

# 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. A final report was sent to the campus community on October 29, 2015 with recommendations for improvement on communication, training and the process of the IRP program.

The committee has met consistently since that time to review and oversee the implementation of the recommendations.

### **Recommendation 1:**

- **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.
- **Result:** Human Resources now provides an email receipt confirmation to the applicant clearly stating the date received, criteria submitted, and identifies an appropriate direct Human Resource contact if the employee has any questions for follow-up or status updates. A follow-up survey was conducted in May 2018. (See Appendix B: Survey Summary Report)

### **Recommendation 2:**

- **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.

- **Result:** Since 2017 Human Resources has held seven IRP Information Sessions, four in collaboration with CSUEU and three with APC. An overview of the IRP process was also introduced to MPP's at their bi-annual Human Resource Operations and Best Practices Meeting in 2017/18.

**Recommendation 3:**

- **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.
- **Result:** The Human Resource website has been updated with the IRP information/form more readily available from the main Human Resource webpage. Meshell Alcantar in Human Resource made herself available to staff for questions and assistance with the IRP process and if applicants need further explanation of the results.

**II. Methodology**

A subsequent survey was conducted over a 23-day time period from Thursday, May 9, 2018 through Friday, May 31, 2018. The sample panel was composed of all Stanislaus State staff members eligible to participate in the IRP process (N=423) as of May 9, 2018. 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). Two hundred twenty (n=220) staff members started the survey and 191 staff members completed the survey. This yielded a response rate for completed surveys of 45.2%. 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 141 males (33.3% of the population) and 282 females (66.7% of the population). Fifty-two (52) or 23.6% of the respondents were male and 159 or 72.3% were female, indicating that the distribution of respondents across gender is reasonably close to the distribution seen in the population.

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

Union Affiliation	Response Rate
CSU Employees Union	48.9%
Academic Professionals of California	64.6%
State Employees Trades Council	21.7%
State University Police Association	33.3%
<b>Other Groups</b>	
Confidential Employees	73.7%

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 information sessions provided by Human Resources. 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 Summary Report.

### III. Summary of Results

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

When comparing the survey data from 2015 to the data from 2018, it becomes clear that the efforts of the Human Resources Department and the IRP Committee have made positive changes. Overall, 56% of the respondents rated agree or strongly agree that the IRP process has improved in the past three years. Many of the positive results also speak directly to the recommendations that were implemented.

Below are some highlights of the positive changes from the 2015 survey data to the 2018 survey data:

- The respondents who have applied for an IRP increased from 32% to 54%, with 47% applying since 2015.
- The respondents who indicated that they did not apply because “I assumed it would not be approved” decreased from 41% to 29%.
- Respondents who answered yes that their most recent IRP was approved increased from 44% to 61%.
- The statement “Human Resources is a trusted resource for questions regarding the submission of an IRP” was rated agree or strongly agree increased from 14% to 55%.
- Respondents rated agree or strongly agree that they “believe the Human Resources Department is transparent with regard to the IRP process” increased from 7% to 42%.
- Respondents who answered yes that they have attended a workshop on IRPs increased from 29% to 44%.

Table 1 below indicates the change in responses from 2015 to 2018 to being asked to rate the overall process for applying for an IRP.

Table 1. Overall, applying for an IRP is

	2015	2018
Very Difficult	26%	7%
Difficult	41%	25%
Neutral	33%	41%
Easy	0%	23%
Very Easy	0%	4%

An area that did not improve from 2015 to 2018 was regarding managers helping respondents complete the IRP paperwork. There was a decrease from 57% to 27% on those who indicated that

their manager helped them complete the IRP paperwork.

A set of questions within the survey then asked respondents if they had attended one of the new information sessions from Human Resources on IRPs and if the sessions were helpful. Forty-four percent of respondents had attended an information session on completing an IRP. Of those who attended an information session, 87% thought it was helpful to have a Human Resource Representative at the information session and overall 52% found the session to be definitely helpful.

Respondents were also given an opportunity to provide any additional comments regarding the IRP process. Some of the same themes from 2015 were common again among the respondents in 2018. Respondents indicated that the timeline was too long and that 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 wanting a new process and not comfortable initiating the process; just overall frustration with 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 2018 survey data, the committee identified three key themes; process, managers and Human Resource improvements.

- **Process**

The survey revealed that respondents felt the IRP process is cumbersome and requires the employee to boast about themselves in order to justify a pay raise.

- *“The process is tedious and time consuming. They want so much documentation that is provided every year when you have an annual performance review. You have to go through that process as well as the additional step to “prove” you are worth a pay increase.”*
- *“Seems to be an archaic way to get well deserved raises. Employees should not have to submit their own paperwork to get performance and time in job salary increases.”*
- *“My problem with IRP's is:- It is difficult for me to toot my own horn. I believe a manager should see what a staff is worth and then recommend and write up an IRP themselves and not the staff. I think the process is very discouraging and who the heck goes to a workshop where one has to beg for money? Already most of us are underpaid and yet still they want us to grovel for dollars. No thank you, keep it.”*
- *“I started the paperwork for the IRP over a year ago, but cannot find the time to finish it and have it turned in. I would like to attend workshop sessions how to write and formulate the justification for the IRP that my chances are greater to receive a well deserved pay increase.”*

- **Management**

The survey revealed that respondents felt a lack of support for IRPs from management and that IRPs should be initiated by management.

- *“While the IRP session provides information on the process, it’s not within the process we get pushback. We get pushback from the managers concerning the IRP.”*
- *“IRPs should be initiated by the managers if the employee has a satisfactory (or higher) performance review. They should go hand in hand with the performance evaluation.”*
- *“I don’t believe that employees should have to fill out paperwork in order to get an IRP. ... There has never been any interest from management to initiate IRPs for hardworking employees.”*
- *“There has been improvement but the managers are still resistant. We need to get to the point where more managers are taking the initiative to file IRPs for all staff. Performance is difficult to attain due to the problems with managers not knowing how to give meaningful evaluations. The IRP program on a system wide level is an ineffective way to move staff through their ranges and provide the pay increase staff deserve.”*

- **Human Resources**

The survey revealed respondents believe HR should assist in applying for an IRP and they look to HR to ensure the system is administered fairly.

- *“The facts are the entire system is unfair and badly broken...”*
- *“IRPs Suck!!! What the heck does “Other salary related criteria” even mean?? Provide examples please. I earned a Bachelor and Master Degree from this institution of higher education during my time of employment, but this institution of higher education does not compensate for earning degrees in higher education, at least not through an IRP process. IRPs let HR make decisions regarding employee livelihood based on what exactly? Submitting an IRP is hard work and getting through the IRP process is worth a 3% raise in itself. Then, getting denied a 3% raise after efforts put into an IRP depletes morale, therefore, reducing employee desire to produce quality work. As loyal employees, we carry on dealing with daily politics, bureaucracy and exclusivity; only to be passed up on promotions by people from outside coming to work here making more money than those who have resided on campus for years. Automatic step raises will remove underlying hostility towards HR of which grows every time an IRP is denied.”*
- *“I have reason to believe an IRP would not be approved based on anecdotal information from those who have applied and were denied both recently, and over the years. I have been on campus for 2+ years; and don’t feel the leadership (via the approvals process before it gets to H/R) nor H/R itself is supportive of IRP’s, and find reasons to deny them.”*

Another area that was addressed in the survey was that positive changes in communication from HR to staff has been noticed.

- *“This process has definitely improved and it was a good measure to offer the IRP information session jointly with CSUEU.”*
- *“It was so many years ago, I don’t remember meeting with anyone in HR to help me, but I probably did not ask either. I will comment that the HR Department now seems to be so helpful, friendly, they answer their calls. In my years almost 16 years of employment, I feel*

*there has been more communications sent to employees on how to do IRP, re-class, etc. and in general all kinds of communications that I have ever seen before. Its wonderful! Keep up the good work!"*

## **V. Recommendations**

Based on the analysis of the data generated from the survey, the committee offers the following recommendations.

- **Training**
  - Institutionalize 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. While Human Resource cannot provide guidance beyond the language contained in each Collective Bargaining Agreement, 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.
  - Human Resource and respective bargaining units should continue to work together and offer joint IRP training sessions.
  
- **Management**
  - Managers should complete an annual review of IRP eligibility for the employees in their unit. This can be completed at the annual performance evaluation or at another time.
  - Administration should encourage managers to attend an IRP training annually.
  
