

# Pay For Performance

Pueblo City County Library District

February 26, 2015



# 2011 Conception

Fall of 2011 Annual Planning Retreat

Employee Suggestion:

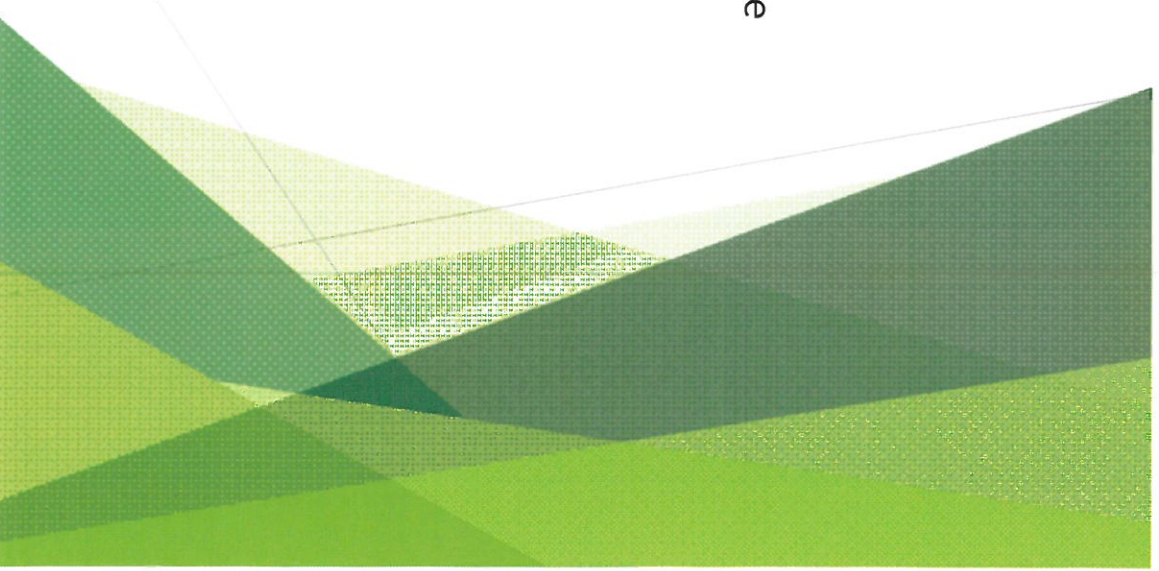


“Employees should be paid based on their performance”

# 2012 Annual Goal

Modify the current PCCLD pay plan to adopt a Pay for Performance model to tie performance more closely to salary and further excellent work.

