

**CITY OF LA VISTA**  
**MAYOR AND CITY COUNCIL REPORT**  
**APRIL 19, 2016 AGENDA**

<b>Subject:</b>	<b>Type:</b>	<b>Submitted By:</b>
COUNCIL POLICY STATEMENT EMPLOYEE COMPENSATION – PAY FOR PERFORMANCE	◆ RESOLUTION ORDINANCE RECEIVE/FILE	RITA RAMIREZ ASSISTANT CITY ADMINISTRATOR/ DIRECTOR OF COMMUNITY SERVICES

**SYNOPSIS**

A resolution has been prepared to approve a Council Policy Statement regarding Employee Compensation – Pay for Performance.

**FISCAL IMPACT**

N/A

**RECOMMENDATION**

Approval

**BACKGROUND**

As you know, over the last year a team of employees has been working with a consultant from the Management Education Group on a project to update the City's employee performance management program. Following meetings with employee groups, City leadership, and the project team, the consultant made a number of recommendations, which the City Administrator has discussed with the Mayor and Council. The project team has been working on creating the necessary documents and outlining the logistics that will be needed to implement changes to the performance management program.

The City previously had a Council Policy Statement regarding Pay for Performance. It was recommended that this policy be split into two components—one policy that outlines the purpose and objectives of the City's performance management program and another policy that addresses the compensation component. The City Council approved a new policy entitled Employee Performance Management in February. A proposed Employee Compensation policy is attached for your consideration, which outlines the compensation process.

The City Council will approve pay matrix specifics on an annual basis as part of the budgeting process.

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA,  
NEBRASKA, APPROVING A COUNCIL POLICY STATEMENT.**

**WHEREAS,** the City Council has determined that it is necessary and desirable to create Council Policy Statements as a means of establishing guidelines and direction to the members of the City Council and to the city administration in regard to various issues which regularly occur; and

**WHEREAS,** changes to the City's Employee Performance Management Program are being recommended; and

**WHEREAS,** a Council Policy Statement entitled "Employee Compensation – Pay for Performance" has been created in conjunction with recommendations made by Management Education Group, the consultant engaged to assist the City in revising the performance management program.

**NOW, THEREFORE, BE IT RESOLVED**, that the Mayor and City Council of La Vista, Nebraska, do hereby approve a Council Policy Statement entitled "Employee Compensation – Pay for Performance" and do further hereby direct the distribution of said Council Policy Statement to the appropriate City Departments.

**PASSED AND APPROVED THIS 19TH DAY OF APRIL, 2016.**

**CITY OF LA VISTA**

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**Douglas Kindig, Mayor**

**ATTEST:**

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**Pamela A. Buethe, CMC  
City Clerk**

**CITY OF LA VISTA  
COUNCIL POLICY STATEMENT**

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**Employee Compensation – Pay for Performance**

**Issued:**  
Resolution No.

**Purpose**

The City's Pay for Performance compensation program is designed to attract, retain, motivate and reward qualified employees who demonstrate a commitment to the City of La Vista, Nebraska and its mission through the payment of financial compensation that is commensurate with the employee's ability, responsibility and contribution toward the City's goals.

**Objectives**

The primary objectives are to:

1. Maintain internal equity by evaluating jobs to assure that a position's duties and responsibilities and the required skills, experience, and education are valued fairly as compared to others within the organization.
2. Ensure external competitiveness by developing and maintaining compensation levels that reflect current market rates of pay.
3. Promote a pay for performance philosophy by providing incremental pay increases that distinguish between levels of performance.
4. Ensure that compensation actions comply with federal, state and local legal requirements.
5. Provide employees with information on the compensation process, the overall pay structure and current market pay for each position.
6. Provide flexibility to allow the system to remain responsive to changes in the marketplace, the organization and the economic conditions within our industry.

**Applicability**

The Pay for Performance program shall apply to all employment positions in the City with the following exclusions:

1. Employment positions covered as part of a collective bargaining agreement, except to the extent otherwise provided in the agreement.
2. Any temporary employment position such as seasonal positions.
3. Any employment position covered by an express employment contract, except to the extent otherwise provided in the contract.

## **Provisions**

The City Administrator or his/her designated representative shall be responsible for administering the Pay for Performance program according to the following provisions:

### ***1. Salary Ranges***

Salary ranges will be established for each class of positions and shall be approved by the Governing Body as part of the annual Compensation Ordinance. Each range will be defined by minimum and maximum salary amounts. The range defines the pay opportunities for the class of positions.

