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The reasons for meriting an IRP are clear. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Please rate the following statements regarding the support of an IRP.

	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
Human Resources Administration is a trusted resource for questions regarding the submission of an IRP. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources Administration promotes my professional development. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources Administration works to invest in me as an employee and retain me as a member of the organization. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Human Resources Department is transparent with regard to the IRP process. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager is supportive of my professional development. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 My manager helped me complete the IRP paperwork.

- Yes
- No

Q18 Overall, applying for an IRP is

- Very Difficult
- Difficult
- Neutral
- Easy
- Very Easy

Q19 Have you attended a workshop on IRPs?

- Yes
- No

Q20 Would you attend another workshop on IRPs?

- Yes
- No

Q21 Would you attend a workshop to help you complete an IRP?

- Yes
- No

Q22 Would it be helpful to have a Human Resources Representative at an IRP workshop?

- Yes
- No

Q23 The goal of the Human Resources Department is provide support for the faculty and staff to achieve the mission of California State University, Stanislaus. The Mission of the University is as follows: The faculty, staff, administrators, and students of California State University, Stanislaus are committed to creating a learning environment which encourages all members of the campus community to expand their intellectual, creative, and social horizons. We challenge one another to realize our potential, to appreciate and contribute to the enrichment of our diverse community, and to develop a passion for lifelong learning. To facilitate this mission, we promote academic excellence in the teaching and scholarly activities of our faculty, encourage personalized student learning, foster interactions and partnerships with our surrounding communities, and provide opportunities for the intellectual, cultural, and artistic enrichment of the region. The policies and communication from the Human Resources Department match their departmental goal.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Q24 Please add any additional comments regarding the IRP process.

Appendix B

In-Range Progression Survey: Summary Report

1. What is your employment status?

#	Answer	Response	%
1	Permanent	165	89.2%
2	Temporary	16	8.6%
3	Other (please specify)	4	2.2%
	Total	185	100.0%

Other (please specify)	
unknown	
Probationary	
Probationary	
Probationary	

2. How long have you worked on campus?

#	Answer	Response	%
1	1 year or less	22	11.9%
2	2-5 years	39	21.1%
3	6-10 years	48	25.9%
4	11-15 years	30	16.2%
5	More than 15 years	46	24.9%
	Total	185	100.0%

3. Gender:

#	Answer	Response	%
1	Male	47	25.5%
2	Female	137	74.5%
	Total	184	100.0%

4. Have you applied for an IRP?

#	Answer	Response	%
1	Yes	56	30.3%
2	No	129	69.7%
	Total	185	100.0%

5. Why have you not applied for an IRP?

#	Answer		Response	%
1	I assumed it would not be approved		54	42.5%
2	I do not know how to complete the form		4	3.1%
3	My manager discouraged me from submitting an IRP		4	3.1%
4	I do not know what an IRP is		19	15.0%
5	I do not know where to find the forms to submit an IRP		3	2.4%
6	Other (please specify)		43	33.9%
	Total		127	100.0%

Other (please specify)
Applied for and got a reclassification instead.
Too new
I am at the top of my range
Didn't think about it
I've only been in my position for 8-months
I got reclassified less than a year ago
I have only been in my position for a little over a year
till now a lot of work for a probable negative outcome, performance eval due soon. Hope to use it as a tool.
In process of beginning one.
I assume that my manager will let me know when it is appropriate to apply.
I had a break in service and recently returned to campus.
I will be completing a Reclass for my current position
The entire process is overwhelming when added to the job that I already have to do - justifying my need for a raise seems degrading and demoralizing when you have been on campus as long as I have and have as much responsibility as I do. Plus, my experience with HR is that raises and reclasses are determined by how WELL you can write and SAY things - not by how much or how well you do your job.
I thought supervisor had to do that.
I am not entirely dissatisfied with my current salary.
1. I was not aware of IRPs. 2. I (naively) thought mgmt would be helping employees with such matters. 3. I thought these things happened automatically - seniority/skills.
Did not know what was appropriate
not sure if I would meet IRP reqs. Haven't made time to research.
New on Campus
didn't want to take the time and then have it denied
LRR discouraging on chances of it being approved during meeting to discuss
I assumed it would not be approved and that my manager would discourage it.
I have not applied for an IRP due to the fact that it's a Manager's responsibility when assigning additional responsibilities to ensure salary aligns with new responsibilities assigned to employee
my situation didn't really allow for it
current campus climate
I was going to wait until my 2 year mark. I would also like to note many of my coworkers tell me it will not be approved.
Hoping to begin process later this year.
I applied for a re-class/change in skill level, not IRP
I am still new to the position.
Confidential employees are not permitted to apply - their managers must complete/submit the form.
I was recently reclassified.
I am still on probation until July 14, 2015
I have only worked for the university for less than a year and I thought it would be denied.
Did not know I had too
My managers have always submitted mine
My original/previous (retired) manager always applied for them for me. Have been told by others that if manager doesn't submit the request it doesn't get approved.
I don't feel the need to.
initiated one, but did not follow through
Not permanent so not aware that I can apply for an IRP
Haven't had time, but it's on my list of things to do
have not had to time to obtain all the documents together.
Recently received reclassification