1. Hire a consultant
2. Utilize the assessment in developing the new system
3. Work with stakeholders
4. Implement





# 2012 Research



- ▶ Pay Models
- ▶ Other Libraries
- ▶ RFP
- ▶ Contracted with The Singer Group

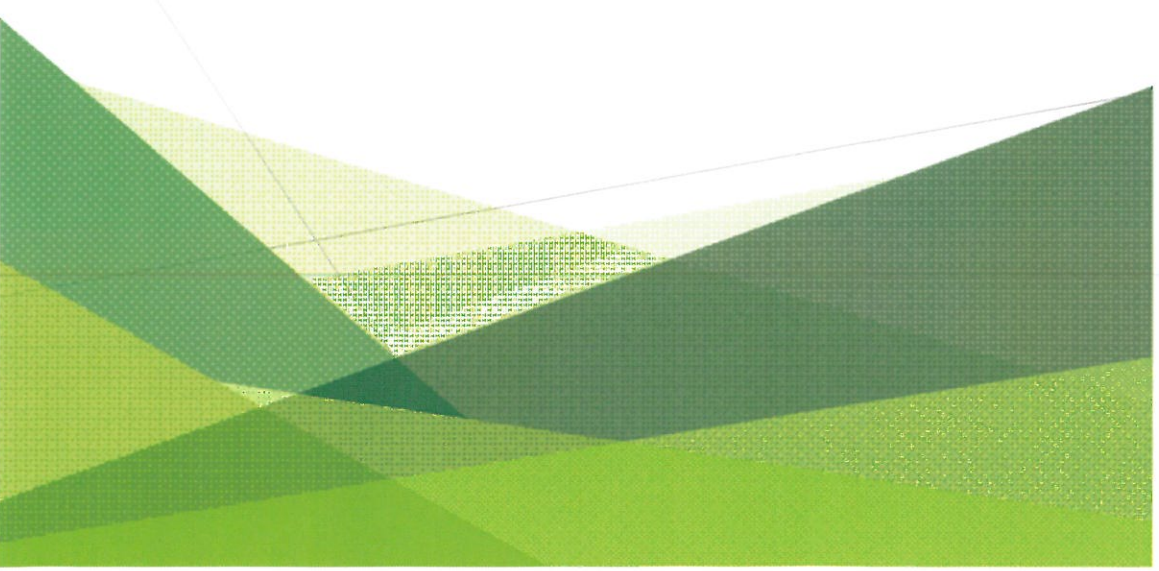
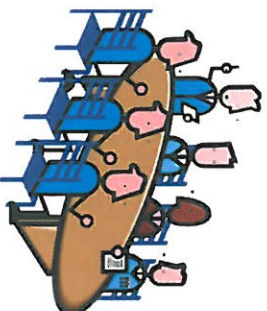


# The Singer Group

Paula Singer, Ph.D. and Laura Francisco

## Inclusive Process

- ▶ All Employees
- ▶ START
- ▶ Management Team
- ▶ Steering Committee



# 2012

## Information Sharing & Feedback



- ▶ All Staff Meetings, Steering Committee, Management Team, START
- ▶ On-line Survey
- ▶ Confidential Hotline
- ▶ Feedback shared with all staff

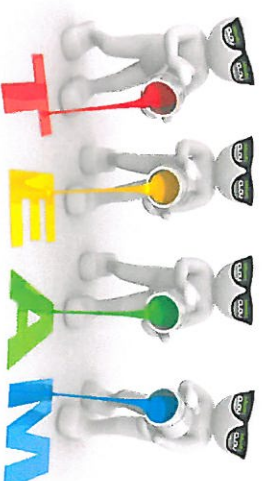


# 2012

## Analysis and Development

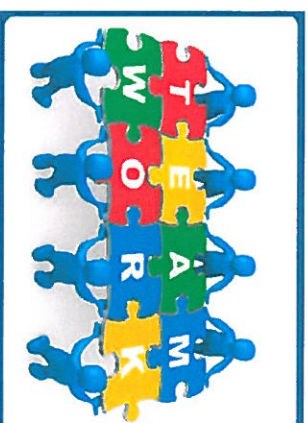
- ▶ Reviewed the Current Compensation Structure
- ▶ Reviewed the Performance Appraisal System
- ▶ Completed a Market Salary Study

Results: Began Development of New Performance On-line Review Systems & a New Compensation Structure



# 2013: Development Completed Implementation

- ▶ Implemented Pay Changes from Market Study
- ▶ Implemented New Compensation Structure
- ▶ New On-line Performance Appraisal Tools





From: Salary Grades 2 – 16  
From: 13 Steps A-M (2.5% span)  
From: Band Width – Standard

