

From: Bob Nation [<mailto:rsnation@aol.com>]
Sent: Thursday, November 02, 2017 12:08 PM
To: Mike Geisel <mgeisel@chesterfield.mo.us>
Subject: Salary plan policy and funding of annual merit increase for non-FOP...

Salary plan policy and funding of annual merit increase for non-FOP employees.

An adjustment will be made annually to the salary ranges based upon the June Midwest Consumer Price Index. This adjustment to the salary ranges will be applied the following July 1st after merit increases (if awarded) have been applied. Individual salary increases will not occur as a result of this range adjustment process, unless the salary of an employee is beneath the minimum salary for his/her position after any merit increase has been awarded.

In any year where the CPI is zero or less, there will be no adjustment to salary ranges the following

Should the city council choose to fund an annual merit increase, the amount allocated to the annual budget will be based on the following, and any other factors the council chooses to consider.

1. A percentage stipulated and approved by city council based upon CPI, economic factors, and revenues available to the city.
2. Actual salaries of all current and eligible employees who were on the payroll as of September 1 of current year. This will exclude the salaries of employees who are at the maximum of the range for their job position, but may include a dollar sum adjustment to account for employees who may be near the maximum salary for their respective range and otherwise eligible for less than the approved percentage that has been allocated to the annual budget.
3. It is anticipated that any merit increase dollars not used for employees who may have leave the payroll prior to September 1 of the following year will be sufficient to allow and award partial year increases for those employees who may join the payroll after September 1 of the current year.
4. There will be no allocation made for vacant positions, or positions that are forecast to be vacant or eliminated.
5. A dollar figure will be calculated based upon the above criteria, and this amount will be reflected in the proposed budget.

Best Regards,

Bob Nation, Mayor

City of Chesterfield

314 249-8725

RESOLUTION NO. 441

A RESOLUTION TO ADOPT AND IMPLEMENT REVISIONS TO THE CHESTERFIELD EMPLOYEE COMPENSATION PLAN AND SALARY ADMINISTRATION MANUAL.

WHEREAS, The Finance and Administration Committee of the Whole has reviewed and recommended specific changes to the City of Chesterfield's compensation plan and salary administration manual; and

WHEREAS, The City of Chesterfield strives to promote economy and effectiveness in the personnel services rendered to the City of Chesterfield; and

WHEREAS, The City of Chesterfield desires to establish and maintain a uniform plan of position classification based upon relative duties, responsibilities and functions of positions in the classified service; and

WHEREAS, The City of Chesterfield endeavors to ensure that employees receive fair compensation for their contribution to the ongoing operation and effectiveness of the City of Chesterfield administration and that the City receives fair return for its payroll expenditures; and

WHEREAS, The City of Chesterfield believes that providing a modern system of personnel administration which will support the City of Chesterfield's role as an equal opportunity employer, and in which fair and equal opportunity shall be accorded to all qualified persons to be employed, promoted and retained on the basis of merit and fitness; and

WHEREAS, The City of Chesterfield strives to be an attractive employer and to encourage each employee to render their best service to residents, businesses, and visitors in the City; and

WHEREAS, The City of Chesterfield desires to provide managers and supervisors direction and guidance in administering the salary administration program to ensure that it is fair and consistent to individual employees and the City of Chesterfield.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CHESTERFIELD, MISSOURI AS FOLLOWS:

Section 1.

The City Administrator is hereby authorized and directed to implement revisions to the City of Chesterfield's compensation plan and salary administration manual, as reviewed and recommended by the Finance and Administration Committee of the Whole on October 10, 2017.

Section 2.

A copy of the Chesterfield compensation plan and salary administration manual is attached hereto and identified as "Exhibit A".

Passed and approved by the City Council of the City of Chesterfield, Missouri this 16th day of October, 2017.

Bob Nation

Presiding Officer

Bob Nation

Bob Nation, MAYOR

ATTEST:

Vickie Hass

Vickie Hass, CITY CLERK

Memorandum

TO: Mayor & City Council
FROM: Mike Geisel, ^{MOG} City Administrator
DATE: October 10, 2017
RE: Compensation and Benefits Study



The Finance and Administration Committee unanimously recommended that the City Council accept and implement Staff's comprehensive revisions to the revisions to the City's compensation plan. The Committee directed that paragraph referencing that the merit raise distribution was to be based on the mid-point, was deleted, allowing City Managers discretion and flexibility for distribution. Also, the Committee simultaneously directed that when staff annually provides information to the F&A Committee to develop a recommendation for the value of the merit pool, that staff also provides a description of the basis of that information. Specifically, staff should advise the Committee whether a provided value was calculated based on actual compensation, midpoint compensation or other as appropriate. The remainder of the recommendation was accepted in whole and is provided below:

As directed by City Council, Staff has reviewed the wage and compensation data provided by CBIZ for the non-uniform civilian employee group and has developed a recommended course of action. As originally stated, the purpose of the Wage and Compensation study was intended to provide feedback as to the City's actual factual position relative to the competitive labor market. In general, it is my opinion that the CBIZ data indicates that the City is competitively positioned in the labor market and no major compensation adjustments are required. While the CBIZ study successfully provided that data, the recommendations went substantially further to recommend significant structural changes in our compensation structure and administration. I am pleased that City Council requested analysis and recommendations from staff relative to this information.

As we reviewed and compared the existing compensation structure with the CBIZ proposal, we identified several key concerns:

- 1) The existing compensation structure consists of 83 pay grades, all uniformly spaced at 2% increments and each providing a spread of 40% between the top and bottom of the compensation ranges. Managing 83 pay grades is administratively difficult and the nominal differences between adjacent pay grades is statistically insignificant. There is administrative value in reducing the total number of pay classifications by combining positions which are positioned similarly in the labor market.

- 2) In contrast to the existing 83 pay grades, the CBIZ proposal went to the opposite extreme, recommending broad banding, a total of 19 pay grades, in variable increments and with variable spreads as low as 40% and as high as 65%. This resulted in grouping jobs with larger market disparities and relied on management flexibility in hiring.
- 3) The CBIZ pay grades were developed by roughly equating the “compensation midpoint” at the 75th percentile for each job function. Contrasted to the existing City policy which states that the City’s compensation is to be in the “Top Five” of the comparable labor market. Statistically, both proposals are confusing and do not represent actual employee compensation within the pay grades. The 75th percentile was based on the incumbent market positions, which reflects compensation levels of employees with varied levels of experience and tenure. It should also be noted that the statistical significance of the percentile range varies between job functions as the shape of the normal distribution curve varies with distribution of compensation within the individual labor market for each function.
- 4) The CBIZ proposal recommends that the compensation ranges should be adjusted annually by a multiplier which they would provide to the City, as determined by the labor market. Contrasted to the City’s current compensation policy of automatically adjusting the compensation ranges effective January first, based on the published 12 month CPI (June to June) as reported in July of the previous year.
- 5) The CBIZ report recommended that they would provide an annual market adjustment recommendation for the purpose of establishing the annual merit increase value. The current City policy requires the F&A Committee of City Council to review and recommend the amount of the annual merit pool to the full City Council in accordance with F&A policy #40.

While the data provided by CBIZ is valuable and has confirmed our market competitiveness, it has also confirmed concerns with a specific number of positions. However, I am reluctant to recommend acceptance of the CBIZ implementation and administration compensation strategies in whole. I do not believe our current system is irrevocably damaged and although some significant changes are required, I believe the existing system can be modified and will continue to serve the City well into the future. While the City has generally followed the current compensation system for more than 15 years, we recognize that the existing system is imperfect and this is an opportunity to fine tune the current system.

In order to fully understand the methodology and need for some of the specific changes, it is important to identify specific concerns in each compensation plan that we consider to be problematic, and therefore desire to avoid:

- 1) The CBIZ recommendation of “broad banding”, assigning each employee function into one of 9 compensation grades creates a wholesale re-configuration of the existing compensation hierarchy within significantly disparate positions.
- 2) The CBIZ recommendation of compensation ranges with variable midpoint differentials and variable spreads 40% - 65% is simply too dramatic of a shift in compensation philosophy at this juncture. The higher range spreads create starting compensation levels well below market and top of range values that create potential excessive future labor obligations on the City.
- 3) The recommendation of using the 75th percentile for creation of the compensation ranges has created a significant level of confusion on what that means for actual employee compensation levels. Establishing actual starting compensation at some fixed percentage below the 75th percentile, ignores the variances in standard deviations around the mid-point. In some job positions, 20% below the midpoint might be equivalent to the 50th percentile, while in others, it might be lower than the 25th percentile.
- 4) The CBIZ plan recommendations have created some concern as to the long term financial impacts of implementation
- 5) The existing compensation plan practices have deviated from the original recommendations circa 2002.
- 6) The existing compensation policy which requires the F&A Committee to “review the June CPI each year and make a recommendation as to the amount to budget for the performance based salary adjustments (or merit pool) for the upcoming year” has created confusion as to its intent.