The Governing Body shall annually consider adjustments to the salary ranges. Recommendations for adjustments to the salary ranges shall be based on information compiled from multiple sources including but not limited to national surveys conducted by the Society for Human Resource Management (SHRM) or Workforce Management, the U.S. Bureau of Labor Statistics, World at Work, and the Consumer Price Index. Additionally, the City of La Vista will conduct a market study every three years for all positions covered by the pay for performance program to ensure market comparability. Every five years position descriptions will be reviewed to maintain internal equity and relevancy.

Adjustments to the salary ranges do not increase employee pay, but do increase the range maximum. Upon implementation of a salary range adjustment all ranges are adjusted upward. Any employee who is below the minimum after a salary range adjustment will be moved to the new minimum.

### ***2. Starting Salaries***

New employees in positions that are part of the Pay for Performance program shall be hired at the minimum of the pay range in which the position is classified. However, a Department Head, with the approval of the Human Resources Department, can recommend to the City Administrator that an exceptionally well-qualified applicant be employed above the minimum, not to exceed the mid-point of the range. The City Administrator shall approve any appointment above the entry level salary. (In accordance with the provisions of the City Personnel Policy and Procedures Manual, the City Administrator may approve a starting rate of compensation above the mid-point of the position grade range in exceptional circumstances.)

### ***3. Performance Appraisals and Performance Pay***

Salary increases will be based exclusively on the outcome of the employee's annual performance appraisal, which recognizes the extent to which the employee demonstrates the city's core values of Accountability, Integrity, and

Public Service, as well as demonstration of additional job-related competencies and performance goals if applicable. As salary increases are dependent upon the performance appraisal, it shall be the responsibility of supervisors to complete an accurate and honest evaluation on employees supervised.

Recommended salary adjustments shall be one of the following:

- a) A salary increase in an amount commensurate with the corresponding level of performance, consistent with the Council-adopted pay for performance matrix,
- b) Maintain the current rate of pay, or
- c) Reduction of current salary.

#### **4. *Performance Pay Increases***

Employees may be considered for performance pay increases each year as part of their annual performance appraisal according to the following:

- a) An employee whose position is categorized as "Operations" or "Supervisor" shall be eligible to receive a merit increase based on their overall performance rating and the corresponding percentage for that rating as set out in the Council-adopted pay for performance matrix.
- b) An employee whose position is categorized as "Manager" shall be eligible to receive an annual base factor increase based on their overall performance rating of Successful, Excels, or Exceptional. The base factor will be established by the Governing Body.
- c) In addition to the base factor increase, Managers shall be eligible for an annual one time payout as outlined in the Council-adopted pay for performance matrix based on goal achievement.
- d) Managers who receive an overall performance rating of Needs Improvement are not eligible for a salary increase.

The Governing Body shall annually determine the amount of the base factor and the performance pay matrix for salary increases subject to the City's overall financial state. The goal is to appropriately reward and recognize the employees for the overall appraisal rating.

Exceptions:

- a) Employees in their introductory period will not be eligible for a pay increase until the conclusion of said period. Pay increases will only be given during the introductory period when the ranges are adjusted in order to keep an employee within the range for their position.

Employee salaries shall be maintained within the range established for the position classification they currently hold to include employees in their introductory period. Employees whose salary is at the maximum of the pay range may receive additional compensation above the top of the range in an

amount corresponding to the pay matrix established by the Governing Body for that year as a one-time increase that does not calculate into the employee's base salary for subsequent years.

5. ***Other Pay Rate Adjustments***

The following actions shall affect the pay status of an employee in the manner provided:

- a) Transfer: When an employee is transferred to a different position within the same pay classification, the employee shall continue to receive the same salary.
- b) Promotion: When an employee who meets all established requirements is promoted to a position in a higher pay classification, the employee's salary shall be advanced to the minimum level of the new pay range. If the employee's rate of pay prior to promotion was equal to or greater than the minimum of the new range, the employee shall be advanced to a level which would provide at least the equivalent of a five (5) percent increase.
- c) Demotion: Upon demotion an employee may receive a decrease in pay. It shall be the responsibility of the City Administrator or his/her designated representative to determine the amount of the pay decrease, if any.
- d) Temporary: When an employee fills a position in a higher pay range, the employee may be advanced to at least the minimum level of that pay range or to a level which would provide at least the equivalent of a five (5) percent increase for the duration of the substitution. If an employee takes on additional assignments in the absence of another employee, the employee's manager can recommend a temporary salary increase not to exceed three (3) percent, for the duration of the absence. For positions covered by an express employment contract, the provisions of the contract shall apply.