6. How many IRPs have you applied for?

#	Answer		Response	%
1	1		38	71.7%
2	2		10	18.9%
3	3		4	7.5%
4	4		0	0.0%
5	5		0	0.0%
6	6		0	0.0%
7	7		0	0.0%
8	8		0	0.0%
9	9		0	0.0%
10	10		1	1.9%
11	more than 10		0	0.0%
	Total		53	100.0%

7. Was your most recent IRP approved?

#	Answer		Response	%
1	Yes		26	46.4%
2	No		16	28.6%
3	Still pending		14	25.0%
	Total		56	100.0%



8. What criteria did you use for the basis of requesting an IRP? (Select all that apply)

#	Answer		Response	%
1	Assigned application of enhanced skill(s)		21	50.0%
2	Retention		7	16.7%
3	Equity		11	26.2%
4	Performance		32	76.2%
5	Out-of-classification work		13	31.0%
6	Increased workload		33	78.6%
7	New lead work or new project		14	33.3%
8	Other salary related criteria		11	26.2%



9. Were you provided with any feedback regarding your IRP?

#	Answer		Response	%
1	Yes		23	54.8%
2	No		19	45.2%
	Total		42	100.0%



10. Would receiving feedback/recommendations be helpful?

#	Answer		Response	%
1	Yes		19	100.0%
2	No		0	0.0%
	Total		19	100.0%



11. Did your feedback include areas for improvement and/or development to help you grow and promote as an employee?

#	Answer		Response	%
1	Yes		3	13.6%
2	No		19	86.4%
	Total		22	100.0%

12. The Retention, Promotion, Tenure (RPT) process for faculty includes feedback on strengths and areas of improvements for the next submission. Would this be helpful if it were included as part of the IRP process?

#	Answer		Response	%
1	Yes		36	90.0%
2	No		4	10.0%
	Total		40	100.0%

13. Human Resources Representatives are available to meet with you and explain the reasoning behind your IRP decision. Would you be willing to meet with a Human Resources Representative?

#	Answer		Response	%
1	Yes		38	69.1%
2	No		17	30.9%
	Total		55	100.0%

14. Why not?

Text Response

HR Manager told my supervisor to tell me. I emailed for information - she told me to see my supervisor. My supervisor recommended we convert the IRP to a reclass request, which took it to an outside reviewer who approved the reclass.

It wouldn't change anything. I've already been given the ridiculously low amount of 3%; it's done. The application is still pending. I may want to upon receiving the results.

My decision, although it took greater than 6 months, was approved tired of the excuses

Recently submitted.

My IRP has been in the "que" for more than 14 months. In all of that time, I have not dealt with one person that seems qualified to answer questions. They defer to HR, if they respond at all, and nothing happens and questions do not get answered either way. In addition, if you ask one person and get an answer you don't like, be sure to go ask someone else, because it is highly likely that you will at least get a different answer.

I am currently waiting for results of a reclassification request. If that does not go through, I would be willing to meet with a Human Resource Representative. I did receive my last IRP request, so do not need to discuss at this time.

Was denied based on a freeze for all staff- memo from my manager copied and pasted in the following. I have checked all of my files and I do not have anything in writing from HR regarding the freeze on in-range compensation for staff. I only have the verbal from my meeting with xxxxxx xxxxxx. I will see if xxxxxx has anything. If not, I will request something from xxxxxx.

It's been a couple of years ago and info then is probably not relevant. Feel like it would likely be a waste of time and the outcome would be the same.

I don't believe they are truthful.

It was approved.

Because it won't do any good. I requested a 10% increase and was granted a 3% increase. It doesn't matter that I documented the work that has been given to me, that goes beyond my original job description. It doesn't matter that I took on the extra duties of a full-time ASCI position when we lost that position due to budget cuts on 2009 (without compensation). It doesn't matter that the duties I perform are unique to the University and that other personnel in my same classification do not perform the same job. It doesn't matter, because, ultimately, the equity that is followed is not equity to job performance, but equity to what others in my same classification are earning.

IRP approved, no need to meet.