- **Communication**
  - Human Resource should continue to provide information in multiple formats and ensure specific timelines are met.
  - Human Resource should continue to ensure employees are responded to in a timely and courteous manner.
  - The committee should complete follow up surveys/questionnaires every 2 years to evaluate if any significant change has occurred in regards to staff experiences and perceptions of the IRP process.

## **VI. Conclusion**

The results of the most current survey when compared to the original survey show a remarkable improvement in many areas including how staff view the IRP program as well as the working relationship between the Human Resource Department and staff. It also revealed more people are applying and benefiting from the IRP program. We believe these positive changes have resulted from the oversight of this committee working directly with the Human Resource Department. There are still improvements to be made in ease of process and communication. The biggest area that needs improvement is the role of management in the IRP process. Management needs training, so they will take a proactive role in assisting the staff in their area.

The committee encourages staff to speak out when the time comes for contracts to be bargained, and ask for improvements to the IRP program or implement a user friendly program. We are committed to

continuing to improve the IRP program at the campus level. Stan State has amazing, dedicated staff who deserve acknowledgement and compensation for their tireless efforts in making this a great University.

## 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 Have you applied for an IRP?

- Yes, within the last 3 years
- Yes, prior to 2015
- No

Q2 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
- I assumed it would be too soon to apply for an IRP
- Other (please specify) \_\_\_\_\_

Q3 How did your manager respond?

- Supportively
- Indifferent
- Non-Supportively
- I did not discuss my In-Range Request with my manager before I submitted it

Q4 Overall, how many IRPs have you applied for?

▼ 1 ... more than 10

Q5 How many of your IRPs have been approved?

▼ 0 ... more than 10

Q6 Was your most recent IRP approved?

- Yes
- No
- Pending

Q7 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 coordination
- Other salary related criteria
- Increased responsibilities and skills
- Long term service

Q8 Did you receive an IRP determination/findings in writing from Human Resources when the process was complete?

- Yes
- No

Q9 Human Resources Representatives are available to meet with you and discuss the process and decision.

Would you be willing to meet with a Human Resources Representative?

- Yes
- No

Q10 Why not?

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Q11 Please rate the following questions regarding the IRP process.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The timeline of the IRP process is clearly communicated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The instructions for IRPs are easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The criteria to submit an IRP established in the contract is easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Please rate the following statements regarding Human Resources.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Human Resources Administration is a trusted resource for questions regarding the submission of an IRP.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources works to invest in me as an employee and retain me as a member of the organization.	<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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 My manager helped me complete the IRP paperwork.

- Yes
- No

Q14 Overall, applying for an IRP is

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

Q15 Overall, do you believe the IRP process has improved in the past 3 years?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not Applicable

Q16 Have you attended an information session on IRPs?

- Yes
- No

Q17 Was it helpful to have a Human Resources Representative at the IRP information session?

- Yes
- No

Q18 Was the information session helpful?

- Yes, definitely helpful
- Somewhat helpful
- No, not helpful

Q19 Please add any additional comments regarding the IRP information session?

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Q20 Please add any additional comments regarding the IRP process.

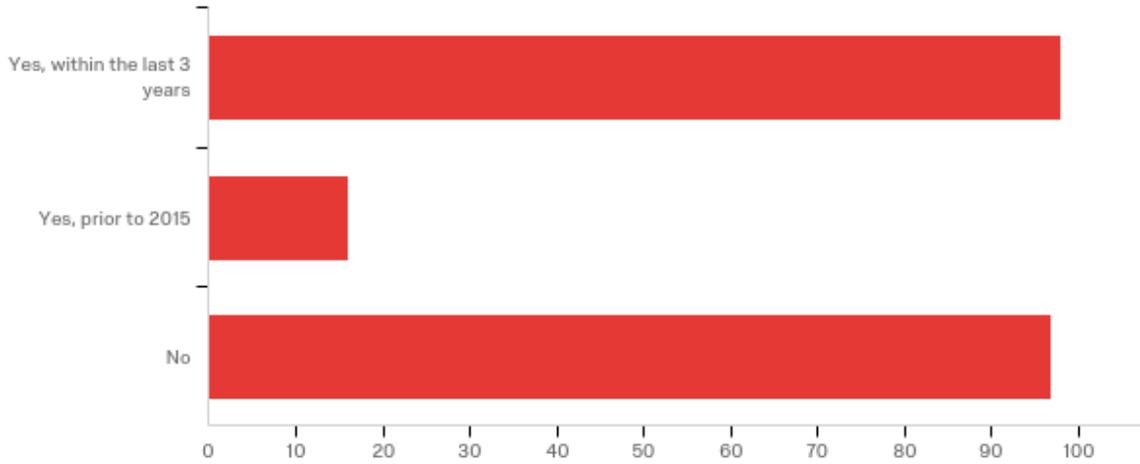
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## Appendix B

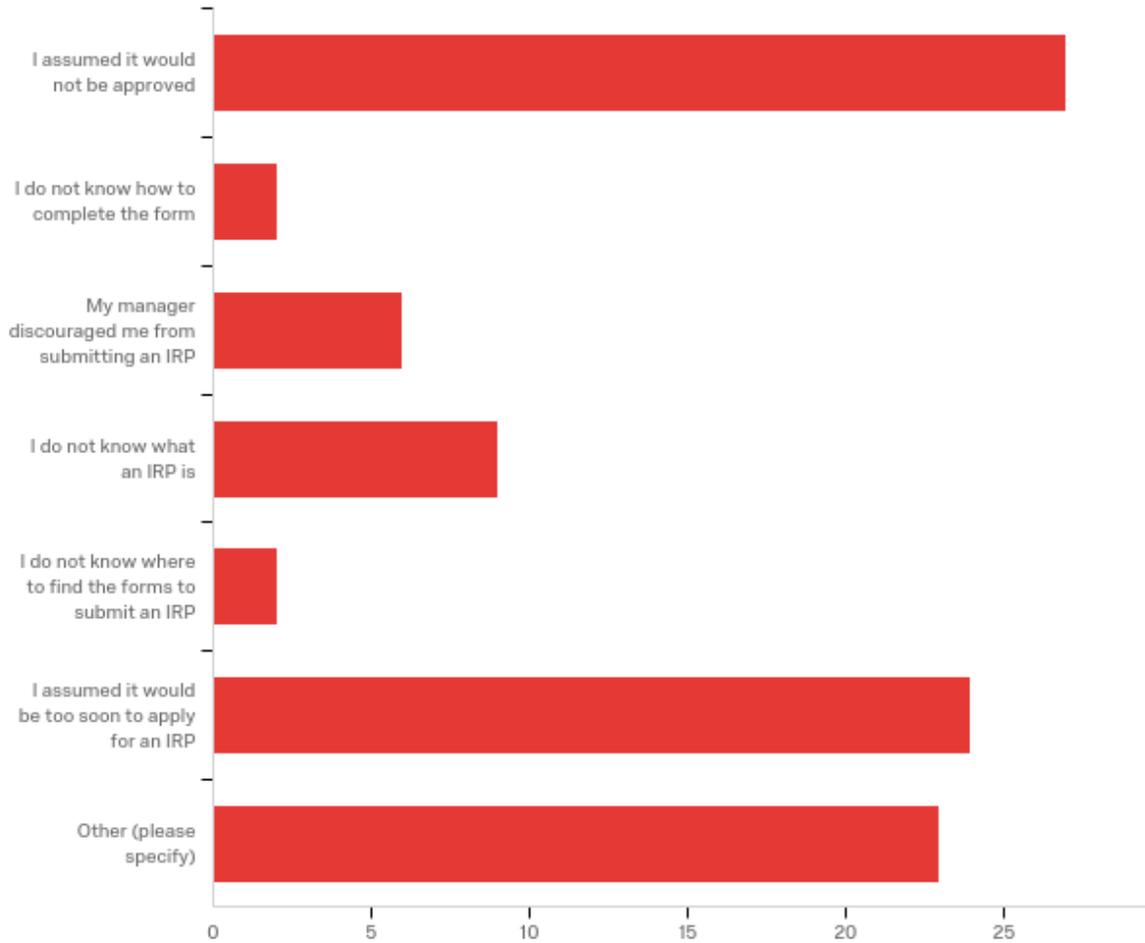
### In-Range Progression Survey: Summary Report

#### Q1 - Have you applied for an IRP?



#	Answer	%	Count
1	Yes, within the last 3 years	46.45%	98
3	Yes, prior to 2015	7.58%	16
2	No	45.97%	97
	Total	100%	211

## Q2 - Why have you not applied for an IRP?



#	Answer	%	Count
1	I assumed it would not be approved	29.03%	27
2	I do not know how to complete the form	2.15%	2
3	My manager discouraged me from submitting an IRP	6.45%	6
4	I do not know what an IRP is	9.68%	9
5	I do not know where to find the forms to submit an IRP	2.15%	2
7	I assumed it would be too soon to apply for an IRP	25.81%	24
6	Other (please specify)	24.73%	23
	Total	100%	93

Other (please specify)

My IRPs have traditionally manager initiated.

