



New
City of Waukesha
Employee Performance
Model

Human Resources Committee
February 17, 2016

New Employee Performance Model

- o What did we do?
 - o Adopted New Classification and Compensation Model
 - o Benchmarked salaries against comparable cities
 - o Eliminated duplication
 - o Updated all Job Descriptions
 - o Reviewed Different Employee Compensation Options

New Employee Performance Model

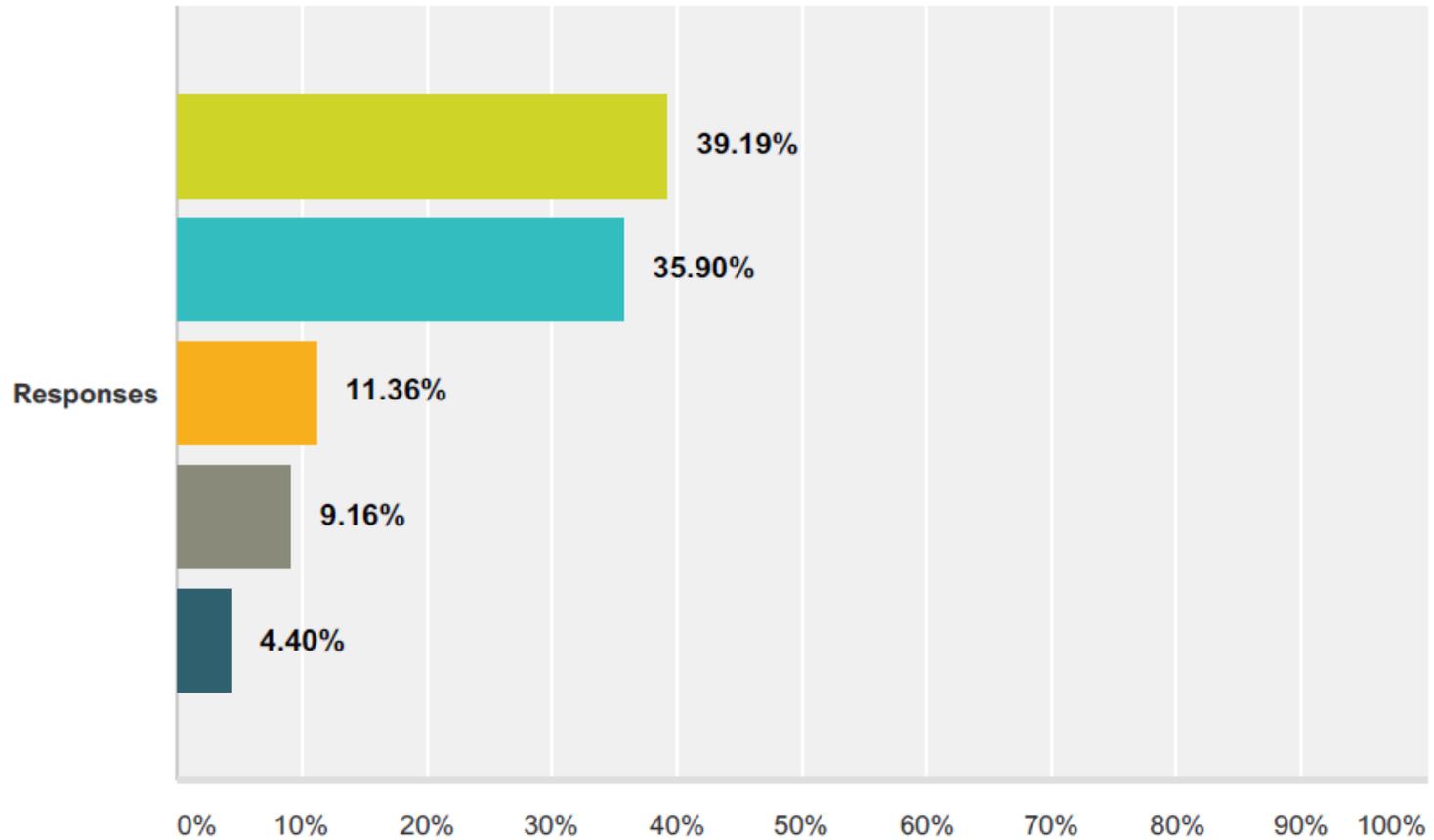
- o From GovHR Report:
 - o *“A 2015 survey by the International Public Management Administrators of public sector Human Resource professionals...found that almost half (49%) report that pay increases in their municipalities are due to either merit alone or a combination of factors including merit. This national trend is also evident locally – every Wisconsin municipality for which GovHR has conducted a classification and compensation study in the past year is either currently using or planning to implement a merit-based pay plan.”*

New Employee Performance Model

- o What did we do?
 - o Surveyed Employees
 - o Confidential Survey
 - o 273 Respondents
 - o Across most City Departments

Q1 How likely or unlikely are you to recommend working for the City of Waukesha to someone who asks?