15. Please rate the following questions regarding the IRP process.

#	Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Responses	Mean
1	The timeline of the IRP process is clearly communicated.	5.4%	26.8%	16.1%	21.4%	30.4%	56	3.4
2	The instructions for IRPs are easy to understand.	5.4%	30.4%	25.0%	16.1%	23.2%	56	3.2
3	The reasons for meriting an IRP are clear.	0.0%	25.5%	25.5%	12.7%	36.4%	55	3.6

16. Please rate the following statements regarding the support of an IRP.

#	Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Responses	Mean
1	Human Resources Administration is a trusted resource for questions regarding the submission of an IRP.	1.8%	10.7%	32.1%	25.0%	30.4%	56	3.7
2	Human Resources Administration promotes my professional development.	1.8%	5.4%	26.8%	35.7%	30.4%	56	3.9
3	Human Resources Administration works to invest in me as an employee and retain me as a member of the organization.	1.8%	3.6%	30.4%	26.8%	37.5%	56	3.9
4	I believe the Human Resources Department is transparent with regard to the IRP process.	1.8%	5.5%	21.8%	30.9%	40.0%	55	4.0
5	My manager is supportive of my professional development.	41.1%	35.7%	14.3%	7.1%	1.8%	56	1.9

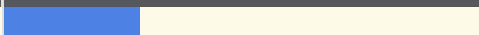

17. My manager helped me complete the IRP paperwork.

#	Answer	Response	%
1	Yes	33	58.9%
2	No	23	41.1%
	Total	56	100.0%

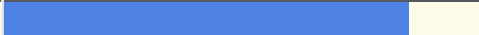

18. Overall, applying for an IRP is

#	Answer	Response	%
1	Very Difficult	15	26.8%
2	Difficult	22	39.3%
3	Neutral	19	33.9%
4	Easy	0	0.0%
5	Very Easy	0	0.0%
	Total	56	100.0%

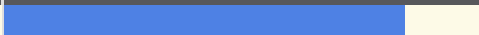

19. Have you attended a workshop on IRPs?

#	Answer		Response	%
1	Yes		53	28.6%
2	No		132	71.4%
	Total		185	100.0%

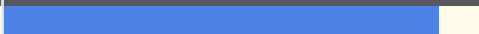

20. Would you attend another workshop on IRPs?

#	Answer		Response	%
1	Yes		45	84.9%
2	No		8	15.1%
	Total		53	100.0%

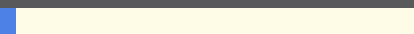




21. Would you attend a workshop to help you complete an IRP?

#	Answer		Response	%
1	Yes		111	84.1%
2	No		21	15.9%
	Total		132	100.0%

22. Would it be helpful to have a Human Resources Representative at an IRP workshop?

#	Answer		Response	%
1	Yes		169	91.4%
2	No		16	8.6%
	Total		185	100.0%

23. The goal of the Human Resources Department is provide support for the faculty and staff to achieve the mission of California State University, Stanislaus. The Mission of the University is as follows: The faculty, staff, administrators, and students of California State University, Stanislaus are committed to creating a learning environment which encourages all members of the campus community to expand their intellectual, creative, and social horizons. We challenge one another to realize our potential, to appreciate and contribute to the enrichment of our diverse community, and to develop a passion for lifelong learning. To facilitate this mission, we promote academic excellence in the teaching and scholarly activities of our faculty, encourage personalized student learning, foster interactions and partnerships with our surrounding communities, and provide opportunities for the intellectual, cultural, and artistic enrichment of the region. The policies and communication from the Human Resources Department match their departmental goal.

#	Answer		Response	%
1	Strongly Agree		7	3.8%
2	Agree		42	22.8%
3	Neither Agree nor Disagree		61	33.2%
4	Disagree		46	25.0%
5	Strongly Disagree		28	15.2%
	Total		184	100.0%

24. Please add any additional comments regarding the IRP process.

Text Response

I've heard they were never approved and that you'd have to be simply amazing to get one
I applied for an IRP in 2013 mainly on my performance. HR denied my IRP. They said that I would have granted my IRP if I applied it base on "Equity". I applied for an IRP in 2014 base on my Equity. HR said "No". They compared my job description with two functional Enrollment Service programmers. I have been acquiring new skills in order to do better job. HR said that it is my job to do that. HR does not give a xxxx about staff here.

After being lost my IRP took approximately 8 months to be decided. I find this timeline absurd.

It was nice and quick.

I would like to know more about the process. A workshop would be great

I submitted an IRP in 2013, it was denied. My performance was all 4 and 5's. I am now submitting a new IRP based on my performance eval which is all fives. My supervisor now said she will support it. We will see. She keeps changing her mind on this. If I do not get this IRP, I'm sure it is in retaliation from me turning in xxxxx. She is under xxxxx, and I'm still under him as well... we will see

Salary inequity on our campus is more than an IRP issue- we do not take home pay that relates to the cost of living in this area. This issue should be dealt with NOW & across the board for everyone. IRP is also an issue & should be dealt with. Lack of any form of step raises is a huge problem that also has contributed to this. Our system is broken & we are still trying to patch it up. Thank you for the effort, but the root causes of pay inequity need to be addressed as well.

When I was denied an IRP, my Supervisor at the time questioned Human Resources about their decision. Even though I showed an increase in new workload, added lead responsibility of staff and an increase in supervising more Student Assistants, I was still denied. My Supervisor and I were working on a reclassification to change my job description. A higher position became available on campus and I am now working in the new position. It's sad that this seems the only way to receive an increase in pay on campus. I really enjoyed my previous position and didn't want to leave that department. I do not feel confident in the Human Resources Department when it comes to our salary increases.