Attached hereto, for your consideration, is a comprehensive recommendation for the City’s compensation plan for non-uniformed civilian employees. As stated earlier, it is my belief that the CBIZ data has generally affirmed the City’s competitiveness in the various labor markets with which we compete. **The net result of the compensation plan revisions reduces the City’s collective maximum compensation by \$234,961 without sacrificing competitiveness. As recommended, there are 23 employees that fall below the minimum proposed pay classifications, down from the 31 employees recommended by CBIZ. The immediate increase in employee compensation to implement this recommendation is \$41,335, reduced by 20% from the \$51,632 in conjunction with the CBIZ recommendations.** A detailed list of those employees who would

receive compensation adjustments is included in (Appendix A). I want to explicitly state that the list includes one employee action that is **not** readily associated with the proposed compensation plan modification. Included in the recommendation is the promotion of one Senior Engineer to the position of Assistant City Engineer. When the City eliminated the Director of Public Services (DPS) position and named Mr. Eckrich to be the City Engineer\Director of Public Works, we did not back fill the DPS position nor did we promote any individual to the Assistant City Engineer's position.

- My first recommendation is to **eliminate half of the existing compensation classifications in the City's current matrix, thereby leaving 33 pay classifications each separated by 4% increments.** (Appendix B). As it currently exists, the City's compensation plan consists of 83 separate pay classifications. Though many of those are simply calculated values and are not utilized, it is still a cumbersome number of classifications to manage. Further, the classifications are nominally separated by 2% increments. This is primarily an administrative improvement and only impacts a very limited number of employees. It does not materially impact this recommendation financially. The existing compensation classes at the 2% and 6% increments are to be eliminated. Rather than maintain pay grades as A, A2, A4, A6, B, ... etc., the A2 and A6 grades are eliminated.
- Rather than continue the practice of establishing the compensation ranges based upon the "range midpoint", **I recommend that the compensation ranges be established based upon starting compensation.** I have analyzed the market data and our current compensation hierarchy and **propose to establish the minimum compensation levels at 10% - 15% below the market median.** It should be recognized that the "market" reflects the broad spectrum of employees from the comparable employers, including employees with all levels of experience. The proposed pay classification matrix which describes the proposed compensation classification for each job position is provided as Appendix C. Creating the compensation classification by defining the starting minimum compensation provides assurance that the City is competitive to attract new employees, yet responsible to taxpayers in compensating experienced employees at reasonable levels.
- For your convenience and in order to provide a side by side comparison of the existing pay classification matrix with the proposed pay classification matrix,

see Appendix D. It is important to re-state, the minimum starting pay for each classification in the proposed matrix is identical to the starting compensation in the proposed matrix. The 2% and 6% classification increments have been deleted, and as described herein later, the proposed ranges have been decreased from the existing 40% to 30%, and that of course reduces the midpoint value. One of the administrative benefits of this recommendation is that it utilizes the existing compensation classification system.

- **I recommend that the City continue its practice of adjusting the compensation plan annually, by the CPI from the prior year.** However, rather than implement the CPI adjustment in January, separate from the annual merit review, the compensation plan adjustment should be effective **concurrent with the annual merit adjustments in July of each year.** In my opinion, the regular COLA adjustment of the pay plan, without adjusting the compensation of individual employees, has been the most significant component of the existing pay plan which has maintained the City's competitiveness over the long term. The compensation ranges would be adjusted **AFTER** the merit raises have been distributed. In my opinion, it is simply a poor business practice to provide compensation increases to a probationary employee. That would significantly reduce or eliminate the individual adjustments for those employees who typically fall below the range when the adjustment is done separately in January of each year. Further, regardless of when the annual CPI adjustment is applied, probationary employees should not be given any increase in compensation. **No probationary employee should be eligible for a raise, regardless of classification adjustment. It will be incorporated into their performance review at their anniversary date.**
- I recommend **that the existing 40% pay classification range spreads be reduced to 30%.** (also shown on Appendix D). As stated earlier, if the range is established by the minimum starting compensation, the top of range would be established, generally, as being 30% higher than the starting compensation. It is recognized that during a typical ten year career term, as the range is adjusted annually by the CPI, the effective range experienced by the employee will remain 40% wide. (Appendix E) This provides a significant reduction in the potential future liabilities of the City, while maintaining market competitiveness. As will be noted later, the pay classification range spreads are uniformly established to be 30% wide, however, specific job

positions are identified for 40% ranges due to their role, function, and lack of organizational redundancy.

