

POSITION CLASSIFICATION AND COMPENSATION

CHAPTER 4

POLICY 4-2

A. POSITION CLASSIFICATION

In accordance with Article 24, Section 6 of the City Charter, all positions in the City (except those specifically exempted by the Charter) are in the "classified" service. Positions are described and placed in distinct classes on the basis of duties and responsibilities. Except for emergency or temporary situations, employees are to work only in the classification to which they are duly assigned by established procedures.

Division heads and the supervisors who work for them have a responsibility in the maintenance of the classification plan to see to it that their employees work with its proper classifications. It is the division's responsibility to keep their allotment of various classifications within those authorized in its budget.

It is understood that job duties do change through technological or organizational changes. Whenever the duties of a position change to the extent that an employee may be performing work outside his/her classification, the Personnel Division should be requested to make a job audit. The Personnel staff should also be consulted when creation of a new position is contemplated.

B. COMPENSATION**1. Rate of Compensation Upon Employment**

Normally, the beginning rate of compensation at the time of original appointment is at Step 1. If a new employee's experience and ability warrant a higher step in the judgment of the Division head, such a recommendation, in writing, may be made to the City Manager, who is empowered by ordinance to assign higher rates of pay and will consider doing so in special circumstances.

2. Advancement

Procedure for advancement through the salary range is referred to in Policy 3-3 D. Step 5 for management and Step 6 for the remainder of the employees is considered a merit step, except as otherwise clarified in the Memoranda of Understanding and/or the Salary and Benefit Ordinance.

3. Employee Relations Ordinance

The Employee Relations Ordinance of the City of Glendale establishes formal rules and procedure to provide for the orderly and systematic presentation, consideration and resolution of employee relations matters. These matters include wages, hours and other terms and conditions of employment. Generally speaking, these matters will be negotiated only during the period

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designated in the Employee Relations Ordinance. Items which are of an urgent nature or which arise during the year will be discussed on a "meet and confer" basis with the appropriate employee representatives.

4. Inequities in Pay Plan

When changes of duties or other circumstances bring about inequities in the pay plan sufficient to justify adjustments in pay, such facts should be brought to the City Manager's and Director of Personnel & Employee Relations' attention by the Division head concerned, or by the recognized employee organizations during negotiations. All available factual data should accompany any such recommendation. In this connection, however, it is undesirable for Division heads or employees to conduct salary surveys among other jurisdictions to support such recommendations. The City Manager, with the assistance of the Personnel Division staff, will obtain the necessary data on salaries in the survey jurisdictions and may call upon the Division head to provide additional information. Items which are of an urgent nature or which arise during the year will be discussed on a "Meet and Confer" basis with the appropriate employee representatives.

C. MERIT BONUS PAY (MBP)**1. Definition**

Merit Bonus Pay (MBP) is defined as a management tool to encourage and reward excellence among Executive, Management and Mid-Management employees.

2. Purpose

Among the City of Glendale's Executive and Management/Mid-management staff are certain employees who achieve an exceptionally high level of excellence in their performance for which formal recognition should be made.

To both recognize these employees and reward them for their efforts, the Merit Bonus Pay Program has been established. This program is specifically designed to recognize outstanding performance without employee expectation of continual receipt of an award. This bonus pay is not intended to be a compensation benefit, nor an automatic right.

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3. Guidelines**a. Eligibility**

The MBP Program is limited to only those individuals or teams of individuals who are classified as Executive, Management, and Mid-management employees.

b. One-Time Payment

To achieve the maximum flexibility and responsiveness to outstanding employee achievements, the awards under the MBP Program are one-time payments which may be awarded at any time during the fiscal year.

c. City-Wide Limit of Awards

The MBP Program is limited City-wide to no more than 20% of all eligible employees who may receive MBP during any fiscal year. This limit applies to the City as a whole and does not affect a specific division (this means a division may award MBP to more than 20% of its eligible employees).

d. Individual Awards

The amount of MBP awarded to an employee shall be a range of 1-5% of his/her base annual salary less appropriate taxes. Full use of this range is encouraged.

e. Team Awards

A team of two or more Executive, Management or Mid-management employees who have achieved outstanding results on a joint project may be eligible as a group for an MBP award. The amount of MBP awarded to a team of employees shall be a range of 1-5% per employee, employing the same formula as individual awards. MBP recipients sharing a team award would not lose their eligibility for an individual award during the fiscal year in which the team MBP is awarded.