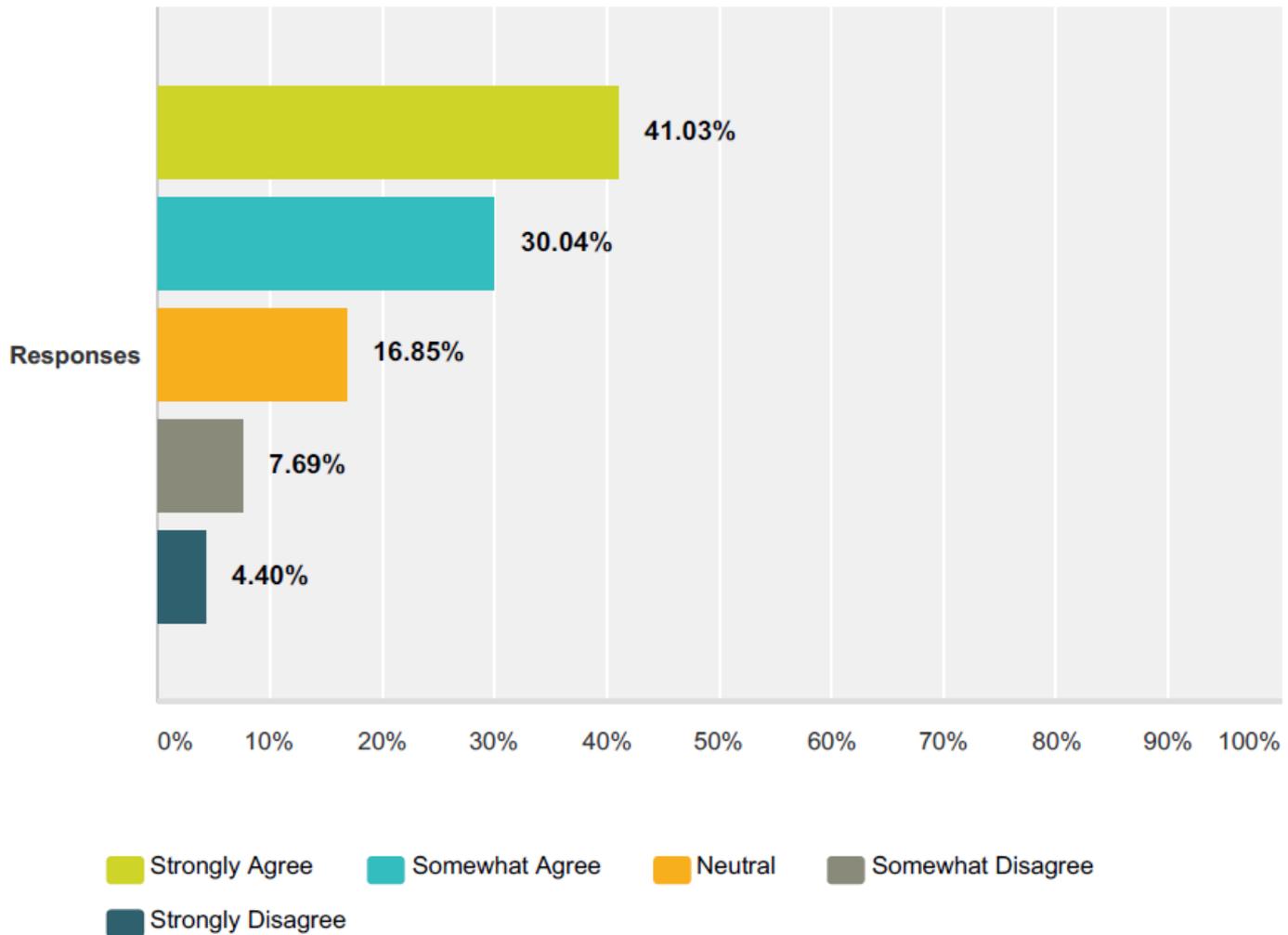
Answered: 273 Skipped: 0



Very Likely Somewhat Likely Somewhat Unlikely Very Unlikely
Don't Know

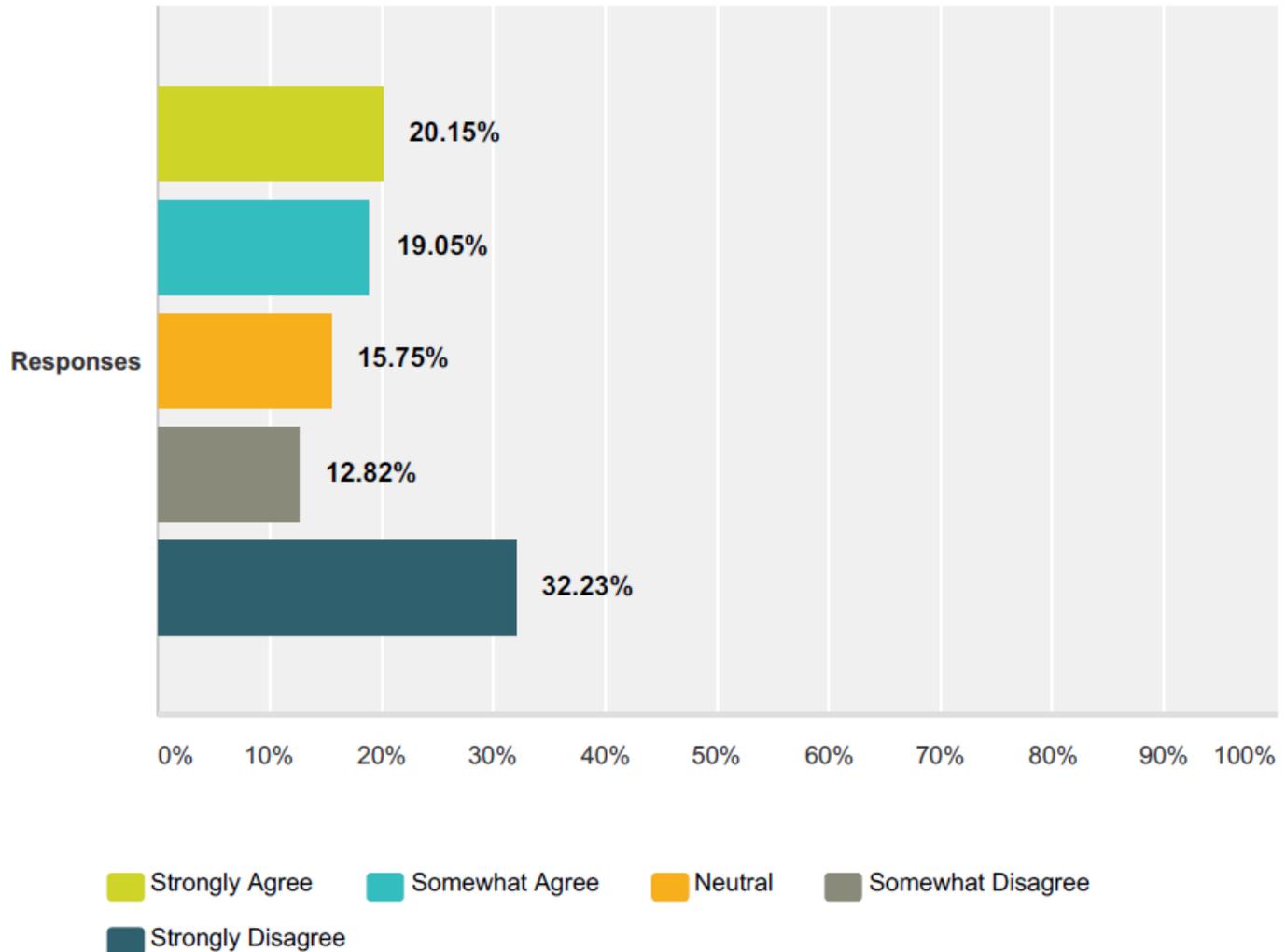
Q3 I feel positive about working for the City of Waukesha.