- **As described herein, the recommended pay plan is constructed based upon starting compensation levels 10% – 15% below market median, with uniform 30% range spread, and with uniform 4% increments** between range classifications. However, there are a number of specific employee positions that for a variety of reasons, are critical to the City's operation. This is not to diminish or de-value any other position, but is simply a reflection that within the City's organizational structure, performance and retention of individual employees in these positions can dramatically influence the City's performance. There are a number of specifically identified positions, due to the operational impact, limited redundancy, and market availability, these positions are identified as "high value" and are slotted differently within the compensation plan. It is recognized that while most positions within the City allow for employees with varied levels of experience, providing for career growth, learning and progression, these specific positions reflect functions that require considerable prior experience. **The City would not consider hiring inexperienced, entry level candidates to these positions and retention is highly desired.** These positions are impactful, have no organizational redundancy, do not have the luxury of "learning on the job". They are expected to possess skills, abilities and have demonstrated experience and competencies that allow them to perform at a high level as compared to their peers. As such, **I recommend that the specific range spreads for these positions only, continue to exist at 40%.** If not readily apparent, it should be clearly re-stated that the existing pay plan uniformly includes 40% pay ranges. While this recommendation reduces the pay classification ranges to 30% overall, it simply maintains the existing 40% range spread for these specific positions.

Director of Public Works\City Engineer
Director of Planning and Development Services
Director of Parks, Recreation and Arts
Finance Director
IT Director
Superintendent
Parks Maintenance
Arts and Entertainment

Street and Sewer Maintenance
Recreation Operations
Facilities Supervisor
City Arborist\Urban Forester
Employee Services Administrator
Asst. City Administrator

I have also provided an updated Salary Administration Plan which provides uniform guidance and consistency for implementation of the recommended plan changes.

Finally, I have included several individual bar graphs (Supplemental graphs) which clearly illustrate the compensation structure for various positions. Each graph provides market data relative to the market percentile calculations, as well as CBIZ recommendations, the current compensation range, and the ranges as recommended herein. I believe the graphs are very informative.

We have spent many hours analyzing various alternatives and I have come to the conclusion that our existing compensation plan should be modified slightly as opposed to initiating a major change in our salary administration. The CBIZ results have validated the City's position in the labor market, and we have the benefit of identifying those minor concerns in our existing plan. Implementing the recommendations identified herein provides the foundation for our compensation administration for the foreseeable future.

I look forward to discussing this at the F&A Committee of the Whole as directed by City Council. If you have any questions, or require additional information, please let me know.

Attachments:

Appendix A - EMPLOYEE COMPENSATION SUMMARY

Appendix B - PROPOSED COMPENSATION CLASSIFICATION MATRIX

Appendix C - PROPOSED COMPENSATION CLASSIFICATION POSITION MATRIX

Appendix D - EXISTING COMPENSATION MATRIX VERSUS PROPOSED

Appendix E - IMPACT OF ANNUAL CPI ADJUSTMENT

Compensation and Benefits Study

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Appendix F – CBIZ RECOMMENDED COMPENSATION CLASSIFICATION MATRIX

Appendix G – CBIZ SALARY RANGES

Appendix H – CBIZ MARKET SUMMARY

Supplemental Graphs

City of Chesterfield

SALARY ADMINISTRATION PLAN

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PREFACE

This Salary Administration Manual shall provide full information concerning the salary administration program which will compensate all civilian (non-law enforcement) employees of the City of Chesterfield for the work they perform. The policies described herein shall be used as a guide in any further development of the merit pay plan and position classification plan. The City of Chesterfield, however, reserves the right to change or revoke this manual, permanently or temporarily, if it is in the best interest of the City to do so. No policy shall be construed to imply a binding employment contract with any employee for compensation for any period of time.

CHAPTER I
INTRODUCTION

The City of Chesterfield Salary Administration Manual described herein has been established to meet the following objectives and goals:

- A. To promote economy and effectiveness in the personnel services rendered to the City of Chesterfield.
- B. To establish and maintain a uniform plan of position classification based upon relative duties, responsibilities and functions of positions in the classified service.
- C. To ensure that employees receive fair compensation for their contribution to the ongoing operation and effectiveness of the City of Chesterfield administration and that the City receives fair return for its payroll expenditures.
- D. To provide a modern system of personnel administration which will support the City of Chesterfield's role as an equal opportunity employer, and in which fair and equal opportunity shall be accorded to all qualified persons to be employed, promoted and retained on the basis of merit and fitness.
- E. To make the City of Chesterfield an attractive employer and to encourage each employee to render their best service to the City of Chesterfield.
- F. To guide managers and supervisors administering the salary administration program and to assist them in the administration of the program so that it is fair and consistent to individual employees and the City of Chesterfield.