Longevity and high scores on annual performance evaluations should be considered for IRP

When can you apply for IRP?

I hope that HR can evolve to meet their mission, and that the employees that apply for IRPs are recognized for their hard work and dedication. The IRP process should NOT be a negative experience.

It appears the blocking point is always Human Resources for one reason or another. Due to word of mouth, I didn't apply for an IRP knowing such would not be approved. If this has changed, I would definitely submit one. With almost 10 years at CSUS I think it's time to receive some compensation.

I AM NOT FURNITURE!!!

The way the IRP process is currently handled makes it very difficult for employees to progress within their range. I think that the fact that departments have to find a way to fund them makes it very discouraging for employees that are constantly told that there is no budget for them. It makes employees feel that regardless of how well they perform, they cannot have an IRP due to financial constraint, which is not fair at all to the employee. Many other government agencies have systems in place to provide step increases annually within the employee's range (assuming the employee exceeds expectations on their evaluation). I feel using a system like that would motivate employees to strive for excellence in their work and allow employees to be appreciated for their work.

An IRP does not address compression, or inequity issues. The IRP does not help in my particular area, when outside individuals are brought in for salaries 15K, 20K, and 25K or more, than the folks who have worked here for many years. An IRP to my knowledge has never bridged a salary gap that big. There is no value put on institutional and "lighthouse" knowledge. In Financial Services you have individuals who have worked here and know the in's and out's of this complicated financial monolith...yet are asked to train outside personnel coming in who are making more money. An IRP is essentially a band-aid promise of equity. No one is fooled.

I cannot comment when I don't understand the process because the mere act of completing the form is so

overwhelming with everything else that I have to do in any given day, week, or month.

My experience is that HR will do whatever it can not to award an IRP. Having feedback whether an IRP is granted or not is critical for the support and advancement of staff. My experience is that there is a lot of finger pointing going on. HR says it is the manager who decides and the manager says it is HR who decides and never can the staff sit in the same room as both HR and the manager. It feels like HR uses the union contract as a club with which to beat the staff down. I don't see much common sense used in HR. I actually asked an HR manager a couple of years ago if she ever employed common sense in her job and she told me no she just followed the contract. I said everything is not covered in the contract and some things need to be discussed and she said she just follows the contract. Stanislaus HR has mastered the art of denying the IRP. With Stanislaus ranking 23 out of 24 campus entities I think the statistics speak for themselves. No institution is this repressive without effort.

The long and complicated process along with the denial history is very discouraging to apply for an IRP. I highly support evaluation step increases to be placed in effect. We are all here with that goal to assist the students in their education, therefore, if we support each other and recognizing everyone's hard work we achieve that goal. No raise in 7yrs has been very depressing.

I don't believe HR checked market equity or took into consideration experience in the equity decision. If a manager does not support an employee there is no way to receive an IRP no matter what documentation is submitted, so this provides for abuse and favoritism. The goal, an approved IRP, seems to be a moving target that no one can figure out because there is too much subjectivity on the part of HR and the manager. Employees consistently exceeding expectations should not still be at the bottom of their salary range after three years.

I wish this option was more strongly emphasized to staff over the years. I probably should have requested several of these things over the years!

The idea that you could receive high ratings on all evaluations conducted by a manager, produce high quality work, and still be denied an in-range progression baffles me. It makes me, and I assume other employees, wonder why I should work hard because it isn't going to help me advance at all. The high rate at which IRPs have been denied also makes me feel like those making the IRP decisions do not value the work that the staff is completing, while administrators are getting raises and promotions and those t o w a r d s the bottom of the pay scale can't get an IRP approved to help lift them out of poverty. The lack of IRP and reclassification approval has also led to a great amount of institutional knowledge lost as some of the hardest working members of staff transition to jobs at other institutions that pay a wage commensurate with an employee's experience, education, and value to the institution.

Management should be required to have periodic reviews with their staff to cover these types of issues. To enforce this, staff should be asked to document what they have or have not received information about from their management.

The IRP process is a joke at our campus. HR has no idea on how to view and evaluate the IRP process. The IRP process needs to be analyzed and evaluated by an experience professional, maybe if possible a third party.

I think it's unfortunate that to get an in-range salary increase, that in order for it to have a chance for success, the employee must initiate it. In over 25 years that I have been here, I only received one IRP that was initiated by my supervisor. It's not that my supervisor doesn't want to or think I deserve one, all of my supervisors have been exceptional in encouraging me with developing my career. It's just that if I initiate it myself, the perception is that it won't take as long and it has a higher rate of success. We used to get STEP increases before the severe budget crisis. I would like to see that method reinstated rather than employees having to go through the cumbersome process of applying, waiting, more waiting, and then finally finding out if all of your work researching and writing up the IRP was approved. Thank you for your consideration.