My manager is getting this process started for me

I just started work here 4 months ago

Re-class effective July 2017

I applied for an in class progression (higher range)

I applied for a reclassification instead

Fear of rejection

I have only been in my position for a short time.

Recently completed my one year anniversary at Stanislaus State. Such request is not relevant at the moment.

I just got hired into my position.

Too busy to take the time.

I just have not applied

I asked if I was eligible and no one in HR ever got back to me.

6 months on job

I need help to formulate/edit the request/justification, which is a long process.

Prior campus management culture was there wasn't funds to pay for IRP and manager discouraged me from submitting an IRP.

Progress has happened differently for me.

I am a new employee

I just started in July 2017

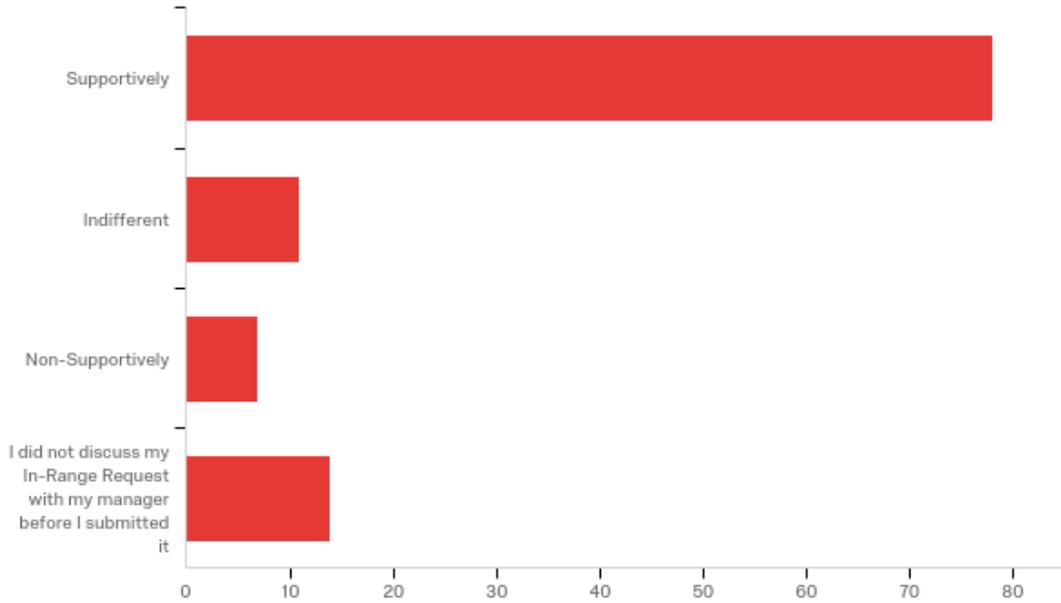
Been promoted every year since arriving on campus so have not needed to complete IRP. I will complete one in January 2019.

Never felt the need.

In process of getting paperwork together

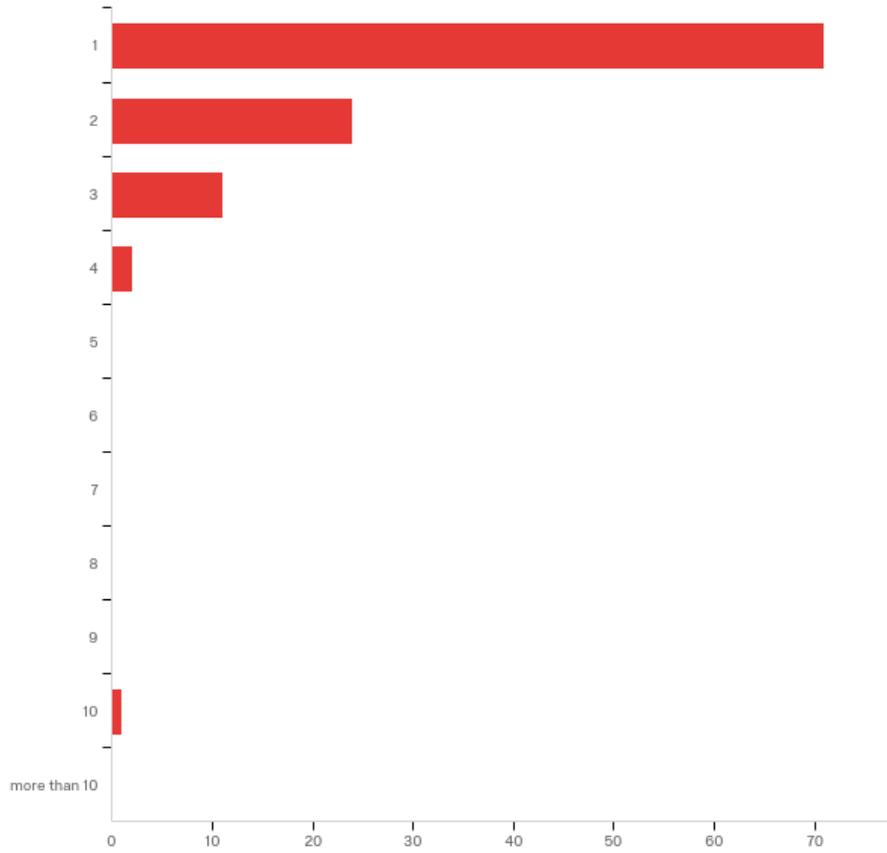
I received the equity increase from the President and feel I'm currently paid appropriately

**Q3 - How did your manager respond?**



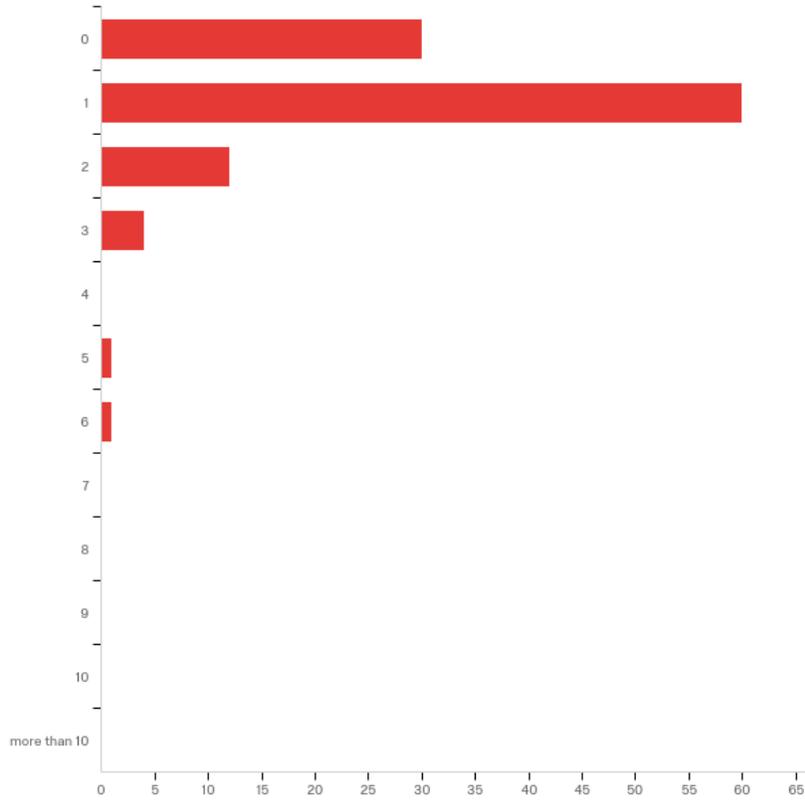
#	Answer	%	Count
1	Supportively	70.91%	78
2	Indifferent	10.00%	11
3	Non-Supportively	6.36%	7
4	I did not discuss my In-Range Request with my manager before I submitted it	12.73%	14
	Total	100%	110