CHAPTER II
DEFINITIONS

Words used in this manual in the present tense include the future as well as the present, the singular includes the plural; and the plural includes the singular. The following words have the significance attached to them in this section, unless otherwise apparent from the context of the section in which they appear.

CITY - City of Chesterfield, Missouri

CITY ADMINISTRATOR - The Chief Administrative officer of the City of Chesterfield.

DEPARTMENT HEADS - The recognized Department Heads of the City of Chesterfield.

FULL-TIME EMPLOYEE - An employee who is scheduled to work forty (40) hours per week on a regular basis.

MAY - Is permissive or optional.

SHALL - Is mandatory

SUPERVISOR OR MANAGER - A person having the responsibility of assigning work, guiding and disciplining employees

CHAPTER III

COMPENSATION CLASSIFICATION AND ASSIGNMENT POLICIES

Section 1. Compensation Classification - Description and Purpose

The Compensation Classification plan is comprised of a list of compensation classifications for positions supported by written specifications (i.e., job descriptions) setting forth the duties and responsibilities within each class of positions. The purpose of the classification plan shall be to:

- A. Provide similar pay for similar work.
- B. Establish qualification standards for recruiting purposes.
- C. Provide a means of analyzing work distribution, areas of responsibility, lines of authority, and other relationships between positions.
- D. Assist in determining budget requirements.
- E. Provide a basis for developing standard work performance.
- F. Establish lines of promotion and career growth.
- G. Indicate training needs.
- H. Provide uniform titles for positions.

All full-time employees of the City of Chesterfield shall be included in a position classification plan with the exception of the City Administrator, who shall remain a non-classified employee. Commissioned law enforcement employees will be addressed in a separate volume.

Section 2. Compensation Classes

Compensation classifications shall be consist of one or more positions that are similar in the basic character of their duties and responsibilities so that the same pay level, title and qualification requirements can be applied and the positions can be treated fairly and equitably under like conditions.

Section 3. Job Descriptions

Job descriptions are concise, written documents summarizing accountability, nature and scope, duties, qualifications, contacts, complexity and working conditions associated with a position. Job

descriptions are important sources of information for developing performance standards, evaluating jobs in the marketplace, and training employees.

Current job descriptions will be maintained for all positions in the position classification plan. The format and definition of terms used in the job descriptions will be as follows:

- A. Identification - This section will list the position title, the department which the associated position is assigned and the immediate supervisor.
- B. Position Summary - This section shall broadly explain the kind and level of work which characterizes the position and thereby distinguishes it from other classes. It may include references to such factors as level of responsibility, independence of action, areas of expertise, and supervision exercised.
- C. Principal Duties and Responsibilities - This section shall list a variety of duties and responsibilities which will customarily be performed by the associated position. This section may not be construed as setting forth all the specific responsibilities and duties, nor shall it limit or modify the right of any appointing authority to assign, direct, and control the work of employees. All job descriptions shall include the phrase "performs all other related work as required," to provide flexibility in assigning employees as necessary.
- D. Skills, Knowledge and Abilities - This part of the job description shall set forth the special skills, knowledge and abilities which are required of new employees at the time of their appointment.
- E. Minimum Education, Certification, and Experience Requirements - This section shall present a general statement of the minimum experience, education and other additional training/certifications which would ordinarily provide adequate preparation for a position and for successful performance of the work characteristics of the position.

Section 4. Maintenance of Job Descriptions

It will be the responsibility of each Department Head to review the job description of each position in their department regularly. Appropriate revisions and recommendations shall be submitted to the City Administrator for review and approval. The City Administrator may require revisions prior to approval. The Employee Services Administrator shall maintain copies of each currently approved job description.

Section 5. New Job Descriptions

If a new job position is created, the Department Head is responsible for developing a description. The new job description shall be submitted for review and approval by the City Administrator. Under no circumstances shall a salary action be taken until such process is completed.

Section 6. Position Evaluation

Position evaluation is the process of determining the value of a position and assigning it to the appropriate compensation classification level. It shall be the responsibility of the City Administrator to assign each job title to its appropriate group by function and then by positions which are substantially similar with respect to difficulty, responsibility, and character of work. Such similar positions shall require generally the same amount of training and experience for proper performance to merit approximately equal pay.

Section 7. Position Evaluation Reviews

It shall be the responsibility of the Department Head to re-evaluate job positions for which revised position descriptions have been submitted; evaluate new positions for which position descriptions have been submitted; and submit all position evaluations and re-evaluations to the City Administrator for approval.