Answered: 273 Skipped: 0



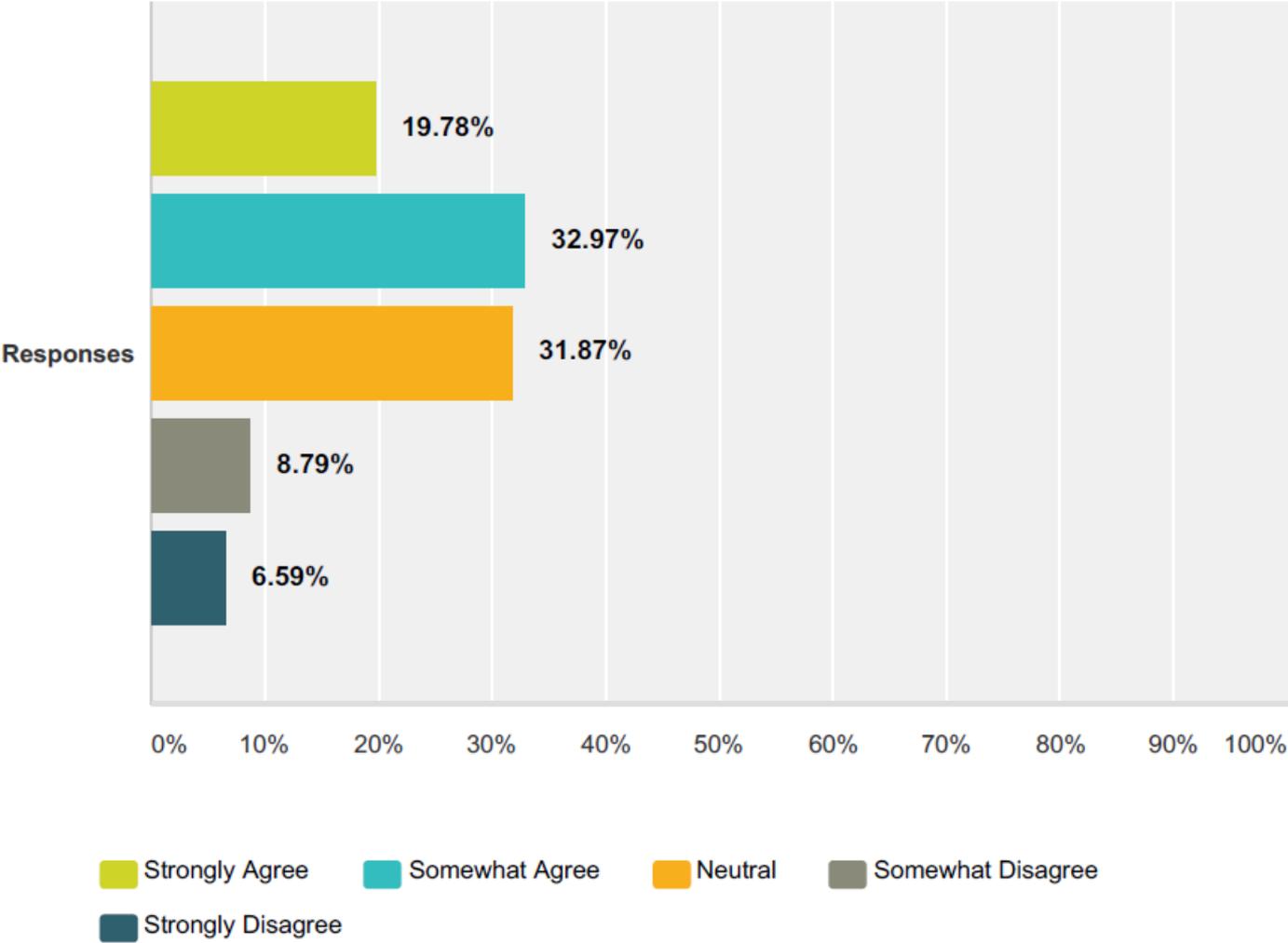
Q7 In the last six months, someone at work has talked to me about my progress.

Answered: 273 Skipped: 0



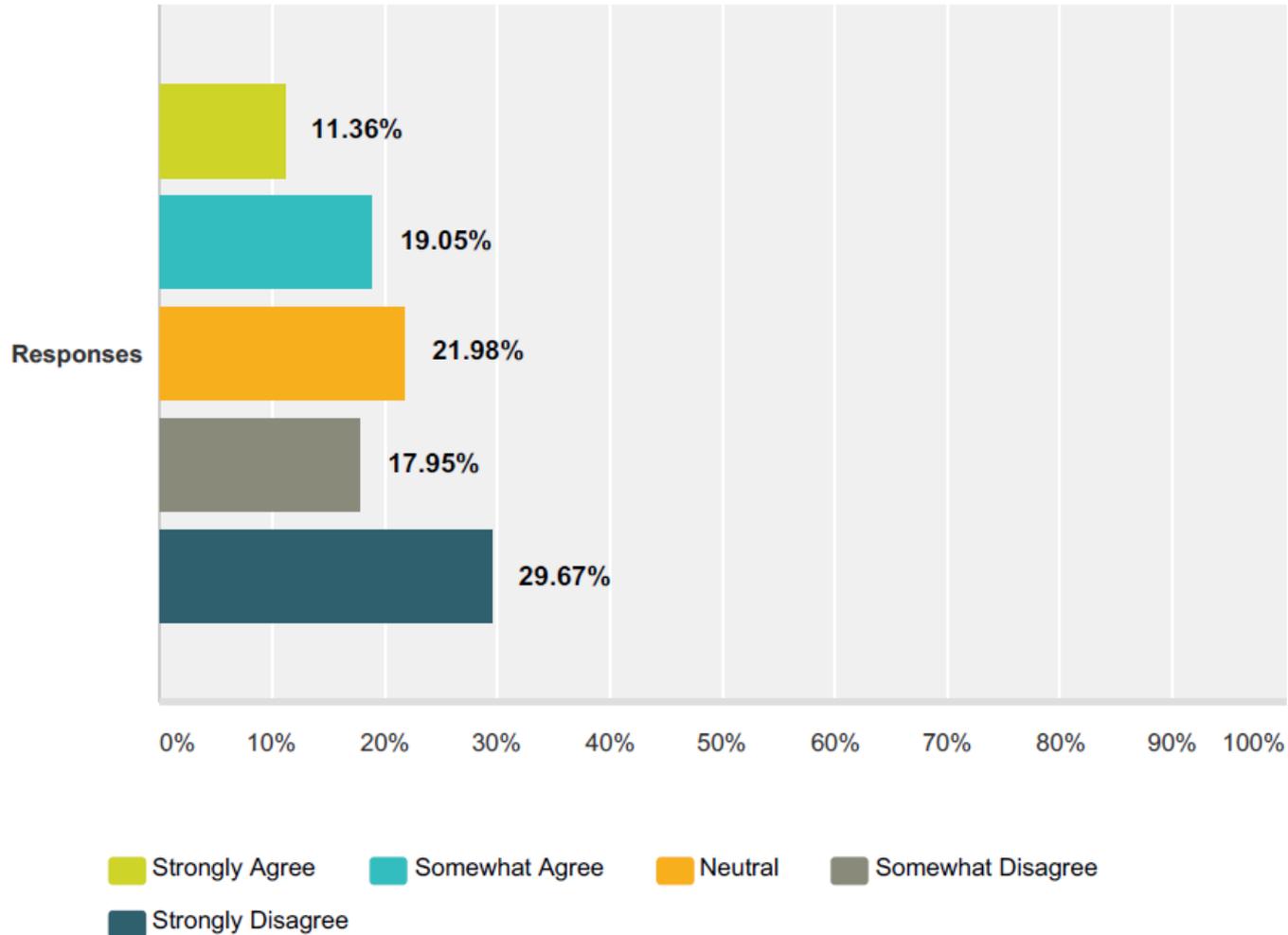
Q8 I want to discuss my job performance with my supervisor on a regular basis.

