



POLICIES AND PROCEDURES MANUAL

SUBJECT Pay for Exceptional Performance and Educational Achievement Rewards	DEPARTMENT Administration		DEPARTMENT IDENTIFICATION 1100	
	SECTION 1113	PAGES 1-4	EFFECTIVE DATE 04/17/2018	REVISION DATE <u>10/16/2018</u>

1.0 PURPOSE

To describe the policies and procedures of the City of West Allis in pay for exceptional performance and educational achievement awards.

2.0 ORGANIZATIONS AND PERSONS AFFECTED

This policy applies to all non-represented full-time and part-time employees. It does not include employees holding elective office and employees of the Municipal Court, ~~City Attorney~~, Library, Police and Fire Departments unless policy is adopted by the Library Board and/or Police and Fire Commission. *Adopted on May 17, 2018 by Police and Fire Commission; Adopted by the Library Board on May 23, 2018.

3.0 POLICY

It is the policy of the City of West Allis to establish standards for the performance management and review for employees.

4.0 REFERENCES

- City of West Allis Strategic Plan
- City of West Allis Vision, Mission, Core Values and Competencies
- City of West Allis Policies and Procedures Manual -
 - Policy 1110 – Creating, Maintaining, and Administering Pay Ranges
 - Policy 1422 – Performance Management and Review Process

5.0 GOALS OF PAY FOR EXCEPTIONAL PERFORMANCE AND EDUCATIONAL ACHIEVEMENT REWARDS SYSTEM

- Efficient and effective service delivery and responsible utilization of available resources.
- High performing and continuously improving culture.
- Well-qualified motivated employees.
- Goals and work plans which align with organizational goals.
- Sense of personal responsibility.
- Employee engagement and development.
- Communication and information sharing between Supervisors and employees and across departments.
- Recognize and reward high performance in an equitable and consistent manner across the organization.

6.0 DEFINITIONS

- (1) Educational Achievement.
 - (a) Completion of an accredited or recognized certification program, or associate's, bachelor's or master's or doctoral degree.
 - (b) Must be relevant to the employee's current position, and enhance their ability to complete their duties and responsibilities.
- (2) Exceptional Performance.
 - (a) Documented and verifiable achievements/initiatives by an employee or a group of

- employees that have advanced the goals and priorities of the city.
- (3) **Exceptional Performer.**
 An exceptional performer regularly -
- (a) Promotes strong support for organization's values, mission and vision and positive culture amongst peers in words and actions.
 - (b) Consistently exceeding expectations with goals, objectives, attitude and work performance.
 - (c) Performance of extra duties substantially beyond those normally assigned.
 - (d) Suggests/devises and implement improved means of accomplishing tasks.
 - (e) Fosters a curiosity for innovation.
 - (f) Makes a strong effort to acquire greater experience and skills to increase potential for advancement.
 - (g) Demonstrates core values and core competencies.
 - (h) Completes regular work in a timely and accurate manner.
 - (i) Works effectively and efficiently toward established organizational goals and directives.
 - (j) Makes suggestions for improvements and implements improvements as appropriate.
 - (k) Is responsive to internal and external requests.
 - (l) Accomplishes goals and then asks what's next.
 - (m) Proactively seeks opportunities to grow and develop skills.
 - (n) Takes initiative in seeking training to improve skills, including a willingness to invest personally toward professional growth and development.
 - (o) Intentionally seeks feedback to build self-awareness and grow in self-improvement.
 - (p) Demonstrates a consistent drive for quality.
 - (q) And their performance review has overall rating of performing.
 - (r) And their high performance is consistent and evident.

7.0 RESPONSIBILITIES

- (1) Mayor and Common Council.
- (a) Establish goals and priorities for service delivery and organizational improvement.
 - (b) Ensure availability of funding within the City's limited resources and state-imposed expenditure requirements.
- (2) City Administrator.
- (a) Ensure that the process is administered consistently and equitably in accordance with the standards without regard to personal relationships, feelings, and biases.
 - (b) Communicate the goals and priorities for service delivery.
 - (c) Model core values, core competencies and a high performance and continuous improvement culture to all employees.
 - (d) Ensure executive leaders model core values, core competencies and a high performance and continuous improvement culture to all employees.
 - (e) Provide resources and opportunities for accomplishment of exceptional performance and achievement.
- (3) Human Resources.
- (a) Ensure the Performance Management Software is kept up to date and accommodates current process.
 - (b) Coordinate in the updating of the documents and processes.
 - (c) Coordinate the communication and execution of the process.
- (4) Department Heads.
- (a) Model core values, core competencies and a high performance and continuous improvement culture.
 - (b) Provide and request resources and opportunities for accomplishment of performance and achievement.
 - (c) Ensure that Managers and Supervisors are observing and documenting employee performance.
 - (d) Ensure that Managers and Supervisors are regularly communicating expectations, providing feedback, and coaching employees.
 - (e) Understand and communicate the goals and priorities for service delivery.

- (f) Work with Managers and Supervisors to develop and implement work plans for accomplishing goals and priorities.
 - (g) Ensure timely, valid submittal of exceptional performance nominations.
- (5) Manager/Supervisor.
- (a) Observe and document employee performance.
 - (b) Regularly communicate goals and priorities to employees.
 - (c) Timely completion of valid exceptional performance nominations.
 - (d) Suggest and establish goals and development for all employees identified in 2.0.
- (6) Employees.
- (a) Demonstrate core values, core competencies, high performance, and continuous improvement.
 - (b) Understand goals and priorities and what exceptional performance and achievement are and be engaged in the process.
 - (c) Participate in setting and accomplishing goals through the performance review process.
 - (d) Participate in setting development plan and completion through the performance review process.
 - (e) Request clarification from Supervisor on expectations as needed.