CHAPTER IV

THE PAY PLAN AND SALARY ADMINISTRATION POLICIES

Section 1. Pay Plan Structure

The City of Chesterfield pay plan structure consists of thirty-three (33) individual compensation positions. Each compensation classification position consists of an alpha-numeric identifier (e.g. D4), a compensation minimum, midpoint and maximum, and is characterized by a defined "spread", which is the percentage difference between the maximum and minimum compensation levels. The compensation classifications are designed to include values for each civilian job position within the City of Chesterfield, with the exception of the City Administrator. The compensation classifications are designed to uniformly increase at four (4%) percent between each successive position. The pay plan structure is generally designed with 30% spread between the minimum and maximum compensation for each classification. However, there are a number of specific positions that have been identified as "critical" positions; and those positions have been designed with 40% spread of compensation values.

- A. A sufficient number of pay levels were included to capture the full range of job values represented in the city administration and the full range of job values anticipated in the future.
- B. Each pay level was made wide enough (30% - 40%) to allow employees to earn merit increases while performing their responsibilities.
- C. The distance between pay levels (4%) was made large enough to reflect actual differences in relative values of jobs in each pay level.
- D. Each position was assigned to the pay level which best represented its combined internal value to the City and external value in the marketplace.

To ensure that the minimum and maximum value of the pay levels reflect the current market value of city jobs and the movement of salaries in comparable labor markets, the compensation plan ranges shall be adjusted annually, on July 1st, immediately after distribution of the annual merit increases if applicable. Each compensation classification range is to be

adjusted by the Urban Wage Earners and Clerical Workers (CPI-W), St. Louis, one-year recorded percent index change over the previous year, as reported for July in the prior calendar year. In the event the aforementioned CPI-W value is zero or negative, no adjustment is to be applied.

The Finance and Administration Committee of Council will annually make a recommendation to the full City Council with regard to what amount to budget for performance based compensation adjustments in the upcoming budget. Staff will provide information to the Finance and Administration Committee including but not limited to; CPI, Cost of Labor indexes, and City Revenues such that the Committee can provide the recommendation for the value of the merit pool budget.

Section 2. Compensation Below Assigned Pay Level

In no event shall a probationary employee's compensation be increased as a result of the annual CPI-W compensation plan adjustment. A probationary employee may temporarily be compensated below grade, until they have successfully completed their probationary period and received their first annual merit increase, at which time their compensation shall be adjusted to ensure they are within the appropriate pay grade.

If an employee's salary is too low to coincide with the position classification plan, the compensation will be increased to the minimum value of the newly assigned pay level.

Section 3. Compensation Above Assigned Pay Level

As a result of a compensation classification adjustment and/or the re-evaluation and reassignment of certain positions in the position classification plan, individual salaries may be above the maximum value of the appropriate pay level.

If an employee's salary is too high, they shall not receive merit increases until such time as they are "recaptured" by the appropriate pay level. Once the employee's salary falls within the appropriate salary level, they will be once again be eligible for merit increases.

Section 4. Compensation Levels For New Hires

The salary level for a new employee will depend upon the employee's qualifications. As a rule, new employees will be hired at the minimum

amount of their pay level. Any hires above the minimum pay level up to the established maximum salaries described in the previous paragraph, may not occur without a written recommendation by the Department Head to the City Administrator stating why the candidate exceeds the minimum qualifications for the position. New employees may be hired at a compensation level not more than ten percent (10%) above the minimum pay for their job classification with the expressed approval of the Department Head. When job or market conditions necessitate, new employees may be hired at a compensation level up to the job classification midpoint only with the written permission of the City Administrator.

If at any time, acute competition, demonstrated exceptional qualifications of a candidate and/or labor shortages in the labor market create an unusually difficult situation for hiring personnel, the City Administrator may request that the Finance and Administration Committee so declare such situation and provide exemptions from the hiring salary limitation.

Section 5. Compensation Actions

The following types of compensation action may occur and affect the placement of any employee in the merit pay plan:

- A. Promotions - A promotion is the assignment of an employee from one position to another position having a higher maximum salary. When an employee is promoted to a position in a higher classification, the employee's salary shall be increased to not less than the minimum rate for the higher classification or to another point in salary range, whichever provides the employee with a salary increase of at least five percent (5%) above their current rate of pay. This action should be distinguished from a reclassification of a position which is assigned to a higher pay level.
- B. Demotions - A demotion is the involuntary assignment of an employee from one position to another position having a lower maximum salary. When an employee is involuntarily demoted to an assignment in a classification having a lower maximum rate than the salary received at the time of reassignment, then the employee shall receive the maximum rate established for the classification to which the employee is being demoted; otherwise, the employee shall receive their present

rate if that rate is lower than the maximum rate of the classification to which they are being demoted.

