

<b>CITY OF CORAL SPRINGS ADMINISTRATIVE POLICY MANUAL</b>	
<b>CHAPTER: 06 HUMAN RESOURCES POLICIES</b>	<b>POLICY #: 06.06.02</b>
<b>SECTION: 06 PERFORMANCE EVALUATIONS</b>	<b>DEPARTMENT: HUMAN RESOURCES</b>
<b>SUBJECT: 02 INCENTIVE PAY SYSTEM</b>	<b>EFFECTIVE DATE: 9/22/01</b>
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## **POLICY**

The City of Coral Springs has established the Incentive Pay System to motivate and reward employees according to their job performance and contributions toward accomplishment of major objectives. The purpose of the system is also to promote continuous improvement and quality performance through teamwork, assist in career development and advancement, identify individual training needs, determine suitability for assignment, effectiveness in the assigned position and ability for absorbing more responsibility. All employees should be continually working together towards the mission, goals, and objectives of the City.

## **ELIGIBILITY**

Regular budgeted employees who have successfully passed the probationary period are eligible for this program.

## **PROVISIONS**

1. **RECLASSIFIED EMPLOYEES** Employees experiencing formal classification recognition in the same budgeted position are considered reclassified employees. Reclassification refers to the process of systematic arrangement in job categories according to established criteria that occurs when a position is assigned additional duties that increases job values. Reclassified employees are not subject to a new probation period unless currently in a probationary period at the time of the reclassification; the effective date of the reclassification occurs in the current pay period that the action is authorized by the City Manager; it will also be the new job anniversary date.
2. **PROBATIONARY PERIODS** A minimum one year period commencing from the employee's date of hire is considered as the Initial Probation Period. Employees are acknowledged as regular employees upon successfully passing the Initial Probation period. A Position Probation period commences from the effective date of the promotion or demotion for one year. Probationary periods may be extended up to six months with the written authorization of Human Resources and the City Manager. When successfully completed, this date becomes the job anniversary date. Performance reviews are the most common method for determining whether an employee has successfully passed the probationary

period. Any new employee who is promoted, demoted, or reclassified during a probation period must begin a new one-year minimum probation period. Employees must pass probationary periods before becoming eligible for performance awards.

3. **TYPES OF REVIEWS** Initial Probation, Position Probation, Annual, and Other reviews are incorporated into the Incentive Pay System. Probationary reviews generally determine the successful passing of the probation period; annual reviews are generated for regular status employees and are conducted prior to the beginning of the fiscal year; other reviews may be used to recognize excellent achievements or unsatisfactory performance throughout the year.
4. **RATERS** Immediate supervisors are generally raters, however, employees who have performed their duties under more than one supervisor during the rating period should be evaluated by the supervisor for whom the employee worked during the majority of the rating period. The supervisor preparing the rating should consult any other supervisor for whom the employee worked during the rating period in order to determine the most appropriate rating for one or all categories. Each supervisor should sign the evaluation form. Information and ratings can also come from peer evaluations used by a work team.
5. **OBJECTIVES** Employees will be involved with their immediate supervisor before each fiscal year in the development of their objectives, using criteria specific to their position. Objectives are to relate directly to the goals of their department and objectives must be scheduled for completion no later than 8/31 annually. The objectives session should include a review of responsibility of the employee's position, level of performance expected and evaluation rating criteria. Once the employee and supervisor agree on the objectives, signatures and dates should be placed on the form to indicate agreement. Written modifications can be made to major objectives, if agreed upon by the employee and supervisor. Supervisors involved in attitude surveys will be held accountable for follow through on action plans that will be included as an objective to be rated. New employees and employees with a change of status should write major objectives for the remaining period within that fiscal year.
6. **TIMELINE** Eligible employees will receive a written Performance Review annually within 45 calendar days prior to the end of each fiscal year. Probationary employees will receive a written Initial or Position Probation Performance Review on or around the date of their job anniversary date. Annual performance reviews must be submitted to Human Resources prior to September 15. Human Resources will supply an updated listing of performance reviews pending to department directors.
7. **COMPETENCY AND MINIMUM EXPECTATIONS** The Performance Review will be based on how competently each one of the employee's written objectives was performed during the performance period, as well as competency in defined categories. Certain conduct is expected of all City employees; satisfactory job performance, completion of assignments on a timely basis, good attendance, positive behavior, helpfulness and respect for the public, employees and customers are examples of minimum expectations. Similarly, avoidance of all nonbeneficial behavior is also expected.

8. **PERFORMANCE VALUES** Values of "4", "3", "2", and "1" are used throughout the performance review to determine an overall score. Each level corresponds to these definitions:

**4 = SUBSTANTIALLY ABOVE EXPECTATIONS**

Performance is outstanding. Employee has positively contributed to the Department to a significant degree. Produces the highest quality work that is consistently reliable and is often completed in advance of deadlines. Demonstrates outstanding initiative to advance plan, anticipates and solves problems and takes appropriate empowered actions. Requires little or no supervision.

**3 = ABOVE EXPECTATIONS**

Performance is distinguished. Employee often does more than is expected. Produces quality work that is reliable and completed by deadlines. Shows initiative to advance plan, anticipate problems and takes appropriate empowered actions. Requires only occasional supervision.

**2 = MEETS EXPECTATIONS**

Performance is sufficient. Produces satisfactory work that is usually reliable and priorities are completed by deadlines. Follows routine plans, handles problems as situations occur and takes authorized actions. Requires routine supervision.