IRP should be given if the employee meets a satisfactory performance rating until the employee reaches the max wage range. The University should stop showing a salary range in their job announcements if you can't move in range. Most of the government jobs that show a salary range allow you to move thru that range with satisfactory performance. Being topped out at five years. If I was aware of not being able

advance in the salary range I would have declined this job at time of hire. Thanks for having this survey. Never worked at a place, other than here, that did not have a step compensation range as part of meeting performance expectations for merit step increases. Having to request an IRP was a new concept to me and was not formally addressed in hiring and so the word of mouth information was discouraging.

In observing others go through this process, the only way an IRP seems to be approved is when the Manager is in agreement and advocates for the employee. My manager has inferred frustration with HR however. She has attempted to meet with HR regarding giving me additional duties/responsibility and wanting to give me a pay increase for these duties. (note, I have agreed to this and welcome the opportunity) She has commented that while she always tries to go through HR, in practice, it seems like HR makes employees take on the duties, perform them, and then have a desk audit. The conundrum is that in my experience both manager and employee are "on the same page" and are both working to balance workloads and meet operational needs, but HR is the roadblock.

Human Resources is not a department that fosters staff development, growth or promotion whether it be intended or just plain ignorance. Ultimately, this results in a lack of knowledge and training for managers. Human Resources utilizes this to their advantage to prevent upward staff mobility. Human Resources classification and compensation policies and procedures are unclear and even when clarified, they still don't follow them. Transparency is not a priority and often times when staff does endeavor to learn more information is denied. How can staff be expected to have a shred of faith in a department who don't follow procedure and manipulate information to suppress staff advancement? This department needs some significant changes made if there are even remotely interested in gaining the trust of staff. Its time to get someone other than xxxxx for desk audits. Her written reports support the necessity for an IRP however her recommendations support the needs of HR.

From my experience, the process encourages the comparison of salaries between employees in the same classification but ignores the length of service time. Because my salary is higher than newer employees in the same classification (even though it is not close to the upper salary range), I was told there would be little chance of an IRP being approved for me even though I had taken on additional duties that were not included in my job description. The fact that I had been an employee much longer than the other employees in the same classification would not be taken into consideration. My job classification has since been revised to now include the additional duties that were taken on but still without additional compensation for them.

I see no support (at least in the AA Division) from HR in regards to retaining staff. Staff in the AA division is underpaid. No time is devoted from HR or management to help us receive pay raises. HR's mission appears to only apply to faculty; The staff review process In comparison to the RPT process for faculty, is a slap in the face-it does not show any respect for staff. Also, the rules about the timelines for IRP's are very clear but HR doesn't hold to the timeline, survey didn't ask that question. The IRP process itself needs to be supplemented with at least a regular COLA so that we are not going backwards while we are employed here. The ideal situation would be a step increase based on our performance reviews. If you do a good job, you should be retained and if a company wants to save money, retention is the key factor. In addition, promotions from within are unheard of. If an employee does a good job and wants to continue to grow and learn, they have to leave CSU Stanislaus, and they often do, AND SHOULD if things don't change.

In nearly every way, the University's efforts match its mission. However, the mission statement doesn't include ways that it supports and encourages staff. This matches the efforts to retain, develop, and reward staff - they are usually an afterthought. Staff are a significant portion of the campus community, and the way they perceive their treatment and value on campus is communicated to the wider community. Staff can be highly effective ambassadors for the mission of CSU Stanislaus, but only if they believe they are valued, compensated, and have opportunities for career and personal development. I am fortunate to be highly valued and supported by my managers, and I am very appreciative of every opportunity I have been given. However, I don't see this same appreciation among my friends in other departments. Many staff do not believe they matter, they are overworked and frustrated. There are failures of compensation, lack of support for educational opportunities, and limited staff developmental training. Workshops, when

offered, are task-based, not developmental. I recommend offering scholarships for UEE courses in degree completion and Master's programs (if the cohorts have available seats), bonus programs for performances; these can be services or even recognition events if funds are not available. Giving out tickets for campus sporting events, or performances, Modesto Nuts games, or free coffee coupons, would be inexpensive tokens of appreciation. Offer staff workshops in communication, conflict resolution, personal development, time management, project management, and leadership. Poll staff for ideas on increasing departmental efficiency. Approve a higher percentage of IRP or reclassification requests. Fundraising efforts on campus for scholarship programs or United Way are less successful than they could be. I've heard staff comment "Why should I donate money when I haven't had a raise in such a long time?" That should be disturbing to HR - we are the flagship organization of Turlock and should be leading the way in staff support for our students and our community.

The IRP process is supposed to take 3 months from initial submission to approval. It has been 5 months since I submitted my application and at last update, I am still #7 in the queue. At this rate, it will be a year or more before my application is processed. I am very dissatisfied with speed of this process.

With budget always being a topic of concern, managers are doing what they can to avoid increasing costs within the department. Therefore I believe asking for an IRP would not be a successful undertaking.

