



# Memorandum

**TO:** Senior Staff

**FROM:** David Sykes

**SUBJECT: FY 2017–2018 MANAGEMENT  
PERFORMANCE PROGRAM (MPP)  
AWARD GUIDELINES**

**DATE:** June 18, 2018

## INTRODUCTION

This memorandum provides guidance for awarding performance-based compensation adjustments and additional executive leave awards for the FY 2017-2018 Management Performance Program (MPP).

Consistent with past MPP guidelines, the Human Resources Department will assign standard performance-based compensation increases and additional executive leave awards as detailed in this memo based on the rating that each department ascribes to eligible employees. All FY 2017-2018 MPP performance appraisals and MPP commendable memorandums, if appropriate, are due to Human Resources by **August 23, 2018**. This will include both MPP appraisals eligible for an MPP award, and ones that are not but are still due to the employee.

Senior Staff MPP appraisals will follow the same timeline as outlined in this memorandum, but it should be noted that additional instructions regarding those submittals will be distributed separately by the City Manager's Office.

## MPP AWARD ELIGIBILITY

The guidelines for performance-based compensation adjustment eligibility are as follows:

1. Employee start date in their current position is no later than January 16, 2018.
- OR**
2. The employee start date in their current position was after January 16, 2018
  - AND:
    - a. The employee was in a previous MPP classification prior to January 16, 2018
    - AND:
      - b. The employee did not receive more than a 5% pay increase on the promotion or move to a new position. Employees who received more than a 5% promotional increase to reach the bottom of the new classification they were promoted to will still be eligible for MPP as long as they meet the other requirements.

The guidelines for additional executive leave eligibility are as follows:

1. Employee start date in their current position is no later than January 16, 2018.
- OR**
2. The employee start date in their current position was after January 16, 2018
- AND:**
- The employee was in a previous MPP classification prior to January 16, 2018

**PERFORMANCE-BASED COMPENSATION ADJUSTMENTS AND ADDITIONAL  
EXECUTIVE LEAVE CONSIDERATIONS AND TIMING**

Since employees in the MPP only move within the salary range by performance, the following should be considered for performance-based compensation adjustments:

1. The employee's overall performance in FY 2017-2018.
  - a. If an employee worked in multiple departments during the fiscal year, those departments should work together to produce one appraisal for the fiscal year.
  - b. If employee has staff reporting to them, did they complete all the due or overdue non-management performance appraisals for their staff.

Awards should adhere to the MPP Policy (CPM 3.3.2) and will be based on the employee's overall performance rating as outlined later in this memorandum and the following:

2. Individual performance-based compensation adjustments may be one-time and/or ongoing.
  - a. For employees at the top of their salary range, only one-time adjustments will be given. One-time adjustments are made in one lump sum and are non-pensionable.
  - b. For those employees who are "close" to the top of the range, and whose performance pay rating results in that employee's total pay exceeding the pay range, that employee will receive two components of pay. They will first receive an ongoing raise to bring the employee's base salary to the top of the pay range. Secondly, they will receive a one-time adjustment to compensate the employee for any amount they earned that exceeds their pay range.
  - c. Employees may elect to receive their entire pay increase as a one-time non-pensionable lump sum. If departments have employees who want this option, Human Resources will need to be notified at the time the appraisals are delivered to Human Resources.

Ongoing and one-time pay adjustments will be made per the MPP timeline as described below. As in the past, ongoing pay adjustments will be retroactive to the first pay period in FY 2018-2019 (July 1, 2018). It is also important to note that employees will only receive the ongoing



and/or one-time adjustments if they are still employed in an MPP eligible position at the time the adjustment is processed and included in their paycheck.

Additional executive leave awards will also be driven by the employee's overall performance rating as described later in this memorandum. If an employee is eligible for additional executive leave, but is not eligible for the performance-based compensation adjustment, an appraisal is still required to process the additional executive leave days. The additional leave, as appropriate, will be available for use during the 2019 Payroll Calendar Year.

### **MPP RATING DEFINITIONS**

The definitions for each rating below should be used as guidelines for the employee's performance assessment. Ratings should be justified and explained in the "comments" sections of the appraisal.