Answered: 273 Skipped: 0



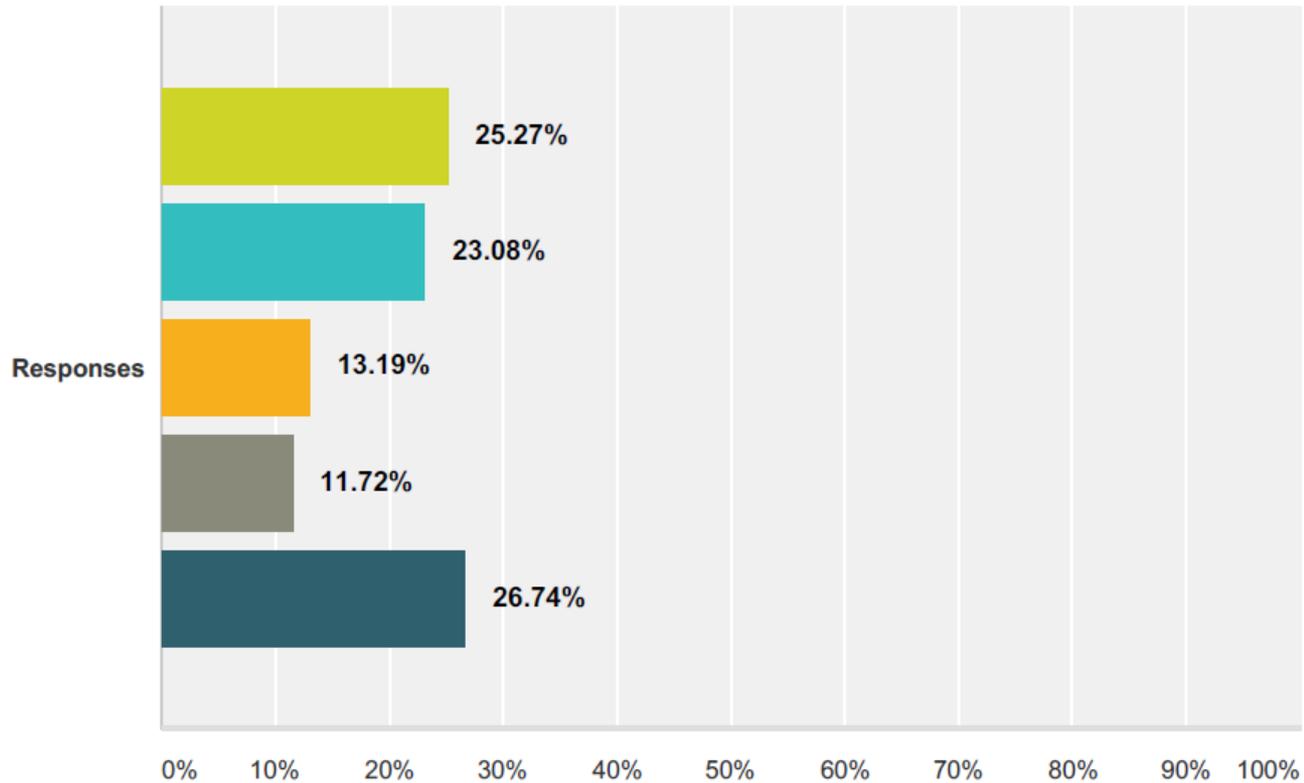
Q10 In my department, there is consistency in how employees are evaluated on job performance.

Answered: 273 Skipped: 0



Q11 My supervisor has talked to me about my job performance in the last six months.

