



Date: Wednesday, February 13, 1991
To: H. David Lambert
From: Richard Cogger
Subject: Reclassification and Salary program for Kevin Saunders

This memorandum recommends a raise and eventual reclassification for Kevin Saunders in recognition of major changes in the nature, scope, and level of his job duties over the past two years. I would be recommending a reclassification at this time but understand there is a freeze in effect now. It is also the case that Kevin has been able to rise to these new requirements, expanding his scope and accepting greater responsibility.

Probably, Kevin should have received a reclassification some time ago, but the value and level of technical work is not always immediately evident. In my experience, it is a common occurrence for a programmer in the early years of his career to work along, making progress but not able to do really outstanding work until a certain point. At such a point, accumulated experience allows the person to "put it all together," to produce a major achievement. Kevin first reached that point in the fall of 1988 on the Omnitalk project, but various outside considerations resulted in this work not being used, so Kevin did not receive the general recognition he merited. Kevin reached a further level in synthesizing an important result this past July and August when he forged the Comet Terminal Emulator program from a number of components he had been working on previously. Fortunately, this work is being generally released and not only demonstrates Kevin's ability but will serve to establish his reputation in the networking community as well as at Cornell. Beyond the level of technical work required, in bringing this product out, it was necessary for Kevin to perform a complex series of co-ordinations and deal with a level of administrative and other interactions beyond what is usual at his current level.

Kevin has also requested that his position be returned to half-time (20 hrs./wk instead of 39), as it was prior to January of 1988. Although I

believe he would make faster progress professionally working full time, I understand that he has personal reasons for limiting his commitment to part time. At this point, Kevin has raised his level of contribution substantially and can, in my opinion, go on to broaden his capability at a fair rate over the next two years, even working part time.

Kevin is currently classified at level 34, Systems Programmer III, within the current technical job classification system. His current salary is \$27,768. He has now over 5 years experience I believe his current classification and salary levels were somewhat below what they should have been as of a year ago, for his general experience and capabilities, and the disparity is now substantial, given the level at which he has been working during the past year and more.

I believe that Kevin should now be classified as Tech Specialist I at grade 36. His salary should be approaching the mid thirties (in full-time terms) and be above the mid thirties a year from now.

Anticipating that it may be difficult to bring Kevin all the way to where he should be in a single step, I propose a program aimed at moving him to the proper level over the next 18 months. I believe that a significant salary increment will be an appropriate first step. With a normal merit raise in July, an additional mid-year increment a year from now should bring him almost to the level where he should be. In the course of the classification study, his level will be considered, and I believe a reclassification to level 36 will turn out to be appropriate.

I'm not sure exactly what effect the new system being piloted in CIT will have, but I believe this recommendation is compatible with both the current system and the new one. Accordingly I propose the following program:

1. Effective 2-1-91 (or as soon as processing can be completed):
 - Raise approx. 16% to \$32,200 (\$16,514 at 20/39 time)
 - Reduce to 20 hr/wk.
2. Effective 7-1-91:
 - Raise approx. 5% to \$33,800 (\$17,333 at 20/39 time)
 - (assumed normal SIP increment)
3. Effective with the completion of the classification study:

Reclass to Tech Specialist I, level 36 — Not Done.

4. Effective 1-1-92:

Raise approx 10% to \$37,200 (\$19,077 at 20/39 time) — Not Done.

Naturally, steps 2., 3, and 4. cannot be committed at this time, but represent a plan and an expectation, contingent on performance, results of the classification study, and on other factors, of what will be necessary to fairly recognize this valuable employee's advancing job level, capabilities, and contributions.

Attached is a proposed job description to describe the changed position proposed for Kevin.