**Q4 - Overall, how many IRPs have you applied for?**



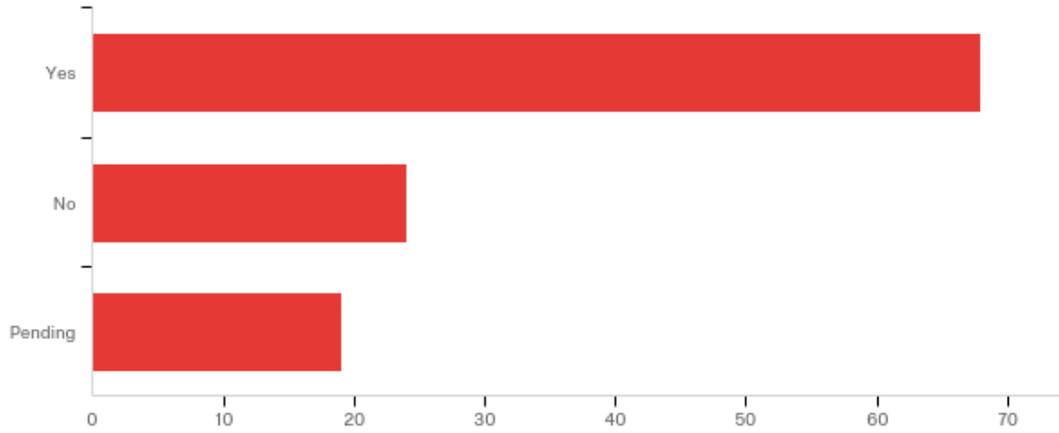
#	Answer	%	Count
1	1	65.14%	71
2	2	22.02%	24
3	3	10.09%	11
4	4	1.83%	2
5	5	0.00%	0
6	6	0.00%	0
7	7	0.00%	0
8	8	0.00%	0
9	9	0.00%	0
10	10	0.92%	1
11	more than 10	0.00%	0
	Total	100%	109

**Q5 - How many of your IRPs have been approved?**



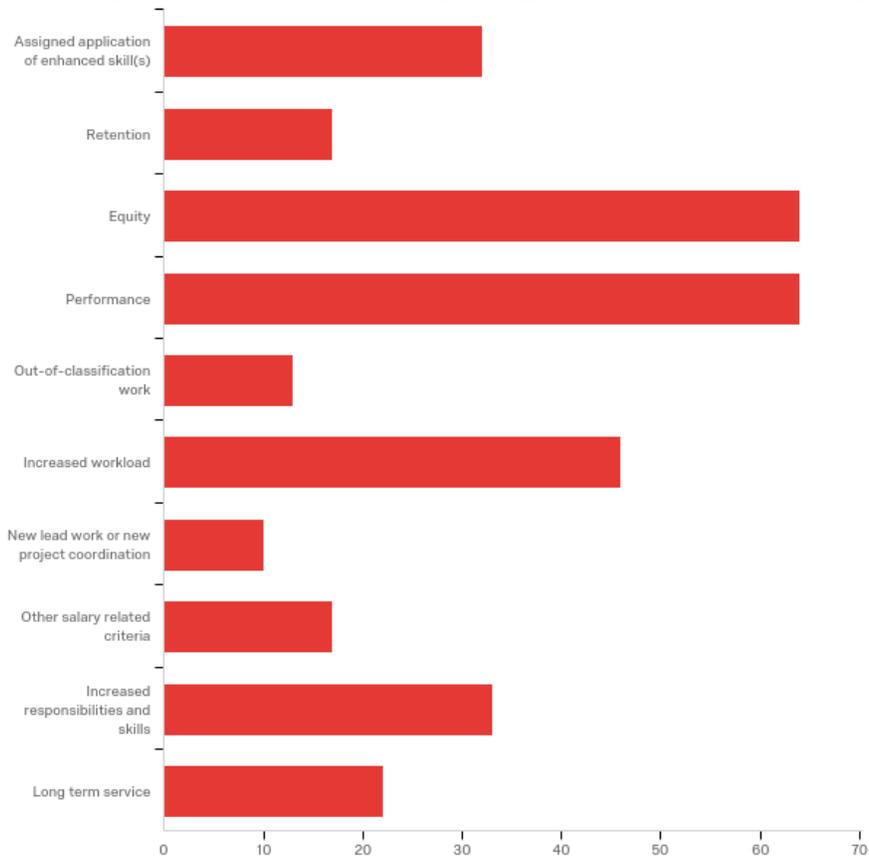
#	Answer	%	Count
12	0	27.78%	30
1	1	55.56%	60
2	2	11.11%	12
3	3	3.70%	4
4	4	0.00%	0
5	5	0.93%	1
6	6	0.93%	1
7	7	0.00%	0
8	8	0.00%	0
9	9	0.00%	0
10	10	0.00%	0
11	more than 10	0.00%	0
	<b>Total</b>	<b>100%</b>	<b>108</b>

**Q6 - Was your most recent IRP approved?**



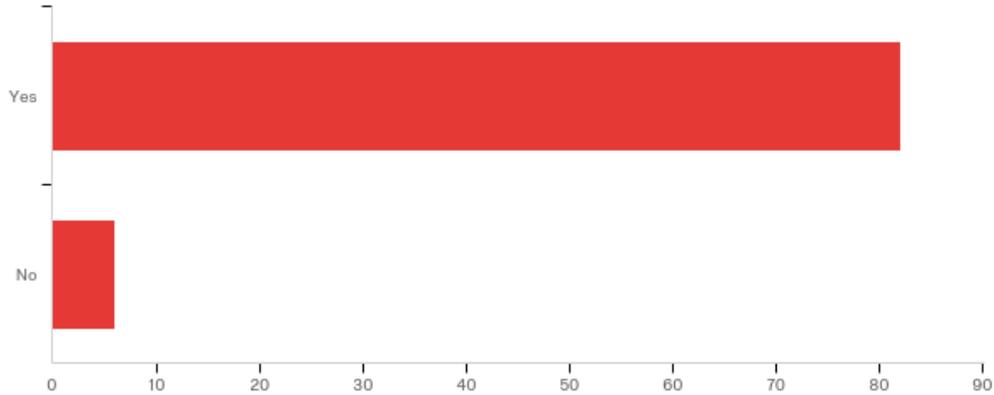
#	Answer	%	Count
1	Yes	61.26%	68
2	No	21.62%	24
3	Pending	17.12%	19
	Total	100%	111

**Q7 - What criteria did you use for the basis of requesting an IRP? (Select all that apply)**



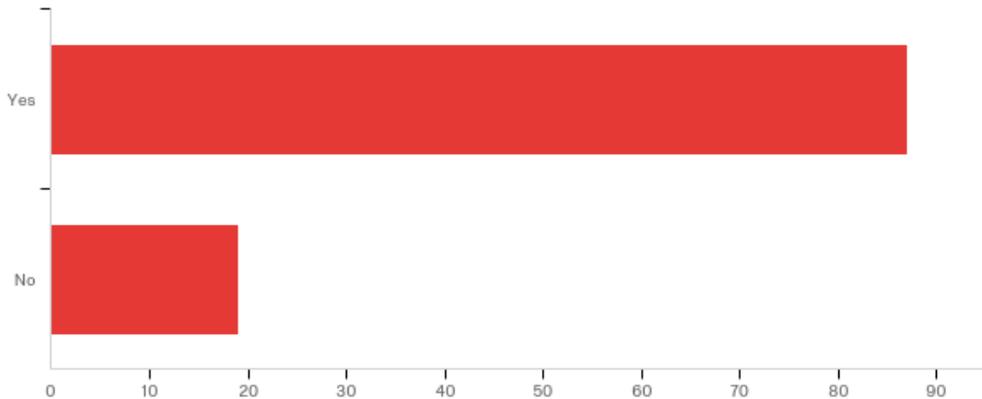
#	Answer	%	Count
1	Assigned application of enhanced skill(s)	10.06%	32
2	Retention	5.35%	17
3	Equity	20.13%	64
4	Performance	20.13%	64
5	Out-of-classification work	4.09%	13
6	Increased workload	14.47%	46
7	New lead work or new project coordination	3.14%	10
8	Other salary related criteria	5.35%	17
9	Increased responsibilities and skills	10.38%	33
10	Long term service	6.92%	22
	<b>Total</b>	<b>100%</b>	<b>318</b>

**Q8 - Did you receive an IRP determination/findings in writing from Human Resources when the process was complete?**



#	Answer	%	Count
1	Yes	93.18%	82
2	No	6.82%	6
	Total	100%	88

**Q9 - Human Resources Representatives are available to meet with you and discuss the process and decision. Would you be willing to meet with a Human Resources Representative?**



#	Answer	%	Count
1	Yes	82.08%	87
2	No	17.92%	19
	Total	100%	106

**Q10 - Why not?**

this was a few years back and circumstances/leadership has changed which has resulted in a fair compensation related to work

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Hr interacted with supervisor only, aside form site visit.