## Compensation Structure 2012

**Pacific City County Library District 2012 Salary Schedule - Effective 1/1/2012** Per Contract from 2010 to 2011

2012													
Grade	Step	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1	1	1	2	3	4	5	6	7	8	9	10	11	12
1	1	1	2	3	4	5	6	7	8	9	10	11	12
2	1	1	2	3	4	5	6	7	8	9	10	11	12
3	1	1	2	3	4	5	6	7	8	9	10	11	12
4	1	1	2	3	4	5	6	7	8	9	10	11	12
5	1	1	2	3	4	5	6	7	8	9	10	11	12
6	1	1	2	3	4	5	6	7	8	9	10	11	12
7	1	1	2	3	4	5	6	7	8	9	10	11	12
8	1	1	2	3	4	5	6	7	8	9	10	11	12
9	1	1	2	3	4	5	6	7	8	9	10	11	12
10	1	1	2	3	4	5	6	7	8	9	10	11	12
11	1	1	2	3	4	5	6	7	8	9	10	11	12
12	1	1	2	3	4	5	6	7	8	9	10	11	12
13	1	1	2	3	4	5	6	7	8	9	10	11	12
14	1	1	2	3	4	5	6	7	8	9	10	11	12
15	1	1	2	3	4	5	6	7	8	9	10	11	12
16	1	1	2	3	4	5	6	7	8	9	10	11	12
17	1	1	2	3	4	5	6	7	8	9	10	11	12
18	1	1	2	3	4	5	6	7	8	9	10	11	12
19	1	1	2	3	4	5	6	7	8	9	10	11	12
20	1	1	2	3	4	5	6	7	8	9	10	11	12
21	1	1	2	3	4	5	6	7	8	9	10	11	12
22	1	1	2	3	4	5	6	7	8	9	10	11	12
23	1	1	2	3	4	5	6	7	8	9	10	11	12
24	1	1	2	3	4	5	6	7	8	9	10	11	12
25	1	1	2	3	4	5	6	7	8	9	10	11	12
26	1	1	2	3	4	5	6	7	8	9	10	11	12
27	1	1	2	3	4	5	6	7	8	9	10	11	12
28	1	1	2	3	4	5	6	7	8	9	10	11	12
29	1	1	2	3	4	5	6	7	8	9	10	11	12
30	1	1	2	3	4	5	6	7	8	9	10	11	12
31	1	1	2	3	4	5	6	7	8	9	10	11	12
32	1	1	2	3	4	5	6	7	8	9	10	11	12
33	1	1	2	3	4	5	6	7	8	9	10	11	12
34	1	1	2	3	4	5	6	7	8	9	10	11	12
35	1	1	2	3	4	5	6	7	8	9	10	11	12
36	1	1	2	3	4	5	6	7	8	9	10	11	12
37	1	1	2	3	4	5	6	7	8	9	10	11	12
38	1	1	2	3	4	5	6	7	8	9	10	11	12
39	1	1	2	3	4	5	6	7	8	9	10	11	12
40	1	1	2	3	4	5	6	7	8	9	10	11	12

To: Organization Levels (lowest = Associate)  
To: Ranges with Flexibility  
To: Band Width Wider for Professionals