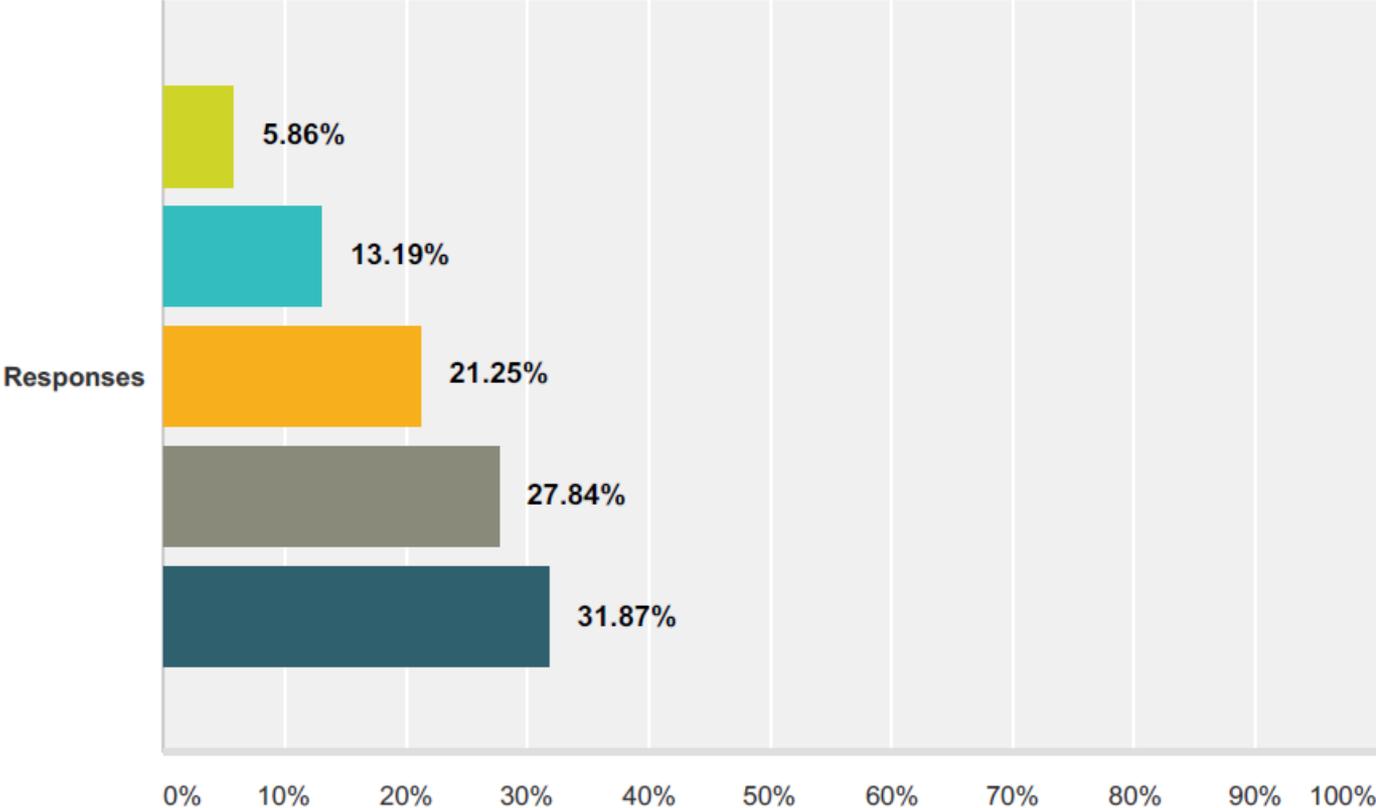
Answered: 273 Skipped: 0



Strongly Agree Somewhat Agree Neutral Somewhat Disagree
Strongly Disagree

Q13 All employees should be given the same increase in compensation every year regardless of job performance.

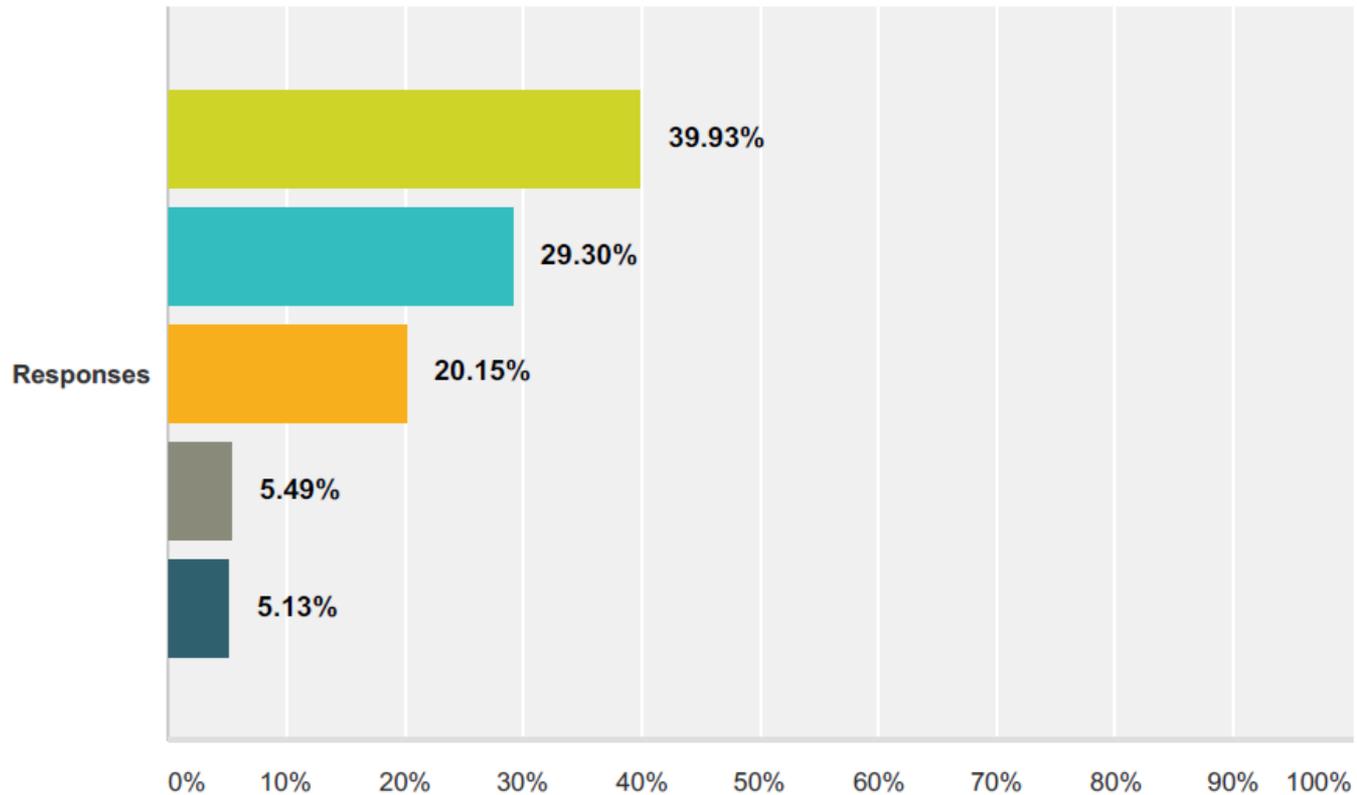
Answered: 273 Skipped: 0



- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

Q14 Employees who do a good job should be awarded with additional compensation.