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No questions.

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I will if there is a need to

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I do not recall an IRP as much as I remember a "reclassification" process. No meeting with HR is necessary and it was over 10 or 12 year ago anyway. I am not a confidential employee. When I received this email to take the survey, I did think properly, or I should not have taken it. Sorry.

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Already did. For a year, I kept following up on the outcome, to which I was told, be patient!! Was only supposed to take 90 days. HR said 180 days. After a year (360 days), they finally responded with "Oh, I'm sorry we thought we had processed, but found your IRP in the desk of an employee who had left the University". The letter I received from HR after 360 days was a denial. I filed a grievance (two rounds). Outcome was I could file for another one in 6 months rather than waiting a year. I was going to take the grievance further but at that point, HR had worn me down, and "to me" become a joke. The IRP would never be approved, under any circumstances. HR felt I hadn't met the criteria, and that was final. Why grieve any further. Waste of time.

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It was several years ago - it is water under the bridge.

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My first In Range request was canceled and I applied for and received a reclass instead. The most recent one was denied because I was one of the staff who received a 15% equity adjustment which was more than the In Range adjustment.

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A waste of my time. They come to meetings unprepared and do not have the required data to back up their decisions.

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Based on the communication I received during the 90 day grace period, the HR office was not supportive or open about the process.

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Because it was a manager requested IRP. I received confirmation and approval from every VP even the interim VP

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No matter what they find a reason to deny, deny, deny.

**Q11 - Please rate the following questions regarding the IRP process.**

#	Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Total
1	The timeline of the IRP process is clearly communicated.	23.00%	23	45.00%	45	15.00%	15	12.00%	12	5.00%	5	100
2	The instructions for IRPs are easy to understand.	13.00%	13	46.00%	46	25.00%	25	13.00%	13	3.00%	3	100
3	The criteria to submit an IRP established in the contract is easy to understand.	12.00%	12	42.00%	42	24.00%	24	18.00%	18	4.00%	4	100

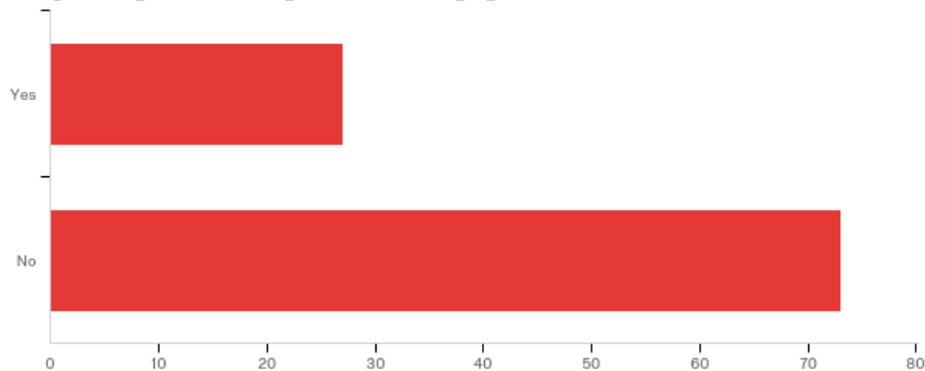
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The timeline of the IRP process is clearly communicated.	1.00	5.00	3.69	1.10	1.21	100
2	The instructions for IRPs are easy to understand.	1.00	5.00	3.53	0.97	0.95	100
3	The criteria to submit an IRP established in the contract is easy to understand.	1.00	5.00	3.40	1.04	1.08	100

**Q12 - Please rate the following statements regarding Human Resources.**

#	Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Total
1	Human Resources Administration is a trusted resource for questions regarding the submission of an IRP.	17.17%	17	37.37%	37	27.27%	27	7.07%	7	11.11%	11	99
2	Human Resources works to invest in me as an employee and retain me as a member of the organization.	14.14%	14	26.26%	26	29.29%	29	15.15%	15	15.15%	15	99
3	I believe the Human Resources Department is transparent with regard to the IRP process.	12.24%	12	29.59%	29	31.63%	31	13.27%	13	13.27%	13	98

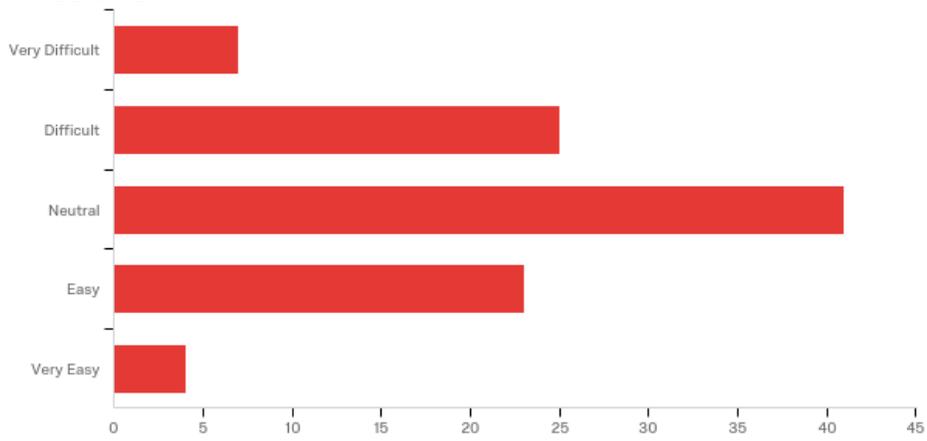
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Human Resources Administration is a trusted resource for questions regarding the submission of an IRP.	1.00	5.00	3.42	1.18	1.40	99
2	Human Resources works to invest in me as an employee and retain me as a member of the organization.	1.00	5.00	3.09	1.26	1.58	99
3	I believe the Human Resources Department is transparent with regard to the IRP process.	1.00	5.00	3.14	1.20	1.43	98

**Q13 - My manager helped me complete the IRP paperwork.**



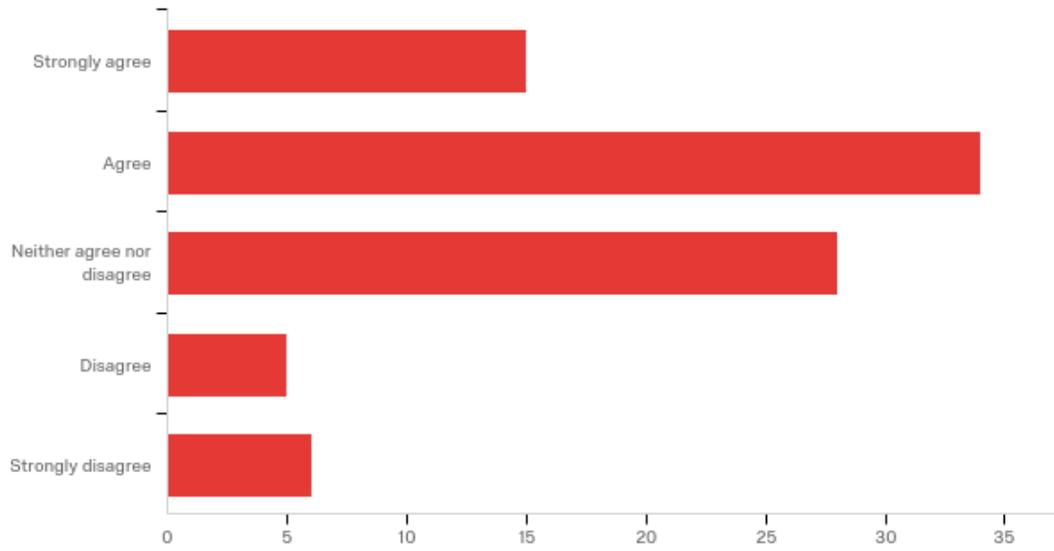
#	Answer	%	Count
1	Yes	27.00%	27
2	No	73.00%	73
	Total	100%	100

