

WINNEBAGO COUNTY MERIT PAY PLAN

(With proposed amendments August 2020)

Section 1 Purpose and Scope

(a) This Merit Pay Plan is designed to motivate employees to develop and contribute to the best of their ability, to identify those aspects of employee performance most needed to achieve department and County goals, and to provide for pay increases within the range tied to employee performance.

(b) This Merit Pay Plan applies to all Full-Time Regular and Part-Time Regular employees of Winnebago County except for elected officials and those whose compensation is subject to collective bargaining as a public safety employee. It does not apply to temporary, project, casual, seasonal, or client/restitution employees.

Section 2 Establishment of Merit Pool

(a) As part of the County budget process, the County Executive will include in the Executive Budget an amount designated for merit pay increases County-wide. This amount will be budgeted in a separate contingency account, not a part of operating department budgets.

(b) Before determining the amount to include in the proposed merit pool, the Executive may consult with the Finance Director and Director of Human Resources regarding the projected availability of tax levy, savings achieved in the payroll base through employee turnover, and other factors as the Executive may see fit.

(c) Merit pay increases in the budgeted year will be limited to the total amount included in the merit pool in the budget adopted by the County Board.

Section 3 Annual Performance Evaluations

(a) Each employee to whom this Plan applies will receive an annual performance evaluation from his or her supervisor. Evaluations will be completed and shared with employees during the period from ~~August 15~~ September 1 through October 31 each year.

(b) The performance evaluation will be based on the employee's performance during the rating period from ~~August~~ September 1 the previous year through ~~July~~ August 31 of the current year.

(c) The performance evaluation will be completed on a form approved by the Director of Human Resources. Each evaluation will include ratings of from 1 point to 4 points on each of seven different competencies, so that the employee's total evaluation score will be in the range of 7 to 28 points.

- (d) Some of the competencies used in the evaluation will be core competencies, applicable to all employees; some will be competencies applicable to supervisory or non-supervisory employees; and some will be based on the specific job class of the employee being evaluated.
- (e) The performance evaluation form will also include space to list goals for the upcoming rating period, to describe progress toward the goals previously established, for the evaluator to make comments regarding the employee's general performance or training and development needs, and for comments by the employee, but these items will not contribute to the total evaluation score except to the extent that they influence competency ratings.
- (f) Prior to completing the evaluation, supervisors should request employees to provide suggested goals, to identify progress toward previous goals, and to provide additional information regarding the employee's performance during the rating period.
- (g) Performance evaluations are to be based solely on employee performance during the rating period. Supervisory employees must strictly avoid any bias or favoritism when preparing evaluations, and will be evaluated themselves based in part on how well they evaluate their subordinates.
- (h) In order to promote consistency, each supervisor who is not a department head should submit each proposed evaluation to the department head, or to another County manager designated by the department head, for review before the performance evaluation is shared with the employee.
- (i) Performance evaluations must be shared with the employee in a face-to-face meeting whenever possible. The employee may submit written comments to the Human Resources Department and to the employee's supervisor or department head within two weeks of the evaluation, and any comments so submitted will be attached to and become a part of the evaluation record.
- (j) In addition to the annual performance evaluations called for by this Plan, all supervisors are strongly encouraged to provide frequent and regular feedback to employees through other appropriate means.
- (k) When completed, all annual performance evaluations must be submitted to the Human Resources Department and will be placed in the employees' personnel files.

Section 4 Newer Employees and Transfers

- (a) Any new employee who starts work on or before ~~May~~July 1 will receive an annual performance evaluation and is eligible to receive a merit pay increase the following January 1.

(b) A new employee who starts work after ~~May~~July 1 will not be eligible to receive a merit pay increase until January 1 following completion of a full year of employment with the County. If the minimum of the pay range is increased before a new employee becomes eligible for a merit pay increase, then the pay of the new employee will be increased by the same percentage that the minimum of the pay range is increased.

(c) Although merit pay increases may not be applicable, new employees should nevertheless be evaluated at least twice during the trial period, using either the annual performance evaluation form or some other suitable evaluation form.

(d) An employee who has transferred from one position in the County to another is eligible for merit pay without any waiting period. If advisable, the employee's current and former supervisors should share information to produce a joint evaluation of the employee's performance during the rating period.

(e) The evaluation of an employee hired on or after January 1 of the evaluation year should be based on the employee's performance from the date of hire through the date on which the evaluation is given, and the employees evaluation the next year should be based on performance from the previous evaluation date through the following August 31.

Section 5 Allocation of Merit Pool

(a) Each year each employee subject to the Plan will be assigned a number of shares in the merit pool for the year. The number of shares will depend on the total performance evaluation score and on where the employee's current pay is within the pay range for the position. Each pay grade will divided into four ranges: two equal ranges from the minimum through the control point, and two equal ranges above the control point. Evaluation scores will be divided into bands. Shares will be determined by a table, approved by the Director of Human Resources, so that shares awarded an employee increase for higher evaluation score bands and decrease for higher pay ranges. Shares will be determined by the following table, where the left hand column indicates the total performance evaluation score, and the top row refers to the four ranges of the applicable pay grade:

	Q1	Q2	Q3	Q4
25-28	7	6	5	4
18-24	6	5	4	3
11-17	5	4	3	2
0-10	0	0	0	0

(b) After receiving all of the annual performance evaluations, the Human Resources Department will determine what percentage increase in pay may be attributed to each merit pool share while keeping the total merit increases for the year equal to the merit pool approved as part of the County budget. Each employee eligible for a merit pay increase will

receive a percentage increase equal to the employee's number of shares times the percentage increase for one share. For example, if each share is determined to represent a 0.5% pay increase, then an employee with two shares will receive a 1.0% increase, an employee with three shares will receive a 1.5% increase, and so forth.

(c) Employees whose **base** pay is at **or above** the maximum of the pay range and who qualify for a merit pool share will receive merit pay in the form of a bonus, to be paid throughout the year, rather than an increase in base pay. If a merit pay increase would move an employee's pay above the maximum of the pay range, then the employee's base pay will be increased to the maximum but not beyond, and any merit pay beyond that amount will be paid in the form of a bonus.

(d) In order to promote consistency among departments, the Director of Human Resources, with the approval of the County Executive, may subdivide the merit pool among departments or groups of departments in proportion to the payroll base for each department or group.

Section 6 Pay Increases

(a) Merit pay increases will take effect on January 1 following the performance evaluations.

(b) If the minimum pay for any pay range is increased at any time, then the pay of any employee that falls below the new minimum for that pay range will be increased to the new minimum.

Section 7 Transitional Provisions

~~(a) Performance evaluations will be completed during the fall of 2015 using five competencies. Competencies based on the specific job class of the employee being evaluated will not be used this year.~~

~~(b) For purposes of allocation of the 2016 merit pool only, the total performance evaluation scores needed to achieve a given merit pool share will be adjusted to reflect the reduced number of competency scores being used, as reflected in the table below:~~

	Q1	Q2	Q3	Q4
18-20	7	6	5	4
13-17	6	5	4	3
8-12	5	4	3	2
0-7	0	0	0	0