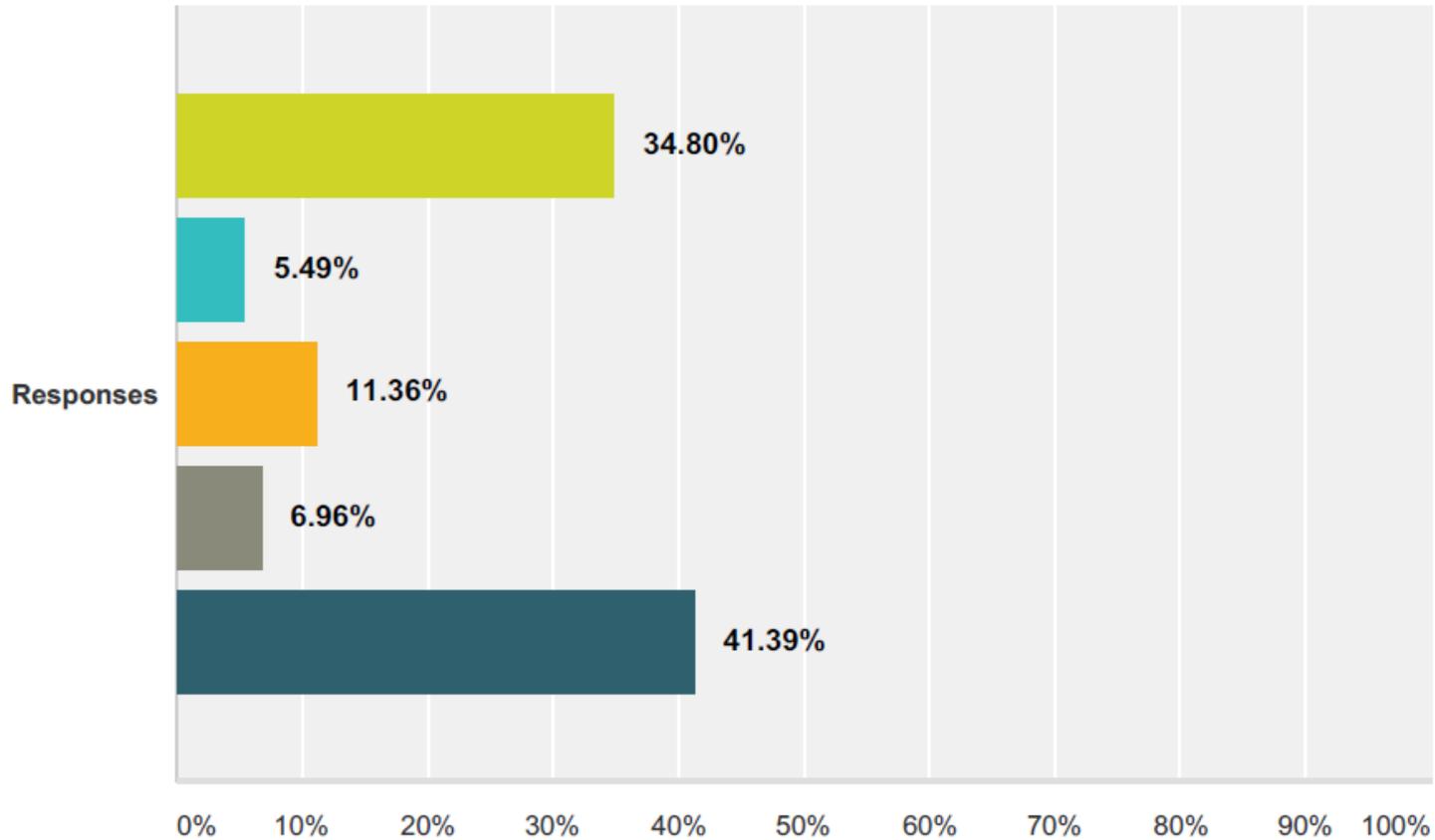
Answered: 273 Skipped: 0



Strongly Agree Somewhat Agree Neutral Somewhat Disagree
Strongly Disagree

Q16 I have received a formal performance evaluation in the past year.

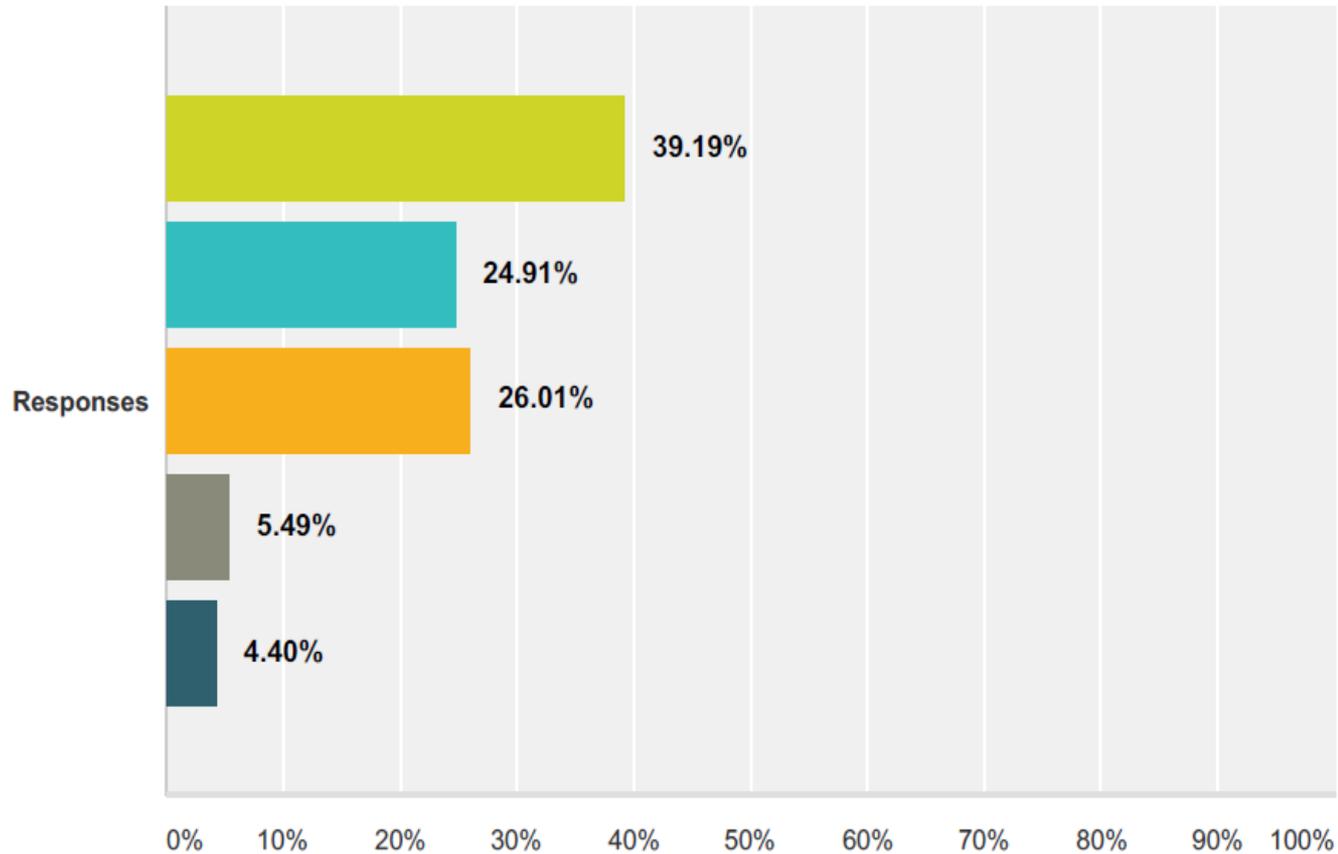
Answered: 273 Skipped: 0



Strongly Agree Somewhat Agree Neutral Somewhat Disagree
Strongly Disagree

Q18 I want a formal annual performance evaluation from my supervisor.