The only reason I believe my IRP was approved was because of persistence of myself and my director. I believe the HR would still be sitting on it if they hadn't been pushed to respond.

I would like to add, that when you are hired you are given a salary range and you assume that given this range you will be able to attain the top of this range during your career. After being here nearly 2 years and getting to know a lot of staff and coworkers it seems no one ever reaches this top range no matter how good their evaluations may have been. I would really like to see some type of protocol in place where if any person meets a certain set of standards or goals in a certain amount of time they would automatically receive an IRP. Most state or county departments have a step system in place and I think it would benefit the University as a whole to institute a step system for employees salary schedules. The employees would feel more appreciated by receiving some type of reward for their career here and the work they do. I myself and really happy that I made the decision to come here. The faculty and staff here are great people to work with.

The survey never explained what an IRP is, so I don't know if I qualify and if I'd really attend a workshop if I don't understand what it is and what the process is.

I have been in the IRP process since October 2014. I began at number 14 in the process. As of February I was at number 9. I have to email them for updates and they do not provide updates in a timely fashion.

I think IRPs should be initiated by supervisors who feel their staff are deserving or should be automatic with staff who earn high evaluation scores. I don't think staff should have to initiate IRPs.

The IRP process is too subjective to personal opinion of the person reviewing it. If I submit an IRP that is worded directly and simply but accurately conveys the duties, regardless of the level of the duties, it will be denied because it is not "high level" enough. If I write an IRP that has a job description ten pages long, that describes every single job duty in minute detail, it will be denied because it is "over-inflating" the typical job duties. I have been told that the amount of work is not given much priority, it is the level of work. This is simply wrong. If I am doing the work of 2 people, then I should be paid accordingly. I also think it is very unfair that new staff are coming in at the same pay rate or higher pay rates, for the same classification, over staff that have history on campus. Regardless of the qualifications of the new staff member, they do not deserve higher pay than existing staff in the same classification. The learning curve for a new Admin on campus, to be fully functional, is about a year. There should be some value given to campus knowledge.

IRP's should be given automatically without the employer asking for one as long as they are in good standings with yearly evaluations. I have 15 steps in my salary step range and have not even topped out as a top step Police Officer Pay going on 16 years here at Stanislaus. I am currently at Step 10 Officer Pay, however the sad thing is I am a Police Sergeant not an officer. I believe a supervisor should at least exceed the patrol salary where an officer is making more or the same as a supervisor. This would NEVER occur at an MPP level. What happened to receiving IRP's for working hard and keeping this

campus safe with at least a cost of living increase like everywhere else outside CSU's.

Cannot comment on something I know nothing about.

The reason given to me for denying my IRP was that what I did was expected of a nurse. Yet, after the AAAHC surveyor stated that we were under staffed and my duties required additional staff, 2 nurses were hired to ease the load. According to Human Resources, my carrying that load alone for 8 years did not justify me receiving an IRP.

With budget cuts, IRPs seem like they are not given at all, and supervisors tend to not promote IRPs, I have only had one evaluation over two years and still don't know the outcome of the final evaluation.

If there is an IRP workshop, can we plan to have one at the Stockton Center? Often times we are forgotten about since we are an hour away. Thank you.

When I started working here many years ago, IRP's were the standard for all employees annually. The IRP was something they looked forward to because it helped them keep up with cost of living increases. How did we get from automatic IRP's to having to beg for a raise? Employees need to be taken care of and recognized for the work they do.

I understand that the timeline for responding to IRP and reclassification requests may be set by the CO, but it seems like it is extended far too long. For example, I had a classification review completed in November, 2014. I understand that HR has 180 days to take action, but I believe the CO representative writes up the report within days of the meeting. I am not sure why we are required to wait such a long time for action from HR.

After my denial based on a freeze. It was stated that a "redo" was going to be done. Upon submission of my second IRP request, both management initiated. My manager sent me the following, copied and pasted from her memo-Just want you to know that I took the in-range requests to HR this morning. We are supposed to hear something within 30 days. My co-worker and I were assured this was going to be taken care of quickly by upper management. Fast forward 10 months from the second submission, still have not heard anything from HR. At my yearly evaluation (10 months after the submission of our 2nd IRP) my manager has a 3rd IRP request written up and waiting for me, this time she checked "employee initiated". She stated that hopefully HR will answer it if it is employee initiated. I contacted my union based on the freeze to ALL staff members, not just my co-worker and I, no action was taken. The number of IRP's granted in this time frame support my managers reply of a freeze and suggest a policy to deny staff fair compensation under the collective bargaining agreement. Based on my experience and documentation of these events this process is broken and cannot be trusted.

I applied for an IRP and have not heard back on it.