## Compensation Structure 2013

		MUSIC CITY EIGHTH GRADE CONTEST - SCHEDULE OF EVENTS - JUNE 2013	
		*****	
A	B	C	D
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	100
101	102	103	104
105	106	107	108
109	110	111	112
113	114	115	116
117	118	119	120
121	122	123	124
125	126	127	128
129	130	131	132
133	134	135	136
137	138	139	140
141	142	143	144
145	146	147	148
149	150	151	152
153	154	155	156
157	158	159	160
161	162	163	164
165	166	167	168
169	170	171	172
173	174	175	176
177	178	179	180
181	182	183	184
185	186	187	188
189	190	191	192
193	194	195	196
197	198	199	200
201	202	203	204
205	206	207	208
209	210	211	212
213	214	215	216
217	218	219	220
221	222	223	224
225	226	227	228
229	230	231	232
233	234	235	236
237	238	239	240
241	242	243	244
245	246	247	248
249	250	251	252
253	254	255	256
257	258	259	260
261	262	263	264
265	266	267	268
269	270	271	272
273	274	275	276
277	278	279	280
281	282	283	284
285	286	287	288
289	290	291	292
293	294	295	296
297	298	299	300
301	302	303	304
305	306	307	308
309	310	311	312
313	314	315	316
317	318	319	320
321	322	323	324
325	326	327	328
329	330	331	332
333	334	335	336
337	338	339	340
341	342	343	344
345	346	347	348
349	350	351	352
353	354	355	356
357	358	359	360
361	362	363	364
365	366	367	368
369	370	371	372
373	374	375	376
377	378	379	380
381	382	383	384
385	386	387	388
389	390	391	392
393	394	395	396
397	398	399	400
401	402	403	404
405	406	407	408
409	410	411	412
413	414	415	416
417	418	419	420
421	422	423	424
425	426	427	428
429	430	431	432
433	434	435	436
437	438	439	440
441	442	443	444
445	446	447	448
449	450	451	452
453	454	455	456
457	458	459	460
461	462	463	464
465	466	467	468
469	470	471	472
473	474	475	476
477	478	479	480
481	482	483	484
485	486	487	488
489	490	491	492
493	494	495	496
497	498	499	500
501	502	503	504
505	506	507	508
509	510	511	512
513	514	515	516
517	518	519	520
521	522	523	524
525	526	527	528
529	530	531	532
533	534	535	536
537	538	539	540
541	542	543	544
545	546	547	548
549	550	551	552
553	554	555	556
557	558	559	560
561	562	563	564
565	566	567	568
569	570	571	572
573	574	575	576
577	578	579	580
581	582	583	584
585	586	587	588
589	590	591	592
593	594	595	596
597	598	599	600
601	602	603	604
605	606	607	608
609	610	611	612
613	614	615	616
617	618	619	620
621	622	623	624
625	626	627	628
629	630	631	632
633	634	635	636
637	638	639	640
641	642	643	644
645	646	647	648
649	650	651	652
653	654	655	656
657	658	659	660
661	662	663	664
665	666	667	668
669	670	671	672
673	674	675	676
677	678	679	680
681	682	683	684
685	686	687	688
689	690	691	692
693	694	695	696
697	698	699	700
701	702	703	704
705	706	707	708
709	710	711	712
713	714	715	716
717	718	719	720
721	722	723	724
725	726	727	728
729	730	731	732
733	734	735	736
737	738	739	740
741	742	743	744
745	746	747	748
749	750	751	752
753	754	755	756
757	758	759	760
761	762	763	764
765	766	767	768
769	770	771	772
773	774	775	776
777	778	779	780
781	782	783	784
785	786	787	788
789	790	791	792
793	794	795	796
797	798	799	800
801	802	803	804
805	806	807	808
809	810	811	812
813	814	815	816
817	818	819	820
821	822	823	824
825	826	827	828
829	830	831	832
833	834	835	836
837	838	839	840
841	842	843	844
845	846	847	848
849	850	851	852
853	854	855	856
857	858	859	860
861	862	863	864
865	866	867	868
869	870	871	872
873	874	875	876
877	878	879	880
881	882	883	884
885	886	887	888
889	890	891	892
893	894	895	896
897	898	899	900
901	902	903	904
905	906	907	908
909	910	911	912
913	914	915	916
917	918	919	920
921	922	923	924
925	926	927	928
929	930	931	932
933	934	935	936
937	938	939	940
941	942	943	944
945	946	947	948
949	950	951	952
953	954	955	956
957	958	959	960
961	962	963	964
965	966	967	968
969	970	971	972
973	974	975	976
977	978	979	980
981	982	983	984
985	986	987	988
989	990	991	992
993	994	995	996
997	998	999	1000

Focus on Monthly Communication  
Competencies / Clearer, Concise  
Implemented On-line Process through Paychex

## 2012 Performance Review

- ▶ Managers use own methods
- ▶ Annual Self Review
- ▶ Annual Performance Review (9)
- ▶ Annual Supervisor Review (11)
- ▶ Annual Review on Anniversary