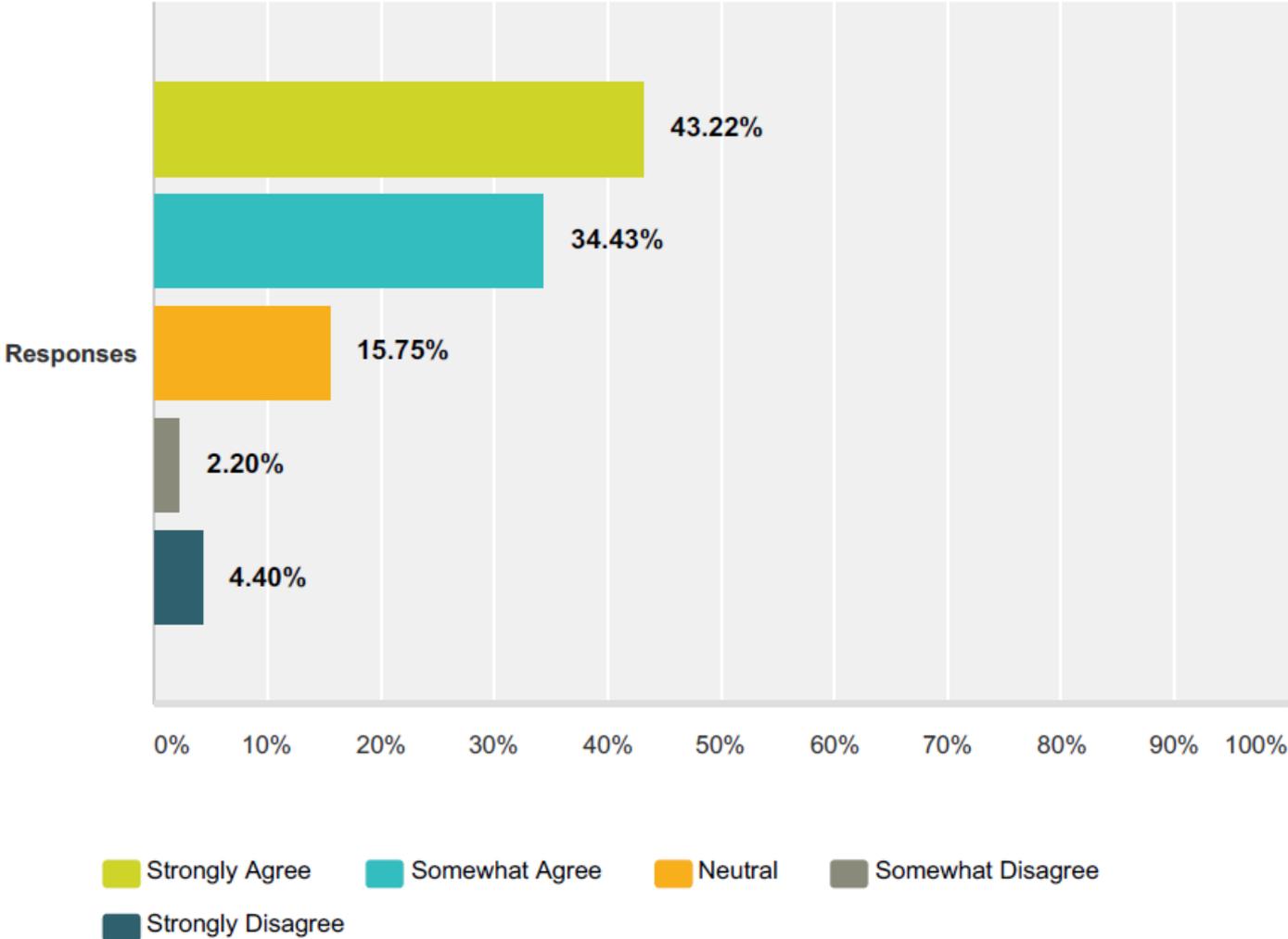
Answered: 273 Skipped: 0



Strongly Agree Somewhat Agree Neutral Somewhat Disagree
Strongly Disagree

Q19 I would like to know what my supervisor thinks of my performance throughout the year.

Answered: 273 Skipped: 0



Pay Plan and Performance Evaluation Task Force

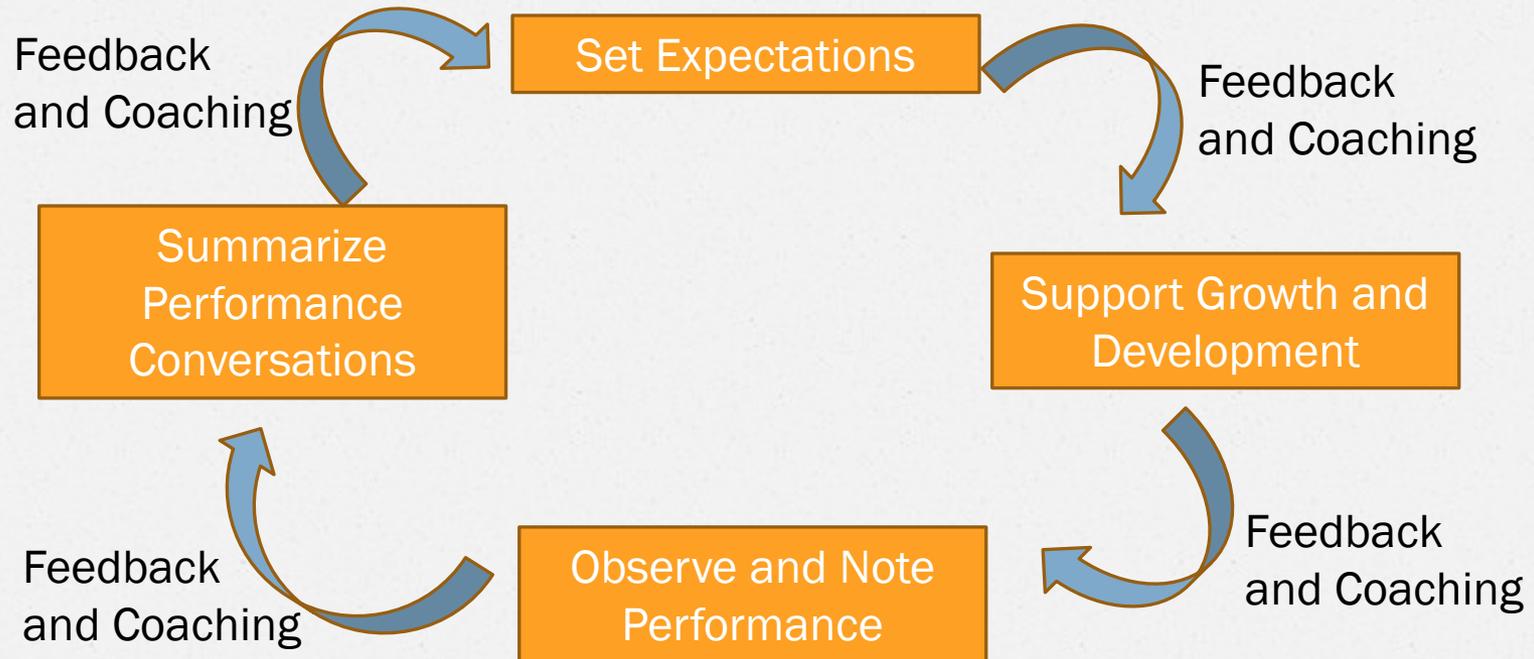
- o Conducted Research
 - o Reviewed policies from throughout the country
 - o Researched Best Practices