I have been here full time permanent for 8 years. I have lost and gained support staff, been through 3 heads of department, and Have received zero range progression. I am still at the bottom of the salary range. 5%/10% is not going to cut it. If I were employed by any private entity of similar size, I would have RECEIVED several raises. Not have to fight with supervisors, nor have all comments end with "budget". Nor have to find out, apply for something which should be automatic. The Idea of a salary range, is that a person in a 30+ year tenor, should be making close to the top of range before they retire. Not when they retire. If a person is going to move through the range....then they have to start being moved through the range progressively, for example, after 15 years, the employee should be over half way up the range reaching the top of the range no less than 5 years before retirement. We should at least be able to emulate and surpass the fast food industry.

Some members of our department in the Health Center were involved in a drawn out conflict a couple of years ago with upper management over operations, leadership, associated politics at the time IRP's were submitted with help from our union. I have always had a feeling that this may have been a negative factor in the consideration of our IRP's at that time (a punishment if you will).

It doesn't work. Employees with other State funded agencies that have salary steps seem to progress up their salary ranges. Employees shouldn't have to ask for raises if their performance evaluations are good to exceptional.

Although the supposed "Goal" of the Human Resources dept is to achieve the "Mission of the University" it is apparent to that there goal is not necessarily to enrich, support or enhance the development of those

of us which are the Foundation of the campus, but those who are educator/faculty and administration. It is well known that the Human Resources dept is committed to the support of administration. It would be beneficial to be provided with clarity as to what the University and the Human Resources dept evaluate and consider when they approve or decline an IRP - what does a person have to do in order to have an IRP approved?

I didn't know about it at all. No manager has spoken about it to me before. I know about IRP, but have heard that almost nobody gets them approved, I think to myself why bother. I recently was offered a new position within the university, feel as though I missed my chance previously.

I have legitimate reasons for an IRP, but scared that HR won't see it that way. Not only do I work on campus, but I have to work another job to make ends meet. I'm the first one to come into work and always the last one. I feel with all the work that I do, my pay should reflect that. It's a matter of feeling appreciated and I clearly do not feel that at times. I am not asked but at times told I need to volunteer for event that faculty were asked to volunteer (which of course they are never going to participate so they force staff to do it) completely unreal! Filling out forms saying why I deserve to paid more is so CRAZY! Some people say it's an easier process if your boss starts the IRP. I don't even believe my boss knows about this! This process should be easier, HR should provide samples and examples for each unit.

The IRP process on this campus has purposely been made subjective and unattainable, so that the administration can keep staff (not faculty) salaries as low as possible. The HR department have been given the authority to suppress and compress the salaries of staff using the IRP process. As a result, the moral of staff is low and we lose our best and brightest people to outside employment.

I don't think the way they choose who gets an irp is fair or just. It seems like it's not what you know it's who you know. That's just wrong.

In the past, the salary of an employee was built by salary step process. Since this is no longer the case it staff are naïve on the new processes such as when to do an IRP or reclassification? Suggestion: When HR receives someone's annual review, HR should desk audit of the employee. An audit can give vital information that can analyze whether an IRP is due or not, while also supplying if a staff is working out of there classification.

I am very interested in learning about the IRP process. When and why would an IRP apply?

I feel that after 15 years and only one raise that the system needs to be fixed. With the cost of living going up I feel I am making less than when I started.

Too many IRP denials and too much favoritism that only certain employees gets IRP

I was mistaken when I answered yes to if I have applied for an IRP. I actually applied for a position re-classification. The re-classification was approved at the time. My supervisor was helpful and supportive as well as the Dean. I would like to know however when would be a proper point in time to apply for an IRP at my new classification. It has been a few years since the re-classification and I feel that my performance in the position warrants recognition. Job duties haven't changed too much but the amount of work that is expected to be done in the same amount of time allotted seems to be increasing. Thank you.

Employees should automatically be progressively moving up the pay scale within their range at fixed intervals, (annually, bi-annually, every 5 years, etc.). It is unfortunate for an individual to work on campus almost 20 years and never move off of the lowest base salary mark. It's bogus, hurtful, and demeaning to learn that employees in the same entry-level classification, starting at the same base pay, but were hired 10+ years after you were, now make more than you do. It is a smack in the face & makes you question your self-worth...all of which, is unacceptable.

The process for IRP's should be simplified and staff should be compensated properly for their efforts and workload.

The IRP process seems to discourage personnel from using it. It is difficult, time-consuming, and ultimately the decisions that are made are not based on job performance or individual justification which supported the criterion for requesting the in-range in the first place. The decisions seem to rest solely on equity of position funding across the campus in the same level of classification. This not only

discourages employees from seeking IRP, but it really comes across like a slap in the face and devalues the employee. In my 15+ years of serving this institution, I've never sought IRP. I did so at the urging of my manager and felt the process ended up devaluing my service to the University.

What I have realized is that many of my previous managers have subtly, not overtly, discouraged staff from attempting an IRP or reclassification. I have worked on this campus 17+ years and I can't remember a time when managers did not complain about the lack of money. That leads people to not ask because they assume they already know the answer.

I find it interesting that many hired after me are now earning significantly more per year than I. I've stagnated, although I continue to work above and beyond my classification. Needless to say, with little - if any - hope of advancing, I'm looking for another line of work with an organization that values its people.