In the event a team includes employees from more than one division, coordination among the affected division heads will be required prior to awarding a team MBP. Consecutive year awards may be made to a team provided such team does not receive MBP for the same project.

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f. Frequency of Awards

As a general rule, MBP may not be awarded to an individual or a team within two consecutive years. However, consecutive year awards may be made in exceptional circumstances to an individual whose efforts have resulted in exceptional achievement of significant importance to the City while at the same time maintaining an overall outstanding performance level, or in the case of a team award, to a team that achieves outstanding results on a new project separate and apart from the project for which it received the previous year's award. Such candidates for consecutive year awards shall be evaluated on a case by case basis.

g. Confidentiality

Because of its desired impact as a management tool, it is essential that the awarding of MBP be kept confidential between the City Manager, the Division head, the MBP recipient(s) and any other appropriate individuals involved in the process.

4. Process

For Management and Mid-management employees, it is the ultimate responsibility of the Division head to make a recommendation for his/her employees to the City Manager. However, nothing should limit the ability of a Management employee to make a recommendation to the Division Head for a Mid-Management or a fellow Management level employee or a team of eligible employees. It is the City Manager's sole discretion to award MBP Bonus to any Executive.

There are three basic steps to this process:

- a. A Division Head by his/her own judgement alone or in coordination with the recommendation of a Management level employee may determine that one or more of his/her Management or Mid-Management staff deserves the Merit Bonus Pay. A "Merit Bonus Pay Recommendation" form (CM-29) should be completed. Particular attention should be given to addressing the relevant supporting factors outlined in the "criteria" portion of this policy. This documentation shall be sent (marked confidential) to the City Manager. The employee(s) being recommended SHALL NOT be informed of the recommendation at this stage of the process.
- b. Following a review of the recommendation, the City Manager will meet with the Division Head (and at his/her discretion with the Management level employee(s) initiating the recommendation) to discuss the merits of the proposed award. Thereafter, the City Manager will make the decision on whether one or more of the employee(s) recommended will or will not receive the award.

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- c. If the City Manager supports the Division Head's recommendation, the affected employee and, at the discretion of the Division Head, the Management employee who initiated the recommendation shall meet with the City Manager to present the award. In the case of a team award, the entire team may be awarded the MBP at one time.

When the MBP is to be awarded to a Division Head, the City Manager will meet with that person to inform him/her of the decision.

It is imperative that confidentiality in each of the above steps is maintained at all times.

5. Criteria

At least one of the following criteria points must be met by MBP candidates:

- a. Maintaining a Standard of Excellence

The employee has demonstrated a consistent pattern of outstanding job performance. Here, a single notable achievement by this employee(s) is not required.

- b. Exceptional Achievement

The employee's efforts have resulted in a special achievement of significant importance to the City. Here, it is not required that the employee's overall performance level be rated outstanding.

6. Factors

It is not required that all of these factors be present in order for the employee to be eligible. However, it is expected that the eligibility criterion selected will be justified by the inclusion of some of these factors. The factors are:

- a. Project or program management that has yielded exceptional results;
- b. Novel solutions to problems or innovative program development;
- c. Ideas that have resulted in significant cost savings or revenue increases;
- d. Willingness to accept a special assignment that goes beyond the normal job responsibilities;

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- e. Performance which is the result of a special skill, knowledge or ability that may go beyond the normal job responsibilities;
- f. An exceptional attendance record;
- g. Demonstration of effective crisis management;
- h. Unusual job interest which results in a high quality and/or quantity of work output;
- i. Demonstration of exceptional leadership skills which results in new heights of achievement by the group led;
- j. Demonstration of exceptionally positive community relations and/or customer service which values diversity;
- k. Contributions that draw Regional, State or National recognition to the City.