



## WAUKESHA PUBLIC LIBRARY

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Bruce Gay, Library Director  
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To: Library Board of Trustees  
From: Bruce Gay, Library Director  
Re: Implementing the City's Merit Pay Plan

In the last several years, the City of Waukesha implemented an employee merit pay program. The system uses the NeoGov online review platform. Each year employees are asked to submit SMART goals to their managers. Full-time employees submit three goals, 20-hour employees two, and 10-hour Shelves just one. These goals, along with City-, Library-, and Position-specific competencies, form the basis of the annual evaluation.

During the year supervisors meet each employee quarterly to review progress on goals and coach on library expectations. In September employees rate their own performance over the previous year. Supervisors then rate employees on goal completion and the competencies. A shelve will be rated on a competency such as "handling materials"; while a librarian is rated on "collection development." Finally, supervisors provide an overall ranking of the employee's performance on a five-point scale:

1. Does Not Meet Expectations
2. Needs Improvement
3. Valued Performer (Meets Expectations)
4. High Performer (Exceeds Expectations)
5. Exceptional (Consistently Exceeds Expectations)

In 2021, these evaluations will be used to assign merit pay increases. The 2021 City Operating Budget provides a 2.25% increase in the total staff salary and wages budget. The library determines how the 2.25% will be allocated among staff. Managers have submitted the names of their employees they believe rate a 4 or a 5, as well as those who rate 2 (in 2020 there were zero "1—Does Not Meet Expectations" rankings). The vast majority—78%—does a good job and is rated 3.

I discussed individual rankings with managers. In no cases did I override their recommendation and give a staff member a higher ranking than a manager did. Using a spreadsheet developed by City HR, merit increases will be as follows, based on ranking:

1. 0% increase—does not meet expectations
2. 0% increase—needs improvement
3. 2.2% increase—valued performer
4. 2.75% increase—high performer
5. 3.25% increase—exceptional

Notes:

- In 2021 the overall pay ranges will not increase, which means that everyone who will receive an increase will move up the pay range.
- A few staff members are already at the top end of their pay range. In these few cases staff will not receive a pay increase in 2021.
- The City plans to hire a compensation consulting firm in 2021 to survey how competitive the City of Waukesha is in the market for talent. Any changes based on this survey will trigger adjustments in 2022.

