

## 2009 MANAGEMENT PAY PLAN GUIDELINES AND PROCEDURES

The purpose of this communication is to provide department heads, personnel officers, and other key managers with information needed to administer the Management Pay Plan that became effective Pay Period 1, 2008. The authority for the new pay plan is found in Part II, Section 12 of the 2009 Salary Ordinance. This document provides updates to the plan for 2009.

### Performance Reviews Required

Beginning in 2008, annual performance plans and reviews are required for all Management Pay Plan employees, including employees serving a probationary period, temporary appointees, exempt appointees, and those at the maximum of their salary grade. Elected officials are excluded.

It is the responsibility of the appointing authority in each department to determine the form that will be used to document job performance and ensure that performance plans and reviews take place each year. Departments interested in scheduling training for managers on performance planning, performance coaching or other supervisory training should contact Andrea Knickerbocker, Human Resources Manager, at 286-3387.

A template form for the performance review processes is included in a separate document. The performance planning and review process is to include the description of and feedback on the following essential components.

- Key job responsibilities
- Key job competencies
- Key accomplishments from the previous year
- Goals and objectives for the coming year, and
- Development plans for the coming year.

Annual performance reviews are intended to truly be a review of feedback that the employee has received throughout the year. Ongoing coaching of employees by managers is emphasized. The components of the performance review are to be linked to the department's mission, vision and performance indicators. For cabinet departments, performance reviews may be linked to Accountability in Management (AIM) goals and objectives.

Departments will provide the following information to the Department of Employee Relations. A spreadsheet will be emailed to each department mid-year.

- A list of Management Pay Plan Employees
- The dates annual performance reviews were conducted
- Salary Increment percentage granted, or whether an increase was delayed or denied

In addition to the above information, departments will provide the following information to Employee Relations:

- Employees nominated for an Exceptional Achievement Award
- Employees nominated for a Professional Development Award.

Employee Relations will monitor and track the annual salary increases, Exceptional Achievement Awards, and Professional Development Awards on a City-wide basis.

## **Annual Salary Increments During 2009**

As illustrated on page 3, each Salary Grade in the Management Pay Plan is an open range with a set minimum and maximum. Management employees who have not yet reached the top of their salary grade, other than elected officials, shall be eligible for a salary increase of 0% to 4% within a 12-month rating period subject to the maximum of their grade or the Mayor's salary. This salary increase shall be based upon administrative guidelines developed by the Department of Employee Relations. This salary increase shall be effective on the employee's anniversary date provided job performance during the rating period has been fully satisfactory. Job performance during the rating period must be documented by a minimum of one written performance review.

In the event of a less than satisfactory performance during the rating period, a department head may delay or withhold an annual salary increase. It is critical that a department communicate to the employee what changes in performance are required in order to receive a "fully successful" rating. Ongoing coaching, a formal Performance Improvement Plan, or referral to the City's Employee Assistance Program may be appropriate. Department heads who intend to delay or withhold an annual salary increase must notify the Department of Employee Relations and the affected employee before taking such action. It should also be noted that a Management Pay Plan employee may appeal the decision to delay or withhold a salary increase to the City Service Commission.

In the Common Council - City Clerks Office, incumbents of the titles of Legislative Assistant, Staff Assistant to the Council President, Legislative Coordinator-Senior, and Executive Administrative Assistant II shall only be eligible for a salary increase of 3.1% within a 12-month rating period up to the maximum of the salary grade. This salary increase shall be effective on the employee's anniversary date provided job performance during the rating period has been fully satisfactory. Those incumbents at the maximum of the salary grade may be considered for an Exceptional Achievement Award.

### Calculating and Entering Annual Increments onto HRMS

An annual salary increment is calculated by multiplying a manager's current bi-weekly salary by the appropriate percentage (for example, for a 3.1% salary increment, multiply by 1.031) and is capped at the maximum of the salary grade or the Mayor's salary. A specific procedure on calculating and entering this information onto PeopleSoft HRMS has been communicated to payroll personnel. Please contact Chuck Schumacher, Certification & Salary Systems Administrator at 286-3394 or Marie Pettigrew, Pay Services Specialist at 286-2949 if there are questions.

## **Promotional Pay Increases**

Promotional pay increases will be determined by the job category to which an employee is being promoted. Each position in the Management Pay Plan has been designated as Professional, Management, or Leadership.

Beginning Pay Period 1, 2008, an employee promoted to a position designated as Professional will receive a 3% promotional pay increase; an employee promoted to a position designated as Management (supervisory) will receive a 5% promotional pay increase; and an employee promoted to a position designated as Leadership will receive a 7% promotional pay increase.