**Q14 - Overall, applying for an IRP is**



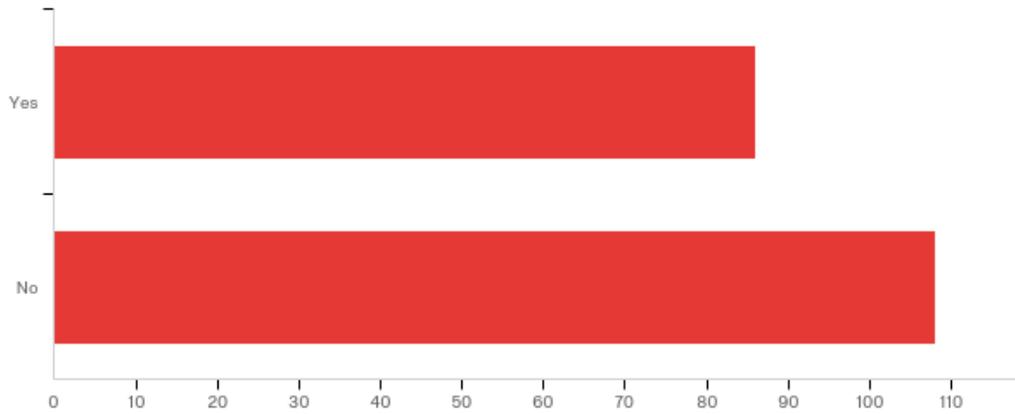
#	Answer	%	Count
1	Very Difficult	7.00%	7
2	Difficult	25.00%	25
3	Neutral	41.00%	41
4	Easy	23.00%	23
5	Very Easy	4.00%	4
	Total	100%	100

**Q15 - Overall, do you believe the IRP process has improved in the past 3 years?**



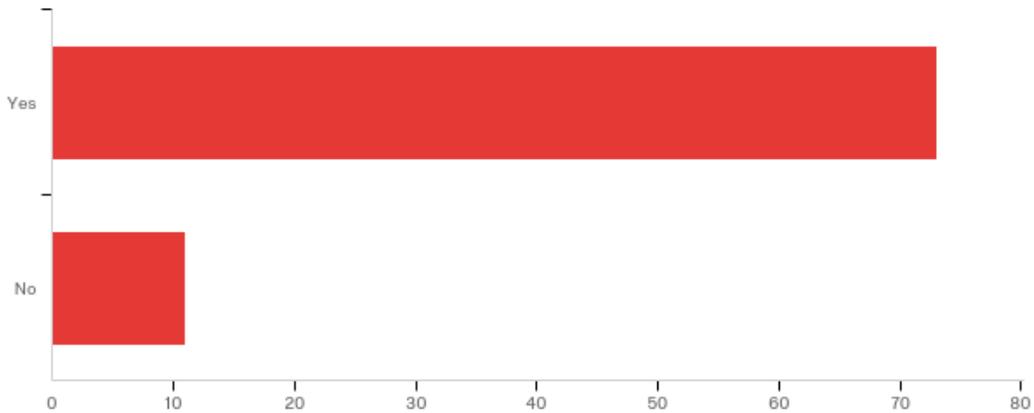
#	Answer	%	Count
8	Strongly agree	17.05%	15
9	Agree	38.64%	34
10	Neither agree nor disagree	31.82%	28
11	Disagree	5.68%	5
12	Strongly disagree	6.82%	6
	Total	100%	88

**Q16 - Have you attended an information session on IRPs?**



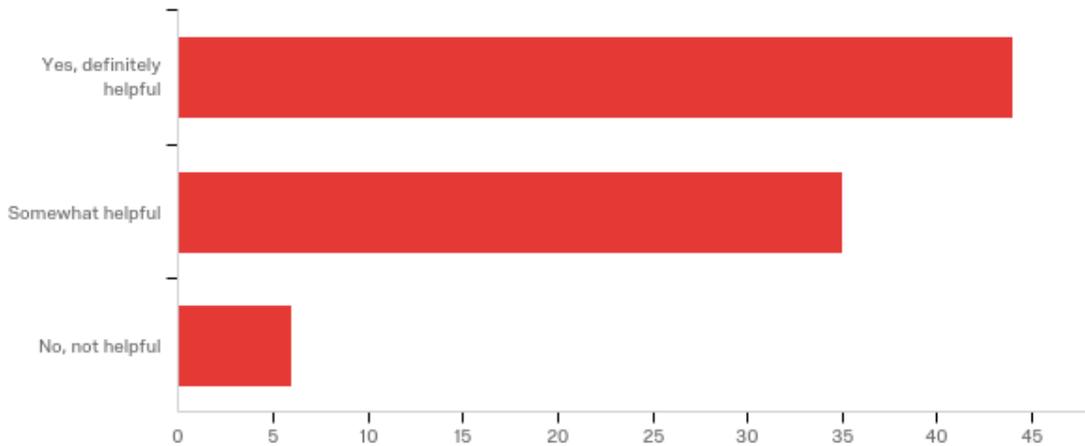
#	Answer	%	Count
1	Yes	44.33%	86
2	No	55.67%	108
	Total	100%	194

**Q17 - Was it helpful to have a Human Resources Representative at the IRP information session?**



#	Answer	%	Count
1	Yes	86.90%	73
2	No	13.10%	11
	Total	100%	84

**Q18 - Was the information session helpful?**



#	Answer	%	Count
1	Yes, definitely helpful	51.76%	44
2	Somewhat helpful	41.18%	35
3	No, not helpful	7.06%	6
	Total	100%	85

**Q19 - Please add any additional comments regarding the IRP information session?**

I believe it would be helpful to know if your IRP is pending, in process, or approved to get a better definition of the timeline and/or status.

H//R relations were a bit difficult in the past but now we have a team who actually cares and is most helpful. I am thankful for the change.

I felt HR was very sincere and nice when I asked a question. It's the first time I felt like an HR IRP representative really cared and was trying to help the employee. Also, she called/emailed back if you contacted her!

It was stated that IRPs are normally approved within 60 days but I did not receive notification until after 90 days. It should be made clear that there are cases that the 90 day deadline is not always met.

The session that I went to was sponsored by the Union and not by Human Resources

My IRP was due by 5-7-2018 by my calculation, but I still have not heard outcome.

I had to rely on my union for answers and what criteria they were looking for. I was denied, denied, denied and denied, and was not notified as of why? My new dept. chair asked why and asked what they were looking for and then I received a raise for case load. I was declassified to receive permanency to a ASA I. I missed the % to be in the same class due to I was a coordinator I.

The HR department has changed dramatically over the past few years and is now a helpful and trustworthy part of our campus. The documentation that should be provided with the IRP is very time consuming to prepare, and the IRP criteria is confusing and should have better clarification of each criteria.

I think the process time is a bit to long

I am still considered a new employee at the university, but I am learning a lot about how to further improve myself within my job classification with what I do and financially.

I believe if an employee receives good ratings in their evaluations they should be given or considered an IRP. Having 17 steps in a pay scale means employees would have to complete an IRP every year they work. To keep good employees who show strong work ethic and receive above average evaluations, the university should show that we are appreciated versus making us feel like we have to beg for an IRP.

The session I went to (prior to applying for IRP) was attended by two elected CSUEU elected officials. They gave us all assurances that the process was legitimate and make sure everyone applied. I told them I would never do it again.

IRP instructions were clarified; basis for decisions not clarified.

At my IRP meeting with HR it was determined that I was working out of class and she requested a desk audit. I was promoted to an SSP II !!!!

I am glad to see the attitude towards IRP's change on campus. In prior years, the process had a dark cloud that hung over it.

HR does not offer to help us write the justification for our IRP's.

The process is tedious and time consuming. They want so much documentation that is provided every year when you have an annual performance review. You have to go through that process as well as the additional step to "prove" you are worth a pay increase.

examples of IRPs that were successful would have been helpful

While the IRP session provides information on the process, it's not within the process we get pushback. We get pushback from the managers concerning the IRP.

they should be more clear on what you can check as submission for IRP this will get HR to review more and be more fair and accurate

It was very clear. HR is awesome. Very responsive.

HR has been so helpful to me and other staff members. She takes the time to answer questions and explain the process.

HR needs to stop patching up the IRP process and start a better process from the ground up.

A couple of falsehoods were stated. The group was told no IRP was returned back late. That was a LIE. About 6 people in the session had theirs returned after the 90 days as stated in the contract.