Where are we going?

- o Building a Performance Culture
 - o Build a Performance Feedback environment
 - o Integrate managing employee performance into everyday operations
 - o Create a learning environment
 - o Support supervisors/managers to develop skills for performance discussions

Where are we going?

o Building a Performance Culture



Where are we going?

- o Building a Performance Culture
 - o Effective Jan. 1, 2017 – All compensation decisions linked to Performance
 - o Annual Evaluation Instrument to be developed by joint management/employee committee
 - o Multiple trainings throughout 2016 for supervisory personnel and employees

Where are we going?

- o Building a Performance Culture
 - o Hybrid System
 - o Performance-Based “Step” years 1-3
 - o Performance Based Increase in an open range (0-4%) each year thereafter

Where are we going?

- o Building a Performance Culture
 - o Sets Performance Discussions as an expectation for Management
 - o Trains employees in providing self evaluations
 - o Provides support
 - o Administration and HR oversight of the entire process

Where are we going?

- o Employees Essential Part of the Process
 - o By Policy:
 - o “This program helps assure that all employees are appraised in terms of characteristics contributing to job accomplishment. It assists management in making decisions based on the identification of definite job related factors, rather than through subjective general impressions, assumptions, or casual opinions.”

Where are we going?

- o Employees Essential Part of the Process
 - o By Policy:
 - o “The formal evaluation report will include a section for an employee self-evaluation, as well as a written report of the employee’s performance...”

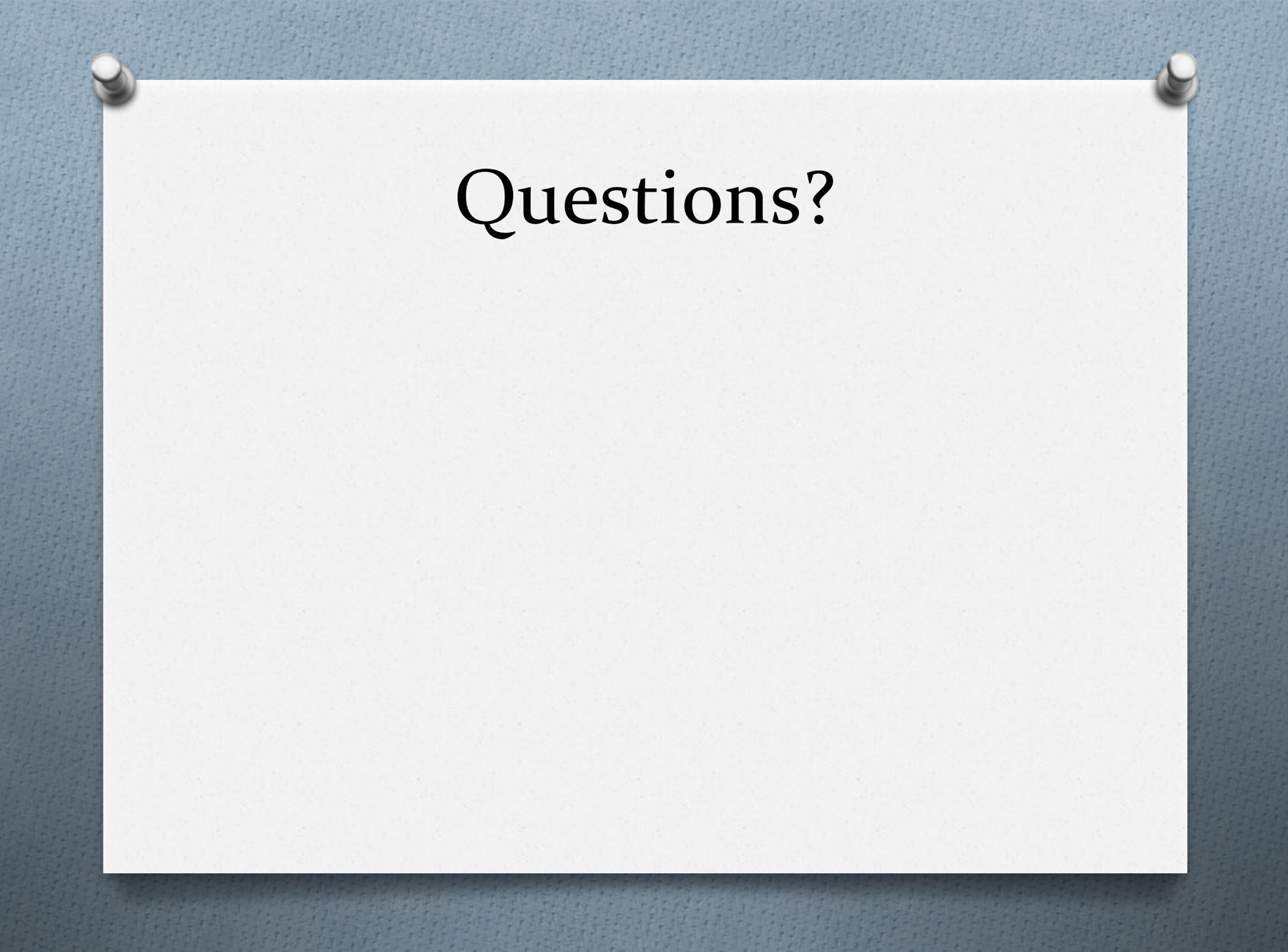


Feedback and Adjust

- o Ongoing review of performance feedback
- o Annual report to HR Committee on implementation results
- o Employee surveys seeking feedback on process/implementation
- o Ongoing employee/supervisor training

Appeals Process

- o Employees Retain Appeal Process for perceived unfair or biased reviews



Questions?