## 2013 Performance Review

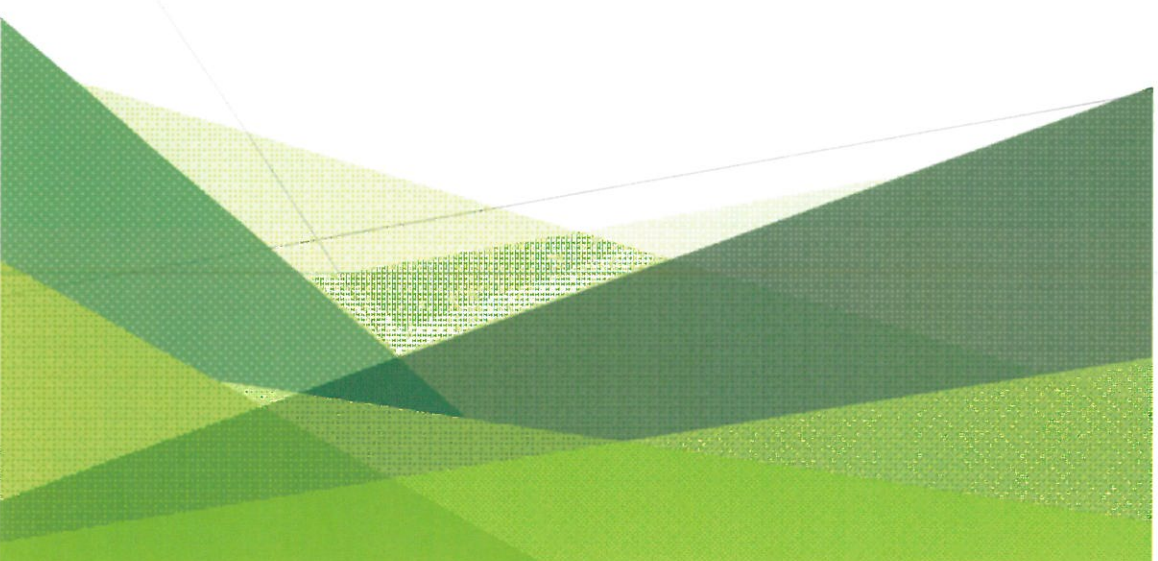
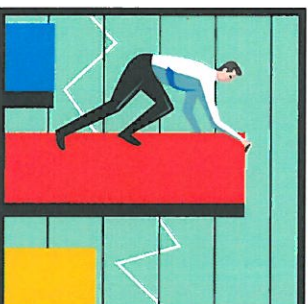
- ▶ Monthly Walk Around the Block
- ▶ Annual Self Review (relates to review)
- ▶ Annual Performance Review (5)
- ▶ Annual Supervisor Review (7)
- ▶ Annual Review Organization-wide





# 2014

- ▶ Developed SMART Goals tied to Key Results for Jobs
  - ▶ Organizational SMART Goals
  - ▶ Individual SMART Goals
- ▶ Updated Job Descriptions
- ▶ Purpose tied to Organization Goals
- ▶ Training, Meetings, Feedback from All