The HR representative should not quote data/percentages about how many IRPs are approved. It is misleading and creates a false sense of hope. Each employee is different and there is never any guarantee anyone's IRP will be approved.

My IRP was declined and when we requested why we were told that I was just doing my job well and that should be expected. It wasn't until 11 months later that I learned that the Provost had disapproved of the decline and then they went back and paid me retro.

It takes too long to get them processed

Having recently gone through this process I feel like a valued employee for the first time in 18 years. Major breath of fresh air in the whole processes!

In my appeal reclassification I was told I would receive 10% increase, 5% now and 5% when I turned in my new job description. I contact HR to make sure I turn in all the necessary information needed to receive the additional 5%. HR told me I had to apply for in IRP. So I turned in my new job description along with IRP what I was told in my I was denied the 5% due to lack of information. I question HR

about why I was denied after she told my supervisor and I in my reclassification review would get 10%. But now she told me there are no guarantees and she couldn't predict that. My supervisor at the time and I both heard her tell me I would get 10% , 5% now and retro and the other 5% once my new paperwork. I believe I was denied my IRP because I didn't turn in enough paperwork to support and that is only because of the direction I received from HR. I still don't understand why I received misleading information. I thought my new job description was still part of my appeal reclassification so why did I apply for IRP?

**Q20 - Please add any additional comments regarding the IRP process.**

Timelines listed in the CBA need to be met and enforced somehow.

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no comments at this time.

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it'd be nice to be able to attend the workshops on this, but due to workload, it is hard to leave when they are scheduled. maybe schedule during summer sessions and winter sessions when the campus is a bit less hectic would help.

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At this time I have no additional comments as I have never applied for an IRP in my 13 years. However once my director starts it im sure I will be able to add information regarding this process.

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I may not have received the IRP increase request, since I had recently received an increase through the President's equity increase program in 2017.

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I have not participated in the IRP process in recent years, but understand changes and improvements have been made since my last participation

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I am not a union member so I'm not clear how IRP affects me or if I qualify. I figured since I received a small increase last year, this took care of the IRP?

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It would be nice if we didn't have to do this process every year in order to get an increase in our wages. The cost of living continues to rise, we are given more duties, new processes take extra time, and responsibilities are shifting with little to no training. It's a shame we have to request an IRP, it's almost like a punishment instead of something we deserve. It's Time to Reward Good Behavior, don't you think?

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I appreciated the opportunity to participate in the IRP session. It was full of great information. If we want to support a campus culture of employee growth then I would suggest that we try to do a session that targets the managers/supervisors who are essential in paving the way for a successful IRP for their staff. It is important for the managers/supervisors to understand what is involved in the IRP process and how to best assist their staff prepare and plan for it. Just knowing that the managers/supervisors are interested in the IRP process will boost employee morale and productivity. The campus leadership will have to add a certain level of push behind this effort to actually get the managers/supervisors to participate.

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Thanks!

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IRP's should be initiated by the managers if the employee has a satisfactory (or higher )performance review. They should go hand in hand with the performance evaluation.

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As a 12 year + employee, i find having to ask for a raise ridiculous. We have annual performance reviews that are submitted to HR. This should be enough to move us through the salary range, with the IRP process used in cases of increased workload/ working out of class situations.

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Interested to learn more about IRP process. Also, how can an employee request IRP or title reclassification?

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I received an email that my IRP was denied and that a packet was forthcoming. It's frustrating that the information that the IRP is denied is sent without any information about why it was rejected, especially if there is a delay in packet delivery.

I went through the process before it was revised, so my comments are based on that experience.

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Prior to the current Compensation Manager it felt too much like a negative and possibly experience.

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Will I be formally notified? Have not been thus far on outcome.

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I feel I have seemed to have fallen thru the cracks. I have been on campus since 8/2009 and I feel the criteria for IRP does not apply to me. I run the ESM Winter Session and ESM Summer Sessions for the last 5 years independently. One chair thinks I waste my time and the other thinks i'm GOD. How can there be such a gap between the two? I really don't know if I can request another IRP because I did receive a small percent from caseload?

---

I thought I had submitted sufficient criteria to have my salary compared and adjusted more in line with others in my job code. I got an increase, but I'm still not that close to others in the same job code, even though I have more education, as much experience, and greater workload. I can apply again in a few months. I will use other criteria this time, such as additional workload that my coworkers don't do and that aren't on my job description. Also, one former co-worker was recently promoted to Sr Budget Analyst and is making a bit more than I am, though she has less experience and education. Also, it seems that some people get their pay (higher than mine) based on their past whatever, but I'm doing more than they are now, have more education and direct experience, yet am paid less.

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HR was very helpful and attentive in informing of the IRP process step by step making it easy for me to follow.

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Over the last year, it has become clear that employees are encouraged to use the IRP process to address salary compression and inversion. I hope that is shown by the actual increase of IRPs. HR is great in the training and hopefully helps employees feel that they should apply.

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I have reason to believe an IRP would not be approved based on anecdotal information from those who have applied and were denied both recently, and over the years. I have been on campus for 2+ years; and don't feel the leadership (via the approvals process before it gets to H/R) nor H/R itself is supportive of IRP's, and find reasons to deny them.

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Why is the process so complicated?

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The IRP will only work if its an immediate Managers or Committee familiar with the job duty decide if 1. the applicant merit's a raise based on the evaluation. 2. HR should not decide the percentage one deserves. How is it possible that someone in HR whom does not work in the field of a Computer programmer, Custodian, Laborer, Administration personal dictate what percentage or what is fair. I believe the IRP process has potential, it should be based on Evaluations, it should be promoted in new employee orientations. This would eliminate the mentality of being complacent or lazy. The IRP can have success if those whom decide the raises know what the job entails or how difficult the job is and if those asking for an IRP are deserving of one. The system should be balanced and fair but promoted so those whom have become complacent can once again see that hard work , dedication equals to promotions, better wages.

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I don't believe that employees should have to fill out paperwork in order to get an IRP. For years this was an automatic increase. I believe the only reason most people recieved an IRP was because the Union got involved. There has never been any interest from management to initiate IRP's for hardworking employees. I don't know how we got to where we are now but I don't think it is right. again the process time is to long and I really think management should stand behind their employees and submit IRP's to long time employees

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It was so many years ago, I don't remember meeting with anyone in HR to help me, but I probably did not ask either. I will comment that the HR Department now seems to be so helpful, friendly, they answer their calls. In my years almost 16 years of employment, I feel there has been more communications sent to employees on how to do IRP, re-class, etc. and in general all kinds of communications than I have ever seen before. Its wonderful! Keep up the good work!

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I would be interested to know what the process is.

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This process has definitely improved and it was a good measure to offer the IRP information session jointly with CSUEU.

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The facts are the entire system is unfair and badly broken. I have worked for the university for over 11 years and I have been bullied and disrespected by many of my bosses (7 bosses in 11 years) and treated unfairly by human resource as well. Many of my bosses don't show up to work and collect large paychecks for doing nothing. These are the same bosses that have the nerve to deny my raise when I am a hard working and knowledgeable employee. I follow through on every task and treat every student I encounter on a daily bases with the utmost respect. I am forced to work two jobs because of my lack of compensation at the university. Long term employees are denied raises and promotions while managers at the top collect large sums of money while putting in little or no time at the university. The system pays more to new hires and doesn't compensate long term faithful employee like myself.

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I am a yearly appointee so that is why I asked HR if myself and my assistant (both yearly appointees) were eligible.

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i was recovering from surgery when the session was held - could not attend

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IRPs Suck!! What the heck does "Other salary related criteria" even mean?? Provide examples please. I earned a Bachelor and Master Degree from this institution of higher education during my time of employment, but this institution of higher education does not compensate for earning degrees in higher education, at least not through an IRP process. IRPs let HR make decisions regarding employee livelihood based on what exactly? Submitting an IRP is hard work and getting through the IRP process is worth a 3% raise in itself. Then, getting denied a 3% raise after efforts put into an IRP depletes morale, therefore, reducing employee desire to produce quality work. As loyal employees, we carry on dealing with daily politics, bureaucracy and exclusivity; only to be passed up on promotions by people from outside coming to work here making more money than those who have resided on campus for years. Automatic step raises will remove underlying hostility towards HR of which grows every time an IRP is denied.

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I was informed you must submit the IRP with a recent evaluation for it to significantly increases chances of getting approved. I have not received an evaluation in maybe a year and a half.