8.0 ELIGIBILITY

- (1) Eligibility for participation is as follows:
- (a) Meet criteria listed in 2.0 “Organizations and Persons Affected”.
 - (b) Must be employed with the City at the time of disbursement of awards.
 - (c) Employees must not have a rating of not meeting expectations in the overall rating of the performance review for the year preceding the award.
 - (d) Employees must not have any discipline outside of a verbal reprimand or be on a performance improvement plan during the period of time for which the exceptional performance is being evaluated.
 - (e) Eligibility for employees who are on paid or unpaid leave will be decided by the City Administrator.

9.0 PROCEDURES

- (1) Awards for Educational Achievement.
- (a) Employees shall submit complete application to the Human Resources Department.
 - (b) Applications must including supporting documentation.
 - (c) The award amounts are as follows:
- | Type of Degree/Certification | Amount |
|---------------------------------|--------|
| Initial Certification/Licensure | \$400 |
| Associate’s Degree | \$500 |
| Bachelor’s Degree | \$1000 |
| Master’s Degree | \$1500 |
| Doctoral Degree | \$2000 |
- (d) Employees may only receive one educational achievement award per calendar year.
 - (e) All educational achievement awards are contingent upon budget funding on an annual basis.
 - (f) Recertification’s and license renewals are not eligible for the educational achievement award.
 - (g) An employee may only receive an educational achievement award for once for similar degrees/certifications.
 - (h) Degrees/Certifications required for an employee to hold position are not eligible for the achievement award.

- (2) Awards for Exceptional Performance.
Types of Awards as defined in 6.0 “Definitions”.
1. Exceptional Performance – one time completion of goals, projects, assignments.
 - a. Examples (not meant to be an all-inclusive list)
 - (i) Initiatives which provided quantifiable organizational efficiencies

- including time savings and cost savings; customer service improvements; and improved service delivery.
 - (ii) Streamlining and improving of processes utilizing lean practices.
 - (iii) Securing alternative funding (i.e. grants) outside of regular job duty.
 - (iv) Develop new processes which reduce waste, maximize resources or eliminate unnecessary actions.
 - (v) Performance of extra duties substantially beyond those normally assigned.
 - (vi) Completion of a program or project that has significant impact towards the goals, priorities, mission and vision of the City.
 - (vii) Exemplary or courageous handling of a situation related to official duties.
2. Exceptional Performer – Continuous exceptional performance.
- a. Employee regularly exemplifies characteristics of exceptional performer are listed in 6.0 (3).
 - b. Behavior is evident outside of the department.
- (3) Nomination.
- 1. A notification will be sent to department heads and affected employees requesting nominations at least once annually.
 - 2. Employees may be nominated by themselves, a co-worker, or by a Supervisor or department head.
 - 3. Nominations require approval from the employee's department head.
 - 4. Nominations must be submitted in the form and manner described in the notification.
 - 5. Early and late nominations will not be accepted.
 - 6. Members of the Appointed Department Heads and City Administrator will be considered in a separate process described below.
- (4) Award Options.
- (a) Pay increase – base building percentage or dollar increase added to annual pay (available only to those in the performance zone).
 - (b) Bonus – one-time, non-base building payment paid out as a set dollar amount or a percentage of pay (available to all employees regardless of placement in the pay range.)
 - (c) Accelerated movement within pay range steps (available to employees between the bottom of the pay range and the control point of the pay range limited to one step in each evaluation period).
 - (d) Additional Vacation Time (applicable to all employees regardless of placement in the pay range).
 - (e) Combination of any of the above.
 - (f) Limits on awards will be determined on an annual basis based on availability and current priorities.
- (5) Nomination Review Team.
- (a) The nomination review team consists of the Appointed Department Heads and City Administrator.
 - (b) Each Department Head will present the nominations for the nominees in their respective departments.
 - (c) After the presentations and review of the nominations, nominations will reviewed and determined to be warranted or not by the nomination review team.
 - (d) The decision of the nomination review team is final.
- (6) Award Allocations.
- (a) Department Heads will make recommendations as to the type and amount of reward they believe is warranted for their respective nominees.
 - (b) The Mayor, Common Council President and City Administrator will review the recommendations and allocate the awards.
 - (c) The decision regarding the award allocations is final.
- (7) Awards for Appointed Department Heads and City Administrator.
- (a) Eligible awards options are listed in (4) above.
 - (b) Awards will be made as part of the annual performance review process.

~~(b)(c)~~ Awards are subject to review and consensus of the Administration and Finance Committee.

10.0 SPOT DEPARTMENT AWARDS.

- (1) Each department will be granted an opportunity to recognize employees in a small form of recognition throughout the year.
- (2) Form of awards – gift cards of \$25 or less; one day or ½ day of vacation.
- (3) Eligibility for these awards is restricted only by the following:
 - (a) Employees must not have any pending disciplinary matter, currently under disciplinary action, be on a performance improvement plan or be on sick leave control at the time of the award.
- (4) Availability of Awards.
 - (a) Dependent on funding and the number of eligible employees in the Department.