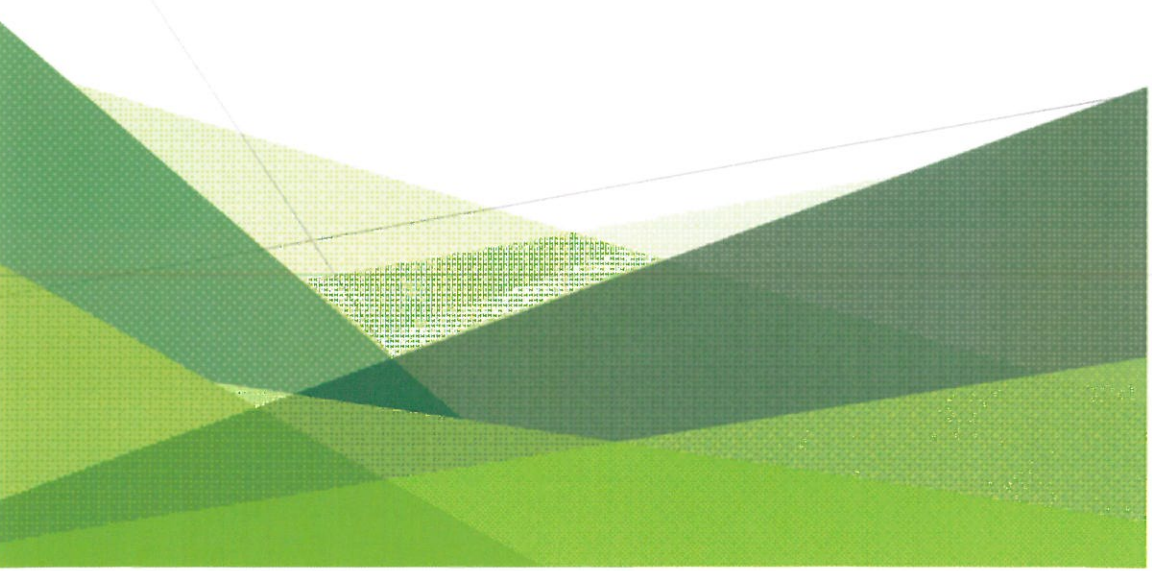


# Organizational S.M.A.R.T. Goals

PCCLD Organizational SMART Goals 10-7-14							
Classification	Job Title	SMART Goals	"S" Specific What specifically do we want to achieve?	"M" Measurable How will it be measured?	"A" Attainable Is it realistic?	"R" Relevant Is it relevant? Why do it?	"T" Time-bound Trial period 8/1 to 11/1 2014
Associate A	Mail Technician	Goal 1	Provides accurate and timely circulation of incoming and outgoing mail daily Monday through Friday by 12 noon. Delivers priority mail within 24hrs of receipt.	Achievement of this is observed by the manager and documented in Walk Around the Blocks.	Yes – Job standard	Th library district depends on timely mail services to operate efficiently.	Trial SMART Goal measurement period: 8/15/14 - 10/31/14
	Mail Technician	Goal 2	Maintains postage machine and properly posts all outgoing mail.	Reads meter monthly and tracks # _____ items sent, \$_____ spent. (Establish the monthly average to track in Walk Around the Block)	Yes – based on current production levels	Th library district depends on properly maintained postage machines to process daily mail.	Trial SMART Goal measurement period: 8/15/14 - 10/31/14
Associate A	Materials Handling Technician	Goal 1	Shelves materials at an average rate of 120 - 140 items per hour.	Expectations = 120-140 items dependent on department/area, Exceeds Expectations = 20% more items per hour. Manager spot checks work 6 times during the year, rates on a scale of 1 to 3. 1= below 2=meets expectations 3=exceeds Tracked in Walk Around the Block.	This job standard is being used at other public libraries, as we use this measure we can adjust it according to our data.	Getting items back on the shelf as quickly as possible, will positively impact circulation.	Trial SMART Goal measurement period: 8/15/14 - 10/31/14
Associate A	Materials Handling Technician	Goal 2	Stays current on processing lists: Completes 6-9 pages of lists per month to include Holds, Missing, Weeding, Inventory or other materials lists. (Lists & quota set by Dept. / prorated per hours worked )	Employee marks, initials and dates lists as completed. Manager verifies work. Progress is tracked in Walk Around the Block monthly. Average TBD / Exceeds TBD	Yes – goal is based on the current cycle of list generation.	Performing tasks to maintain an ideal collection of materials will positively impact circulation.	Trial SMART Goal measurement period: 8/15/14 - 10/31/14
Associate A	Materials Handling Technician	Goal 3	Markets materials by front facing books, organizing and displaying groups of materials for promotion and easy access.	Manager spot checks work 6 times during the year. Each spot check rated on a scale of 1 to 3. 1= below expectations 2=meets expectations 3=exceeds expectations Tracked in	Yes - Based on current PCCLD job standards that are being achieved.	Displaying materials in an attractive, easy to access manner contributes to increased circulation.	Trial SMART Goal measurement period: 8/15/14 - 10/31/14