### Calculating and Entering Promotions on HRMS

A promotional increase (3%, 5%, or 7%) is calculated by multiplying a manager's current biweekly salary by 1.03, 1.05, or 1.07. The resulting salary must be at least the minimum of the new Salary Grade and may not exceed the maximum of the new Salary Grade or the Mayor's salary. Promotional pay increases must be approved by Employee Relations prior to implementation. A specific procedure on calculating and entering this information onto PeopleSoft HRMS will be communicated to payroll personnel. Please contact Chuck Schumacher, Certification & Salary

Systems Administrator at 286-3394 or Marie Pettigrew, Pay Services Specialist at 286-2949 if there are questions.

### Appointment Above the Minimum of the Salary Grade

In the event it becomes necessary to appoint an employee at a rate above the minimum of the Salary Grade, upon approval of Employee Relations and the Chair of the Committee on Finance and Personnel, appointment may be authorized up to a maximum rate of 60 percent of the range associated with a Salary Grade. This provision applies to new hires and promotions. Appointment above the minimum of the salary grade may be offered only after an approval is granted. The Guidelines for requesting a special appointment rate are provided in a separate communication. The calculation used to determine the maximum recruitment rate is:

$$[(\text{Salary Grade maximum} - \text{Salary Grade minimum}) \times 60\%] + \text{Salary Grade minimum}$$

The following table with Salary Grades and associated calculations are provided for reference.

### Salary Grade Information For the Management Pay Plan 2009 Rates

For informational purposes only—official rates are biweekly.

Salary Grade	Minimum	Midpoint	Exceptional Achievement Award 1% of Midpoint	Maximum Appointment Above Minimum Rate 60% of Range	Maximum
1	\$36,507	\$43,807	\$438	\$45,267	\$51,106
2	\$38,902	\$46,679	\$467	\$48,234	\$54,455
3	\$41,458	\$49,747	\$497	\$51,405	\$58,037
4	\$44,194	\$53,032	\$530	\$54,800	\$61,871
5	\$47,109	\$56,533	\$565	\$58,418	\$65,957
6	\$50,206	\$60,251	\$603	\$62,260	\$70,295
7	\$53,519	\$64,220	\$642	\$66,361	\$74,922
8	\$57,028	\$68,432	\$684	\$70,713	\$79,836
9	\$60,809	\$72,969	\$730	\$75,401	\$85,129
10	\$64,805	\$77,767	\$778	\$80,359	\$90,728
11	\$69,090	\$82,906	\$829	\$85,669	\$96,722
12	\$73,627	\$88,352	\$884	\$91,297	\$103,077
13	\$78,469	\$94,166	\$942	\$97,306	\$109,864
14	\$83,653	\$100,386	\$1,004	\$103,732	\$117,118
15	\$89,161	\$106,992	\$1,070	\$110,558	\$124,823
16	\$95,030	\$114,040	\$1,140	\$117,842	\$133,049
17	\$101,294	\$121,554	\$1,216	\$125,607	\$141,815
18	\$107,973	\$129,566	\$1,296*	\$133,885	\$151,159*
19	\$115,085	\$138,099	\$1,381*	\$142,702	\$161,113*

*\*In no case shall the salary of any City official exceed the salary of the Mayor. This includes the addition of a Professional Development Award of \$700 and/or a 1% Exceptional Performance Award. The Mayor's salary as of Pay Period 10, 2008 (May 4, 2008) is \$147,335.76.*

### Exceptional Achievement Awards

Management pay plan employees at the maximum of the salary grade, other than elected officials, may be awarded for exceptional performance that is measurable and consistent with the mission and objectives/outcomes established by policy makers for the department, a nonpensionable, non-base building

lump sum equal to 1% of the midpoint of the employee's current salary grade. Job performance during the rating period must be documented by a minimum of one written performance review. These awards must be approved by the Department of Employee Relations and an individual may not receive more than one award during a 12 month period. The Department of Employee Relations shall establish administrative guidelines for approving these awards.

As noted in the table on page 3, Exceptional Achievement Awards will be calculated at 1% of the midpoint of the employee's Salary Grade. These awards must be approved by Employee Relations and employees are limited to receiving one such award during a 12-month rating period.

To receive an Exceptional Achievement Award, an employee must have achieved exceptional results during a rating period that were significantly above and beyond "fully successful." Secondly, the employee's achievements must have advanced the goals and objectives of his or her department and the strategic goals of the City. Thirdly, the employee's achievements must be documented and verifiable.