**1 = BELOW EXPECTATIONS**

Performance is below the expected level. All objectives are not achieved. Requires close supervision. Definite need for improved performance. The employee must develop an action plan for improvement. If immediate and sustained improvement is not made in the rated category within 60 days, disciplinary action will be initiated. This rating should not be given overall unless counseling and/or documentation of deficiencies have taken place during the rating period. The employee should be reviewed again in 60 days at which time an overall rating with this value may result in termination. The Department Director may extend the 60 days when deemed necessary.

9. **TRAINING** Training will be available on the Incentive Pay System.
10. **PAY ZONES** Pay zones are specific dollar amounts applicable to similarly situated positions which are grouped together. Pay zones may be adjusted by the recommendation of the Human Resources Department to the City Manager's Office. Pay zones will be reviewed as necessary and adjusted to bring the City's pay zones to the top quartile of comparable public employers in the local labor market.
11. **SALARY MATRIX** Performance rewards will be given to employees with ratings of "2" "Meets Expectations" or higher. The Human Resources Department will produce a Salary Matrix annually based upon expected fiscal constraints for the next fiscal year. Increases of base salary not in excess of the Maximum pay may be awarded; no more than 4.25% of a reward may be added to base salary.

12. **PERFORMANCE REWARDS** Employees with a rating of "Meets Expectations" or higher will be eligible for a performance reward effective the first pay period of the new fiscal year. Rewards may consist of base salary adjustments not to exceed 4.25% (until the employee has reached the maximum of the pay band), cash bonuses, 457 deferred compensation (if eligible), annual leave or a combination of any of these rewards, except for those employees within 4.25% of the minimum of their pay zones. Such employees must take their full reward (up to 4.25%) in base pay. Performance awards will be prorated when the period between the probationary review and the annual fiscal year review is less than twelve months. Proration shall be 1/12 of the award for each full month since probation ended.
13. **MAXIMUM PAY** The maximum base pay permitted shall be the maximum of the pay zone for each respective position. Employees exceeding the maximum due to longevity pay, save pay status, or reassignment actions prior to the effective date of this policy may exceed the maximum as authorized.
14. **PERFORMANCE REVIEWS/CONFERENCES** Performance Review and Award forms are accessible in the computer network. A list of eligible employees will be sent to directors in mid July to begin the annual processes. Performance Review forms should then be completed and signed by the immediate supervisor along with the top portion of an Award Recommendation form and submitted through supervisory levels to the department director. The department director will review the quality, fairness and impartiality of ratings given by the rater and sign and return the Performance Review and Award Recommendation forms to the immediate supervisor. The rater then conducts a conference with the employee. The rater should provide supporting comments to explain the ratings. The employee should sign the completed Performance Review form to indicate the employee has read it. A copy of the signed form should be given to the employee. Employees may select the performance reward desired by completing the bottom portion of the Award Recommendation Form. The supervisor then forwards the original documents back to the department director. The original Performance Review Form, Informal Performance Session Worksheets and Award Recommendation Form must be forwarded to Human Resources prior to September 15 for processing and retention in the employee's personnel file. The City Manager's Office is only required to sign forms for department directors' Performance Reviews or for extension of probation.
15. **INFORMAL SESSIONS** Supervisors are responsible for conducting one informal performance session with the employee by March 1<sup>st</sup> to discuss progress towards accomplishment of objectives, quality performance, promotion of teamwork, promotion of continuous improvement, motivation, and to offer assistance. The informal session will include an "interim rating". A second review is optional but is required if the interim rating of the first review is below expectations. Employee input is very important. The form to be used for documenting informal sessions is accessible in the computer network. The completed forms are to be retained by the department then attached to the annual Performance Review conducted prior to the end of the fiscal year.
16. **APPEALS** Employees may appeal their performance review in writing within five (5) working days of receipt of the performance review. The appeal notice must state the

basis for the appeal, what portion(s) is being contested, and state a brief outline of the information that supports the appeal. The appeal should be sent to the employee's immediate supervisor with a copy to the Human Resources Department.

The Human Resources Department will conduct a conference with the employee and the rater within ten (10) working days of receipt of the employee's request for an appeals conference. The employee will be provided the opportunity to elaborate on the outline submitted in the appeal notice. The rater will be provided the opportunity to elaborate on the reasons for the rating that is the subject of the appeal. The Human Resources Department will inform the employee and the supervisor of the outcome of the appeal in writing within five (5) working days of the appeals conference.

The employee may appeal the decision of the Human Resources Department in writing to the City Manager's Office within five (5) working days of receipt of the Human Resources Department's written decision. The City Manager's Office will conduct an appeals conference with the employee, the supervisor and the Human Resources Department within fifteen (15) working days of receipt of the employee's request to appeal the decision of Human Resources Department. The City Manager's Office will inform the employee, the supervisor, and Human Resources of the outcome of the appeals conference in writing within five (5) working days of the appeals conference. The decision of the City Manager's Office will be final. All time limits are subject to a reasonable extension.

#### **HISTORICAL INFORMATION/ADMINISTRATIVE REPEAL**

This policy will supersede and replace all prior policies and procedures on the same subject "Performance Evaluation" and the "Incentive Pay System".

APPROVED: \_\_\_\_\_ DATE: \_\_\_\_\_  
MICHAEL S. LEVINSON, City Manager