# S.M.A.R.T. Goals

- ▶ Annual Performance Appraisal includes review of SMART Goals
- ▶ Set Next Year's Organizational SMART Goals
- ▶ Set Individual SMART Goals
- ▶ Progress on SMART Goals is reviewed monthly in Walk Around the Block





# Pay for Performance Orchestration

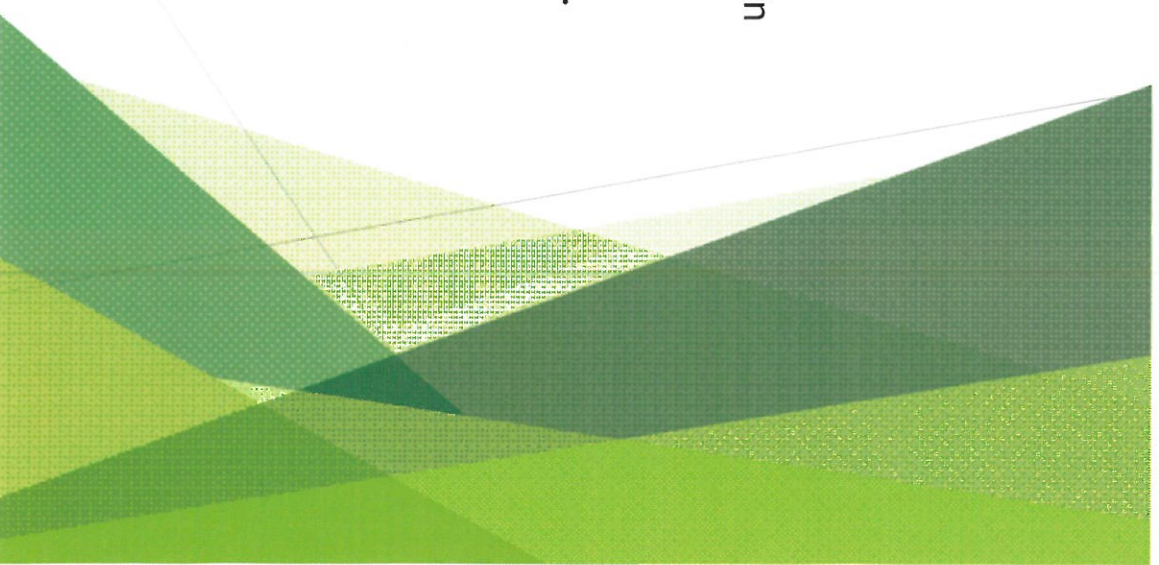
- ▶ All Employees complete an Annual Self-Review by October 1st
- ▶ Manager's write reviews October 1<sup>st</sup> - October 31<sup>th</sup>
- ▶ HR Reviews /Feedback
- ▶ Review Meetings Held by November 15th
- ▶ Analysis of Scores / Pay Distribution Plan
- ▶ Compensation Award Letters December 15th
- ▶ Pay Changes, Bonus Pay Outs Effective January 1st





# 2014 Performance Data Analysis

- ▶ Prorated pay increases in 2014 to calibrate all employees to a single point in time review.
- ▶ Two performance scores in 2014 are weighted and averaged
- ▶ The distribution of scores was compared to available funding in the budget.



# Pay Awards

- ▶ A 2.5% percentage increase was provided for “successful” evaluation scores.
- ▶ A 1% percentage one-time merit award was provided for exceptional performance above the 2.45 average score.
- ▶ Low scores from 1.75 - 1.99 = 60 day PIP
- ▶ Under review / low score = no increase
- ▶ 42% of the eligible Management Team received a Merit Award
- ▶ 61% of the eligible non-supervising staff received a Merit Award
- ▶ New hires increases were pro-rated
- ▶ Those promoted and new hires were not eligible for the Merit Award