In deciding whether an employee should receive an award, department heads should consider specific examples of the employee's achievements and behavior and answer the following questions:

1. What results has the employee achieved that makes his or her performance truly outstanding?
2. What distinguishes the performance of this employee above that of other employees?
3. How does the employee model excellence in job performance and promote a positive image of public service?
4. Considering "fully successful" performance; how is this employee outstanding?
5. How did the employee's achievements advance the department's goals?
6. How did the employee's achievements advance the City's strategic mission?
7. What impact did the employee's job performance have upon the department, the City, or public service?

Examples of extraordinary resourcefulness, initiative, or ingenuity displayed by the employee, unusual amounts of work completed, or exceptional quality of work completed, should be readily available. Generally speaking, accomplishments fall into one of these four broad areas:

- Financial impact: cost savings or cost avoidance
- Customer satisfaction
- Processes, including workflow processes
- Organizational capability, including the capabilities of employees

Examples of accomplishments that could be eligible for awards include, but are not limited to the following.

Sustained excellent performance such as:

- Consistently exceeding departmental goals established through the budget, specific performance measures, or goals established in the Mayor's AIM Program.
- Consistently going above and beyond what is required to deliver outstanding customer service for internal or external customers.
- Consistently developing others by:
  - Making special efforts to recognize excellence in others
  - Creating multiple opportunities for employees to develop professionally, such as creating opportunities for job enrichment, offering special projects, mentoring employees, advocating skill training or formal education, and coaching employees
  - Increasing awareness of and respect for different cultures in the workplace

- Taking positive steps to promote diversity in the workplace

Outstanding one-time accomplishments such as:

- Developing or implementing an idea that results in significant savings in time, materials, or resources; or significantly enhances customer satisfaction
- Developing new processes that reduce waste, stretch resources, or eliminate unnecessary actions
- Performing extra duties substantially beyond those normally assigned
- Volunteering for and/or working on special projects that have a high positive impact upon one's section or department
- Making significant contributions to the success of a team, committee, or task force.
- Completing a project or program that has a significant impact upon departmental or City operations

For the rating year that occurs during 2009 department heads must submit the names of employees nominated for an Exceptional Achievement Award to Compensation Services in the Department of Employee Relations by mid-January, 2010. The format to nominate an employee for an Exceptional Achievement Award is provided in a separate document.

### **Professional Development Awards**

The purpose of the Professional Development Awards Program is to encourage and support Management Pay Plan employees in upgrading their skills and competencies to allow the City to meet greater demands for service, innovation, and fiscal stewardship. Eligible employees, when approved, will receive a monetary award of \$700.00 for attaining a professional degree, designation, or certification that is not required by the job, but enables the employee to add value to his or her department in a way that is related to the mission, goals, and objectives of the department. Employee Relations must approve each of these Awards prior to implementation. All Management Pay Plan employees, excluding elected officials, are eligible to be considered for this award.

*Employee Relations recommends that department heads establish a professional development committee in their respective departments to create the criteria for Professional Development Awards.*

To qualify for a Professional Development Award, an employee's achievement must be above the minimum qualifications for the job and also:

1. Be related to the employee's current job or a reasonable promotional opportunity
2. May include competency testing or certification
3. Be issued by an industry recognized professional association, certification program or accredited institution of higher education
4. Enable the employee, upon successful completion, to perform his or her job at a higher level of competency or add value to the department

Examples of certification programs eligible for this award include: Certified Professional Environmental Auditor (CPEA), Certified Planner (AICP), Professional Engineer (PE), Oracle 9i Database Administrator Certified Master, Certified Management Accountant (CMA), Certified Internal Auditor (CIA), Accreditation in Public Relations (APR), Certified Public Accountant (CPA), Senior Professional in Human Resources (SPHR), Certified Employee Benefits Specialist (CEBS), Water Resources Engineering (DWRE), Certified Safety Professional (CSP).

In addition, departments may develop criteria for Professional Development Awards that are not tied to a specific certification. The criteria, however, must be widely accepted in an occupation or profession and denote a significant accomplishment. The key aspect of a Professional Development Award is that the

development enables the employee to perform the job at a higher level of competency or adds value to the department.

The form to apply for a Professional Development Award is provided in a separate document.

**Access to Guidelines and Procedures**

These guidelines and procedures, as well as additional information on the Management Pay Plan including related Common Council files, will be posted on the Department of Employee Relations website under Compensation Services.