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I feel that this process is demeaning - why am I having to justify my existence on the campus? I do a good job, take care of my area, help others (staff, faculty, and students), and take on more and more responsibility. Asking for an IRP requires that I write well enough that the powers that be can wade through what I do (without ever once observing my work) and that I deserve a raise.

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Seems to be an archaic way to get well deserved raises. Employees should not have to submit their own paperwork to get performance and time in job salary increases.

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Initially, back in January of 2017, with the support of my Department Director, I submitted a Reclassification Request, which is unfortunately considered part of the IRP process (at least to the best of my understanding). The reclass request garnered full support here at the Stan State level; however, was ultimately denied at the Chancellor's office, essentially due to a minor technicality. Once that occurred, I was informed that the best course of action would be to obtain offers from other employers, which I did. The outcome did not necessarily result in an increase in pay; rather, my status went from a 10/12 to a 12/12 and the pay was adjusted accordingly. It took several months for the University to produce my back pay. Bottom line is this: The duties I perform are so far removed from the job classification of an ISTIII, the fact that I am still in this position is laughable. Moreover, I see more accurate and appropriate classifications posted for other positions within the university quite often; the most recent of which is the IT Consultant position that just posted over in the Student Health Center. Based on that description, it is word-for-word what I do for the School of Nursing. More importantly, the pay assigned to that position is more appropriate to my job performance, my background,

education, and qualifications within my chosen industry. It is no secret to me that the CSUS has significant difficulty maintaining talent. Given the fact that I am currently one of less than 300 people worldwide who holds my credentials within the medical simulation industry, it is absolutely ludicrous to assume that I am simply fulfilling the role as a Sim"Tech." The last time I was a "tech" was in 2006. At this time, I am entertaining outside offers.

I don't feel comfortable initiating them on my own and know nothing about the process. Also, I don't have confidence it will come out successfully when asked for, and am not sure how administration in my department would feel about me asking for one.

I was not given any information on the IRP process when I started. I am a new employee and have been with CSU Stan for eight months.

My salary is currently under review due to a new hire coming in at a higher salary than I currently receive. I don't really have faith in an IRP considering my salary has been under review since January and I have more experience than the new hire.

I have worked in health care for over 25 years, for both county and state governments, and I have never worked in an agency that did not have merit step increases based on performance. Although I am happy to see the IRP process is now more employee centered than before, it still feels uncomfortable to initiate because rather than pay increases also based on performance recognition, it just boils down to trying to obtain fair compensation.

My first IR request wasn't even really considered by HR due to budget problems. But that was several years ago, before changes were made to the process. I've heard coworkers who are receiving them without issues.

It seems silly that an IRP is denied after your manager approves it. If your manager and department think you should get an IRP, it does not make sense that HR can then deny it.

I started the paperwork for the IRP over a year ago, but cannot find the time to finish it and have it turned in. I would like to attend workshop sessions how to write and formulate the justification for the IRP that my chances are greater to receive a well deserved pay increase.

There has been improvement but the managers are still resistant. We need to get to the point where more managers are taking the initiative to file IRPs for all staff. Performance is difficult to attain due to the problems with managers not knowing how to give meaningful evaluations. The IRP program on a system wide level is an ineffective way to move staff through their ranges and provide the pay increases staff deserve.

I submitted an IRP request requiring notification to my immediate supervisor and the department dean. When it came time for HR to discuss the validity of my request, that discussion occurred with the department dean who does not know what I do day-to-day or the scope of my work. If the discussion concerning what I do occurred between my \*\*supervisor\*\* and HR, I would have been eligible for a higher percentage IRP. For my IRP request, I had to provide an updated job description. Since the job description is updated to show the extra and enhanced duties I have been asked to do to cover vacancies in my unit, then how can I get an IRP based on workload when the extra work is reflected in my job description? The IRP should be based on the job description before the additional duties/responsibilities were assigned, so HR can see that I am doing a tremendous amount of work with much more responsibility since September 2014. The final deadline for resolution concerning my IRP was late. That late response would have been eligible for filing a grievance.

It is intimidating to initiate an IRP without knowing if you will have support. It also seems in the culture that doing your job well isn't necessarily enough to get a raise. If raises were readily considered upon successive good reviews, IRPs wouldn't be necessary.

I personally feel that no-one should have to fill out an in range progression "request". I feel that raises should be automatic and given with each years evaluation, which neither one seem to be done here. Just my opinion. I also don't understand that because my position is considered an "M.A." position and not a "Phlebotomist" position that I get paid less even though I have my CPT1 and we draw blood here frequently. I also felt at the time of my offer to work here that I could not negotiate my salary, being it

is a state job. I come to find out later that I could have.

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None

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The IRP process should tell you if you are denied, solutions on how to obtain and improve yourself in order to obtain a salary increase the following year through the IRP process.

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I didn't think I would qualify as I am still on Probation and I started in July 2017.

---

I submitted an IRP in 2013 and did not have the support of my Supervisor. It was denied and then a year or so later the Union got involved regarding the IRP's that were denied. My IRP was reviewed again and denied. I moved to another department and my Supervisor was the one who suggested I submit an IRP in 2017. It took a good amount of time to do, and I feel that with the combination of my Supervisor and the Unions support, it went much more smoothly. I am still hesitant about HR, but will see how things go in the future.

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When I was told I could ask questions after everything was complete I couldn't get a lot of answers to my simple questions. Question at the time couldn't be answered. Was at an IRP info session and was told that CRC only would give out 3% for equity. How is that fair when some people deserve more and others deserve less. I am sorry but I have worked here over 6 years and I deserve more than 3% for equity. Living paycheck to paycheck is absurd when you are college educated. I have to work two jobs just to pay my bills. And I am pursuing another degree and will say I have had to use the food pantry on campus on a number of occasions. All in all I got under a 10% increase, I am thankful for that, but I feel the work and effort I put into my job I deserve more than that. I work overtime sometimes for pay and sometimes I don't even claim it. I go over and beyond for our students, alumni and community members, but yet I can't get the respect I deserve when it comes to my salary. Faculty get all the respect and praise for their service, but why can't staff? I learned more about the IRP process for colleagues at other campuses...

---

It should be communicated that the results can be discussed before the employee provides a final signature. I encourage fellow employees to file IRPs but based on my personal experience with the process, I will not be filing another one with the current HR staff. When I asked questions, they seemed bothered and overwhelmed. The 90 day period expired, without any results. My supervisor was completely supportive of my IRP, but the results did not support their decision. The process left me discouraged and made me feel I was not a valuable asset to the University.

---

My problem with IRP's is:- It is difficult for me to toot my own horn. I believe a manager should see what a staff is worth and then recommend and write up an IRP themselves and not the staff. I think the process is very discouraging and who the heck goes to a workshop where one has to beg for money? Already most of us are underpaid and yet still they want us to grovel for dollars. No thank you, keep it.

---

It would be nice that when individuals are told to apply for an IRP for equity that they are also told to check all boxes that apply. Even though the form states that, certain individuals state to just check one instead of all that apply.

---

Could not attend the RIP workshop due to time conflicts as it was only 2 consecutive dates. I believe that a manager request IRP should never be denied since all immediate VP has approved but as I have heard working on campus for 11 years that you have a higher chance of getting if it is employee initiated but almost zero if management initiated.

---

I think HR's criteria for some of the categories do not match what is explained in the documentation designed to help writers of IRP's. I outlined what I thought to be increased work load, application of enhanced skills, and performance and my manager agreed with my assessment. Although I ultimately received an IRP for an equity issue, I felt like these categories were ignored or dismissed based on the written response to the IRP from HR .

---

I've been on campus for 3 1/2 years and always heard negative comments about completing IRP. I have always had a job where you were automatically given a 3-6% raise based on your performance the prior year.

I truly believe that the IRP is an opportunity to allow personnel to be acknowledged for the work and progress that they make professionally and it is hard enough to have to be the one to initiate your own recognition, but even with that it has seemed in the past that the answer is automatically no which becomes very discouraging because I entered the request with the full recommendation of my department chair who actually sees the work that I do for them. We all work for our families and there should be a way to move up without having to change jobs completely.

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For the first time it feels like Human Resources is supporting us and helping us! She is Awesome!!!!

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I was fortunate that someone else in my office had already submitted an approved IRP, so she was able to help me with the process. Also, HR was helpful.

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I should be rewarded for my hard work and not have to justify why I need a raise.

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Irp process should go away. you should be able to progress thru your range with satisfactory job performance. Topping out within 5 to 7 years like all other government jobs.