- C. Separations - Separations shall include resignation, dismissal, retirement, lay-off, disability or death. No salary actions shall be taken as a result of an employee's separation, unless such action is specified by ordinance or an employee contract.
- D. Transfer - A transfer is the voluntary assignment of an employee from one position to another position having either a lower or higher maximum salary. An employee who voluntarily transfers to another position will be subject to the pay level of the position being accepted and will start at a salary most equivalent to their salary in the previous position but not to exceed the maximum rate of the new range or fall below the minimum rate of the new range.
- E. Performance - Performance is the carrying out of required action and displayed patterns of behavior. Performance evaluations shall determine performance levels and the assigned merit increases according to performance.
- F. Overtime - All full-time non-exempt employees covered by the Fair Labor Standards Act must be compensated at the rate of 1-1/2 times the number of hours worked over forty (40) in a seven (7) day work week or over an established work period or receive compensatory time off. The work week for purposes of this section shall be defined as beginning at 12:01 a.m. Sunday morning and proceeding for seven (7) full continuous days until midnight the following Saturday night. Authorized absences with pay during the work week or work period because of vacation, holidays, military training leave, or compensatory time off shall be considered authorized work for the purposes of calculating overtime. The City reserves the right to change work schedules during the work week or work period to reduce overtime liability.
- G. Overtime/Callouts on Holidays and Vacation - Any non-exempt employees covered by the Fair Labor Standards Act, who are called to work on a holiday or while on vacation shall be paid at the rate of one (1) times the employee's hourly rate for all hours worked. Such

overtime compensation shall be in addition to regular pay received for the holiday. Both the holiday hours and the hours worked on the holiday shall be included in the calculation of all hours worked for the work week.

- H. Call-Outs - If an employee is called back to work outside of a normally scheduled work day or is called back to work after having completed a regularly scheduled work day, the City shall compensate the employee a minimum of two (2) hours.
- I. Approval of Overtime - The City shall not be obligated to pay overtime not expressly authorized in advance by a direct supervisor. Employees who perform unauthorized overtime work shall not receive payment. All overtime should be recorded and claimed in the appropriate pay period and on the appropriate time sheet.
- J. Scheduling of Overtime - When scheduling overtime, supervisors shall attempt to equitably distribute overtime among all qualified employees and it shall be assigned to the most appropriate position classification which can perform the work.

Supervisors shall when possible, give employees reasonable advance notice of overtime work. When sufficient personnel with appropriate skills are not available on a voluntary basis to perform required overtime, employees who refuse to work assigned overtime or who fail to report upon notice for overtime work may be subject to appropriate disciplinary action.

- K. Compensatory Time Off - All employees covered by the Fair Labor Standards Act are eligible for compensatory time off in lieu of overtime pay when work hours exceed forty (40) hours in a seven (7) day work week or their work period hours. Employees cannot receive both compensatory time and overtime as compensation for the same excess hours worked. The city will grant compensatory time off in lieu of overtime unless the operations of the city would be unduly disrupted by the employee's absence from work.

Accrual of compensatory time shall be limited to a maximum of forty (40) hours for all covered employees except those employees

responding to an emergency or significant event. In this event, compensatory time may be temporarily accrued up to eighty (80) hours.

Compensatory time shall be accrued at a rate of one and one-half (1-1/2) hours for each excess hour worked. All compensatory time accrual as well as compensatory time taken, must be approved by the employee's supervisor and reviewed by his Department Head. Employees will be compensated for unused accrued compensatory time remaining at the time of separation from employment.

CHAPTER V
PERFORMANCE APPRAISAL PROGRAM

Section 1. Objectives

The objectives of the City of Chesterfield Performance Appraisal Program are to optimize each employee's job performance by providing good information to an employee in regard to established performance standards. Employees must be compared to their job description and work performance and not to their co-workers. The Performance Appraisal Program also provides managers and supervisors with a more acceptable tool for employee compensation decision-making.

Section 2. Policy

To accomplish the objectives of the Performance Appraisal Program, it is important that both managers and employees view the process as a positive tool to produce more effective working relationships and work ethic. This is more likely to occur when employees understand their job responsibilities, receive feedback on their performance against specific job standards and are given the opportunity to develop useful action plans to improve performance when deficiencies exist.

Section 3. Performance Appraisal Schedule

The City of Chesterfield Performance Appraisal Schedule shall be as follows:

- A. All new employees shall be evaluated after six (6) months of service from their date of hire. They shall be evaluated again after twelve (12) months of service from their date of hire.