<b>Rating</b>	<b>Definition</b>
<b>Outstanding:</b>	Consistently exceeds all expectations for responsibilities, objectives, skills, abilities, and commitment required for position.  <i>This rating should only be used when performance against the objective truly exceeded already high standards. It should be unusual for this rating to be applied to a large number of key elements, employees, or to be awarded continually.</i>
<b>Commendable:</b>	Achieves and frequently exceeds expectations for responsibilities and objectives.  <i>This rating is for unusually effective staff members who perform above what is normally expected.</i>
<b>Satisfactory:</b>	Consistently met challenging performance expectations and produced expected results.  <i>This rating describes a staff member whose overall performance meets the requirements of the position. Any minor areas where performance could be better are counterbalanced by areas where performance is beyond expectations or the individual is new to the role and may need more time in the position to meet all requirements of the job.</i>
<b>Needs Improvement:</b>	Inconsistently meets or does not meet established expectations for responsibilities and objectives of the position.  <i>This rating describes a staff member who has not kept pace with changing requirements, whose successes have only been occasional and/or whose performance has been deteriorating. This should be emphasized by clear feedback on where improvement is needed and a process, timeline, and goals for change, including the consequences of inaction.</i>

### **MPP AWARDS**

Using the employee's overall performance rating, the following chart should be used when awarding performance-based compensation increases and additional executive leave:

	<b>Outstanding</b>	<b>Commendable</b>	<b>Satisfactory</b>	<b>Needs Improvement</b>
<b>Performance-Based Compensation Increase</b>	2.5%	2% or 2.5%	1%	0%
<b>Additional Executive Leave (effective 2019 payroll calendar year)</b>	5 days	4 or 5 days	3 days	No additional days

### **SENIOR STAFF DISCRETION FOR A COMMENDABLE PERFORMANCE RATING**

For those employees that receive a commendable performance rating, departments will be able to use their discretion in deciding both performance-based compensation increases and additional executive leave awards as described below.

#### **Performance-Based Compensation Increase**

If an employee receives an overall commendable rating, Senior Staff have the discretion to assign that employee a 2% or 2.5% performance-based compensation increase. Consideration for the percentage increase should take into account the employee's placement in the salary range and, if the higher percentage is given, to those employees whose performance was very near the outstanding rating.

#### **Additional Executive Leave**

If an employee receives an overall commendable rating, the Department Director has the discretion to give that employee 4 or 5 additional executive leave days. If the maximum additional executive leave days (5 days) are given, consideration should be given to those employees whose performance was very near the outstanding rating.

A performance based compensation increase of 2% and additional executive leave of 4 days is considered the standard award level for those employees receiving a commendable performance rating. If a Department wishes to award an employee the higher level for the performance based compensation increase (2.5%) and/or additional executive leave (5 days), a memorandum noting the higher award (see attached template) should be sent to the Human Resources Director along with the MPP appraisals by August 23, 2018.

### **MPP SUBMITTAL TIMELINE AND FORM**

If Human Resources receives your employee appraisals by the August 23<sup>rd</sup> deadline, the employee's MPP performance based compensation increase and additional executive leave award (if eligible) will be processed based on the MPP timeline below. Any appraisals submitted after the cutoff date will be processed at a future date to be determined. Departments



are to use the same MPP form as last year. It can be found on the Human Resources website at <http://www.sjcity.net/DocumentCenter/View/1554>.

Action Item	Due/Completion Date
Spreadsheet of employees due an MPP appraisal sent to departments <i>(whether or not eligible for MPP award)</i>	By June 29, 2018
Completed MPP appraisals due to Human Resources Department <i>For all employees due an appraisal as of June 30, 2018</i>	August 23, 2018
Memoranda for higher awards for commendable performance ratings are due to Human Resources Department	August 23, 2018
Effective dates for performance-based increases: Ongoing..... One-time..... Retroactive payments.....	Paid on Oct. 12, 2018 Paid on Oct. 12, 2018 Paid on Nov. 23, 2018
Effective date of additional executive leave: <i>Employees will not see the additional executive leave in their paycheck until Dec 19<sup>th</sup> due to payroll timing, but the additional leave will be available for use on Dec 16<sup>th</sup> (PP1/19).</i>	December 16, 2018

Thank you in advance for your significant efforts in developing and delivering these performance appraisals to our management and professional employees. As a reminder, if there are any overdue non-management appraisals, please be sure they are submitted as well before making any MPP award recommendations for your department/office.

If you have any questions related to the process or timeline, please contact Carrie Rank, Administrative Officer, Human Resources Department at (408) 975-1486.

  
DAVID SYKES  
City Manager

cc: Executive Staff  
Administrative Officers