

Gulf of Maine Research Institute

Employee Reviews and Compensation Procedures

(Excerpted from official GMRI Employment Policies and Salary Principles documents)

PERFORMANCE/PAY EVALUATIONS

(GMRI Employment_Policies.pdf, v. 2016-02-16, page 10)

Performance/pay evaluations are conducted to review employees' responsibilities and tasks, recognize and cultivate strengths, identify areas for improvement and discuss positive, purposeful approaches for meeting short-term and long-term goals. Reviews will take place with your supervisor annually.

Performance/pay evaluations are completed on a rigorous, written basis. On or around an employee's anniversary, it is the shared responsibility of an employee and his or her supervisor to schedule an evaluation. Prior to the evaluation, both the supervisor and the employee will complete a written assessment of the employee's performance in the context of his or her job description and identify areas for improvement and growth during the next year. The supervisor will discuss the employee's performance with relevant GMRI employees, volunteers and stakeholders to develop a rich and informative written review. The employee and supervisor will then meet to discuss their written reviews in detail. At the employee's discretion, other GMRI employees may be asked to participate in the verbal review.

INCREASES TO COMPENSATION

(GMRI Salary_Principles.pdf, 06/11/2012)

MERIT RAISES

All employees have the opportunity to receive an annual performance merit increase of up to 4% based upon how they performed their job in the prior year. These increases will be awarded through consideration of clear and objective criteria and upfront planning/goal definition between employees and their supervisors. All merit increases require advance approval by CEO or COO.

Criteria include:

1. Exemplary performance of job responsibilities;
2. Successfully setting (with supervisor) and meeting current year goals;
3. Maintaining a positive attitude, excellent communication to internal and external stakeholders, and contributing to the can-do attitude of the organization;
4. Adding productivity to the team, and/or increasing impact on the strategic plan.
5. Adding value by increasing available resources or reducing costs of a project or department.

PROMOTIONAL RAISES

All promotional raises are reviewed on a case by case basis, and must be approved by senior management. A promotional raise can occur in any of the following three scenarios:

1. When employees successfully apply for, or are promoted into, open positions within the organization which carry a higher level of responsibility and a higher salary range, a promotional raise is awarded.
2. When employees perform their roles at a significantly higher level of responsibility or scope than in prior year(s), which is deemed a desired and material change to the role, a new position may be created – ie a new job title and job description – and an appropriate salary range assigned to the position. Should this occur, employees can be rewarded with a promotional increase in their compensation (depending on the salary range for the new position), along with the change of title.
3. When employees perform their roles at a significantly higher level of responsibility or scope than in prior year(s), but which does not materially change the position or warrant a change in title, they can be rewarded with a promotional increase in their compensation to reflect their more senior role within the position's overall salary band.

INCENTIVE BONUS

In certain circumstances where employees demonstrate extraordinary performance, but are not deemed to qualify for a promotional raise, a one-time performance bonus may be awarded. All bonuses require advanced approval by senior management.

MARKET ADJUSTMENTS

GMRI does not give Cost of Living increases. However, we will update the salary ranges for all positions every five years by conducting a salary survey to ensure our market orientation is accurate. Following completion of a salary survey, staff salaries will be reviewed in the context of revised salary ranges.

Should senior management deem that the market salary range for a particular position has significantly changed – between GMRI salary surveys -- to the extent a GMRI employee is no longer within the range of the salary band (i.e. below it), we will consider increasing the salary band.