- B. After the six (6) month and twelve (12) month evaluations, all employees shall be evaluated annually prior to July 1. If a new employee received their twelve (12) month service evaluation after July 1 and prior to October 1 of any given year, they shall be added to the next annual evaluation cycle with all other employees on May 1. If a new employee has received his twelve (12) month service evaluation on or after October 1 and prior to July 1, they shall not be required to be evaluated during the next regular annual evaluation cycle. They shall, however, be eligible for a pro-rata merit increase effective July 1st, based upon the percentage amount included in the fiscal year

budget for merit increases. From that date forward, the employee shall be included in the regular July 1st evaluation cycle.

- C. Following the successful completion of the twelve (12) month probationary evaluation and the annual evaluation thereafter, an employee shall be eligible for a merit based increase in compensation as determined in conjunction with the compensation plan in effect at the time of the evaluation. The total dollars budgeted for salary increases shall be determined each year by the City Council during the annual budget process.

Section 4. Performance Appraisal Evaluation

All evaluations completed by subordinate supervisors must be approved by each level of supervision in the department including the Department Head. The City Administrator shall evaluate all Department Heads and Executive staff.

The Department Head will forward their recommendations for merit awards to the Finance Director, who shall review them and forward them to the City Administrator for final approval.

Prior to the six (6) month or twelve (12) month service date or July 1, the Department Heads shall review all performance evaluations with the individual employees in their respective department. Employees shall sign their evaluation forms and all original evaluation forms shall be returned to the Personnel Office to be filed permanently in the employee's personnel file. At a different meeting, the Department Head shall conduct the salary discussion and communicate the merit increase.

Section 5. Performance Appraisal Appeal

If employees do not agree with the performance evaluation they receive, they may appeal the review to their Department Head. Signature on the evaluation form shall not signify acceptance of the evaluation. It shall merely be acknowledgement of the review with the employee by the Department Head. The appeal shall be filed separately. Employees can access forms on CCNET. All appeals must be filed within seven (7) days of the evaluation. Failure to do so will be regarded as acceptance of the evaluation, and the right to further appeal will be forfeited. Appeals must be filed in duplicate with the Department Head and the Employee Services

Administrator. The Employee Services Administrator shall notify the City Administrator of all performance evaluation appeals.

Following receipt of an appeal, the Department Head must review and decide on the appeal within seven (7) days. The Department Head shall notify the employee and Personnel Director of his decision. If the employee is unwilling to accept the determination of their Department Head, they may request the appeal be reviewed by the City Administrator. The City Administrator must review and decide on the appeal within fourteen (14) days. The decision of the City Administrator shall be final.

The performance appraisal appeal shall not be confused with the appeals process for the administration of discipline for employees. Disciplinary actions involving dismissal, suspension, or demotion shall be separately provided for in the grievance procedure described in the City of Chesterfield Personnel Rules and Regulations.

The appropriate form for a performance appraisal appeal may be obtained from the Employee Services Administrator or on CCNET.

CHAPTER VI
COMPENSATION DECISION-MAKING

Section 1. Objective

It is the City of Chesterfield's objective to develop a fair and equitable linkage between the performance appraisal system and the merit pay plan. The compensation plan approved by the City Council shall be used for this purpose.

Section 2. Policy

All compensation decisions shall follow the performance appraisal process and the overall performance ratings for each employee shall be individually reviewed and awarded. All decisions regarding compensation should be made without the influence of issues which bear no relationship to the review of work performance.

Section 3. Merit Increases

A merit increase is the total payment granted an employee as a result of his overall performance rating. A merit increase cannot be granted which would result in any employee exceeding the maximum compensation assigned for their specific job title.

Section 4. Procedure to Determine Compensation

The following procedure shall be used in compensation decision-making:

- A. The Finance Director shall inform the Department Heads of the actual payroll and total dollars available for merit increases. The Finance Director shall also provide information relative to the current compensation classifications.
- B. The Performance Appraisal Program shall have specific guidelines for assisting Department Heads in tying the percent merit increase to the work performance score. When there are multiple employees within a single job title, the merit award assigned to each employee should reflect their relative performance ranking. In no circumstance, should an employee with a lesser performance ranking receive a superior merit increase as compared to a peer having the same job title, with a lower performance rank.

- C. The Department Head shall prepare Personnel Action Forms to affect all salary changes. After all signatures are affixed to the Personnel Action Form, and the Finance Director receives a copy, all salary changes shall be entered into the payroll system. Department Heads shall be responsible for informing their respective employees of increases to be received. Additionally, the Finance Director shall prepare statements for each employee affected by either the minimum salary adjustment or the conversion onto the annual review cycle.