The university hires employees and shows a salary range. It is unfair to get top ratings on evaluations and see no additional compensation for being a good employee. There is no way to move up in salary. It is very discouraging to not be given a raise after being a faithful employee for 8 years. The cost of living has sky-rocketed and it is sad that that employees are left to struggle in a difficult economy because they are not given raises to offset inflation. The university should be ashamed of themselves selling education and not compensating their employees for getting an education. I have received a BA and am currently in a masters degree program and my professional development is not noticed at THIS educational institution. How can we sell education and not reward education under our own roof???? SAD!!!!

I have personally known several folks that have applied for IRP's and all have been declined. This is why I have not applied for an IRP.

It's very frustrating as an employee when applying for an IRP that the end results are very negative. The control should be handled through the department since they are the individuals that know your work and how hard you work.

Why should an employee have to ask for an IRP if they are doing good work and have a performance review to back it up? The Manager should do it!

The IRP process does not have any steps to progression through the salary range. There is not any consistency for IRP raises even from within the same classifications, some are denied, some are given the lowest 3%, some are given higher percent raises. The entire process is inequitable, unfair and extremely discriminatory. It is a terrible policy that drastically needs to be revamped with clear steps to progression and equal and fair raises for good to exceptional performance. I have worked here for over 7 years and from what I have seen from our HR department is that their one goal is to prevent staff from obtaining raises or stipends, etc. for additional work performed, increased workload, working out of class, etc. and to keep staff at or as close to the bottom of the pay scale as possible. New hires from the outside are being hired at higher pay scales than existing staff in the same classifications and HR is also now lowering the classifications for existing positions when a new staff search is required. This is absolutely unacceptable and must be stopped. It is very upsetting and frustrating and has created extremely low morale for the staff at CSU Stanislaus to be treated so poorly from the very HR department who is supposed to be there for us but instead works against us.

My responses relate to the IRP process ONLY. I have found this process and its timeliness to be ridiculous! I submitted the IRP and documents October 1, 2014, to Human Resources. On November 6, 2014, my Dean informed me that my application was number 13 and then a little later it was number 6. On February 23, 2015, I emailed HR (and cc'd my Dean) to check on the status of my IRP. I have yet to hear a response from her. On March 17, 2015, I forwarded this email to my Dean (per his request). He sent HR an email that same day. On March 26, 2015, I was informed my application was number 4 and the Dean's Office was informed they need to submit a Job Description {previously sent by me} and an Organizational Chart. I appreciate that many offices are understaffed [like mine]; however, why should an IRP take more than SIX months {April 1, 2015} to process? My union rep suggested to me in late December to submit another IRP as a 90-day process had been implemented with our union and CSUS AFTER I submitted my IRP in October. I chose not to follow her advice as I felt it would be more troublesome for HR. I now REGRET that I did not submit a second IRP. Also, I do not understand why

I was not included on the emails from HR to my Dean regarding the status of my IRP, and why HR has chosen not to respond to my email of February 23, 2015. I wonder how long it will take, once HR finally reviews my IRP request, for me to receive notification of the outcome. It is a sad situation indeed.

My feelings towards IRP's are; The guidelines are in need of revising. IV(D), classifications & titles are similar but the actual job can be totally different and can't be compared. VI every IRP should be considered. It took well over the allotted 90 days for HR to complete their assessment with no repercussions. We as professionals should not need to beg for an IRP. Our managers know how important we are and our evaluations reflect this. HR receives our evaluations and see how valuable we are and if an IRP is warranted. How can someone that knows nothing about what I do can dictate if I should or shouldn't receive an IRP. Working at the University is in no way comparable to the private sector. In my position; Construction Estimators would rely on Subs for their specialty estimates, have a separate Planner, Scheduler and Project Manager. Here, I estimate any and everything under the sun, I design the project prior to estimating, create drawings, spec & order material, manage projects and much more than anyone in the private sector. I feel Human Resources and Supervisors need more training to allow those under them In-range Progressions or allocate monies yearly for these. If not for my Supervisor fighting m y defense with Human Resources I would not have received an IRP. I thank my Supervisor for her hard work in helping me receive an IRP. I most likely won't receive another because 1) I received one, 2) it won't be allowed to be pursued or 3) I am close to the top of my range. So now it's "why would I do any more than necessary" or "either be satisfied with my wage or look for employment elsewhere". Most important to me is I do love what I do and enjoy the challenges.

HR should require a yearly staff evaluation from mangers. I have been working for CSU, Stanislaus for 8 years and have received no more than 3 evaluations. Yet, staff is required to submit an evaluation for IRP paperwork. HR does not value college degrees or IT Certifications for staff salary progress or promotion. I paid for my IT certifications exams, classes, materials, maintenance, conferences, seminars and membership fees. How can education be fostered as stated in the "Mission Statement" when fees are not covered? I will be willing to discuss this matter with the appropriate person.